

2025

# Status of the Implementation of Performance Report Recommendations

## Chapter 5

**Volume II: Performance Audit**  
Status Report

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**STATUS OF THE IMPLEMENTATION OF PERFORMANCE  
REPORT RECOMMENDATIONS**

STATUS OF THE IMPLEMENTATION OF PERFORMANCE REPORT  
RECOMMENDATIONS

## Chapter 5 Highlights

<b>2021 recommendations</b> 100% implementation	<b>2022 recommendations</b> 83% implementation	<b>2023 recommendations</b> 32% implementation
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**NOTE:** This chapter is a tool for the Public Accounts Committee and the public to hold government departments, commissions and Crown agencies accountable for the implementation of prior performance report recommendations.

It is important to note that less than a third of our recommendations from 2023 have been implemented. The majority of the unimplemented recommendations pertain to the COVID-19 pandemic response. We encourage government to fulfill its commitment to implement these important changes to help ensure New Brunswickers are protected in the event of future unexpected emergencies.

# Results at a Glance

## % OF RECOMMENDATIONS IMPLEMENTED

Year	Chapter Title [Total Number of Recommendations]	% of Recommendations Implemented
2021	Funding for Rural Internet - Regional Development Corporation and Opportunities New Brunswick [13]	100%
	COVID-19 Funding - NB Workers' Emergency Income Benefit - Department of Post-Secondary Education, Training and Labour [15]	100%
	Risks Exist in Government Oversight of Crown Agencies - Executive Council Office [5]	100%
	Residential Energy Efficiency Programs - Department of Natural Resources and Energy Development, NB Power [7]	100%
	Crown Agency Salary and Benefits Practices - Executive Council Office and Department of Finance and Treasury Board [2]	100%

Year	Chapter Title [Total Number of Recommendations]	% of Recommendations Implemented
2022	Liquor Industry Development in New Brunswick - New Brunswick Liquor Corporation [19]	95%
	Oversight of the Employee Health and Dental Benefit Plan - Department of Finance and Treasury Board [14]	57%
	Contaminated Sites - Department of Environment and Local Government [17]	94%
	Environmental Trust Fund - Department of Environment and Local Government [9]	78%

Year	Chapter Title [Total Number of Recommendations]	% of Recommendations Implemented
2023	COVID-19 Pandemic Response: Oversight - Executive Council Office [5]	40%
	Pandemic Preparedness and Response in Nursing Homes - Department of Social Development [8]	0%
	Workers' Compensation Payment Mechanisms in the Public Sector - Department of Finance and Treasury Board [1]	0%
	Pandemic Preparedness and Response - Department of Education and Early Childhood Development [5]	80%
	COVID-19 Pandemic Response - Department of Health [7]	0%
	Pandemic Preparedness and Response - Department of Justice and Public Safety [6]	0%
	Out-of-Province Travel - Select School Districts - Department of Education and Early Childhood Development [6]	100%



# Background

## FOLLOW-UP PROCESS

- 5.1 This follow-up chapter reports on implementation of recommendations from our 2021 – 2023 performance reports.
- 5.2 We do not provide an update in the year following the initial publication of our performance reports as we allow departments, commissions and Crown agencies the opportunity to act on our recommendations.
- 5.3 In year two to four we obtain confirmation from management on the level of implementation.
- 5.4 In year four, additional work may be conducted on some high-risk areas to ensure implementation aligns with the office's expectations.
- 5.5 See Appendix I: About Our Status Report for additional information on our follow-up process.

## Implementation of 2021 Recommendations

- 5.6 Overall, 100% of our 2021 recommendations have been implemented as of August 31, 2025. As this is the last year our office provides status updates on these recommendations, additional details are noted below.

# Funding for Rural Internet

## REGIONAL DEVELOPMENT CORPORATION & OPPORTUNITIES NEW BRUNSWICK

### VOLUME I, CHAPTER 2

#### Chapter Background

- 5.7 Our audit objective was to determine if funding for rural internet is achieving the desired outcome of providing rural New Brunswickers access to affordable high-speed internet.
- 5.8 In our 2021 report, we found improvements were required in governance and accountability, contract design, meeting contract deliverables and service provider claim evaluation.
- 5.9 We made 13 recommendations.

#### 2025 Implementation Status

- 5.10 100% of our recommendations have been implemented.



# COVID-19 Funding – New Brunswick Workers’ Emergency Income Benefit

## DEPARTMENT OF POST-SECONDARY EDUCATION TRAINING AND LABOUR

### VOLUME I, CHAPTER 3

#### Chapter Background

**5.11** Our audit objectives were to determine if the Department of Post-Secondary Education Training and Labour:

- planned and contracted for the effective delivery of the COVID-19 funding initiative
- monitored the delivery of COVID-19 funding to eligible recipients

**5.12** In our 2021 report, we found improvements were required in the following areas:

- planning for program delivery
- contracting for services utilized
- monitoring program delivery

**5.13** We made 15 recommendations.

#### 2025 Implementation Status

**5.14** 100% of our recommendations have been implemented.

# Risks Exist in Government's Oversight of Crown Agencies

## EXECUTIVE COUNCIL OFFICE

### VOLUME I, CHAPTER 4

#### Chapter Background

**5.15** The objectives of this work were to determine if:

- the Executive Council Office (in its role to support the Executive Council) complies with the *Accountability and Continuous Improvement Act* with regards to mandate letters
- Crown agencies comply with the *Accountability and Continuous Improvement Act* with regards to annual plans and annual reports (or for the two regional health authorities, that they comply with *Regional Health Authorities Act* with regards to their business plans and annual reports)
- Crown agencies appear before the Public Accounts Committee and report to their Minister responsible on their progress in implementing government priorities and objectives

**5.16** In our 2021 report we found improvements were required regarding compliance with the *Accountability and Continuous Improvement Act*:

- the timing and issuance of mandate letters
- the content of annual plans and reports

**5.17** We made five recommendations.

#### 2025 Implementation Status

**5.18** 100% of our recommendations have been implemented.

# Residential Energy Efficiency Programs

## DEPARTMENT OF NATURAL RESOURCES AND ENERGY DEVELOPMENT, NB POWER

### VOLUME II, CHAPTER 2

#### Chapter Background

**5.19** The objectives of this audit were to determine:

- if the Department of Natural Resources and Energy Development provides effective oversight to ensure NB Power fulfills its energy efficiency mandate
- if NB Power effectively delivers the residential energy efficiency programs

**5.20** In our 2021 report, we found improvements were required in Department of Natural Resources and Energy Development's oversight of NB Power's energy efficiency programs and the accessibility of NB Power's programs by New Brunswick residents.

**5.21** We made seven recommendations.

#### 2025 Implementation Status

**5.22** 100% of our recommendations have been implemented.

# Crown Agency Salary and Benefits Practices

## EXECUTIVE COUNCIL OFFICE & DEPARTMENT OF FINANCE AND TREASURY BOARD

### VOLUME II, CHAPTER 3

#### Chapter Background

**5.23** The purpose of our work was to determine:

- if salary and benefits practices for a sample of Crown agencies from Parts I, III, and IV are consistent across all parts of government and between Crown agencies in each Part
- if government directs salary and benefits practices of Crown agencies to be consistent

**5.24** In our 2021 report, we found improvements were required in increasing consistency among salary and benefits practices at certain Crown agencies, and in defining government expectations regarding salary and benefit practices for non-bargaining employees in its Memoranda of Understanding.

**5.25** We made two recommendations.

#### 2025 Implementation Status

**5.26** 100% of our recommendations have been implemented.

# Conclusion

- 5.27** We encourage the Public Accounts Committee to hold the departments, commissions and crown agencies accountable for recommendations that have not been implemented, as noted in Appendices II and III.

# Appendix I: About Our Status Report

The Status of the Implementation of Performance Report Recommendations is not an audit and does not express an audit opinion. Management is responsible for implementing our recommendations from past performance reports. To ensure this report is credible, we obtained confirmation from departments, commissions and Crown agencies that the information to be reported is accurate and complete.

This report is conducted under the authority of the *Auditor General Act*. In conducting our work, we have complied with the independence and other ethical requirements of the Rules of Professional Conduct of Chartered Professional Accountants of New Brunswick and the Code of Professional Conduct of the Office of the Auditor General of New Brunswick. Both codes are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

## **Period covered by the status report:**

2021, 2022 and 2023

## **Date of the status report:**

We concluded our work on the Status of the Implementation of Performance Report Recommendations on November 19, 2025, in Fredericton, New Brunswick.

# Appendix II: Recommendations from 2022 Chapters Not Implemented

## LIQUOR INDUSTRY DEVELOPMENT IN NEW BRUNSWICK NEW BRUNSWICK LIQUOR CORPORATION

### 2022, VOLUME I, CHAPTER 2

2.92	<p>We recommend the New Brunswick Liquor Corporation complete a comprehensive review and update of its pricing strategy and mark-up structure to ensure:</p> <ul style="list-style-type: none"> <li>• all product listing status types are included;</li> <li>• the process, decision criteria and documentation requirements for special agreements outside the standard mark-up structure are clearly included; and</li> <li>• business practices align with the pricing strategy, the mark-up structure, and the purposes prescribed in the <i>New Brunswick Liquor Corporation Act</i>.</li> </ul>
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## OVERSIGHT OF THE EMPLOYEE HEALTH AND DENTAL BENEFIT PLAN DEPARTMENT OF FINANCE AND TREASURY BOARD

### 2022, VOLUME I, CHAPTER 3

3.32	We recommend FTB re-evaluate the Plan's operational structure to determine whether there is a more effective governance model.
3.53	We recommend the Department of Finance and Treasury Board in consultation with Standing Committee on Insured Benefits, establish a risk management process, including an independent assessment of third-party risk management practices.
3.62	We recommend the Department of Finance and Treasury Board evaluate whether the Plan administration contract with Vestcor provides best value for money, such as by completing a Request for Information for Vestcor's services.
3.65	<p>We recommend the Department of Finance and Treasury Board in collaboration with Standing Committee on Insured Benefits:</p> <ul style="list-style-type: none"> <li>• clarify the cost allocation among the different benefit plans administered by Vestcor; and</li> <li>• ensure Vestcor expenditures are eligible and accurate prior to payment.</li> </ul>
3.72	We recommend the Department of Finance and Treasury Board, in collaboration with Standing Committee on Insured Benefits, establish and communicate performance objectives with specific metrics to measure Plan performance, including third-party contracts.
3.85	We recommend the Department of Finance and Treasury Board benchmark Plan performance against relevant industry benefit data.



**CONTAMINATED SITES**  
**DEPARTMENT OF ENVIRONMENT AND LOCAL GOVERNMENT**  
**2022, VOLUME II, CHAPTER 2**

2.31	We recommend the Department of Environment and Local Government make more contaminated sites information readily available to the public on its website.
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**ENVIRONMENTAL TRUST FUND**  
**DEPARTMENT OF ENVIRONMENT AND LOCAL GOVERNMENT**  
**2022, VOLUME II, CHAPTER 3**

3.35	<p>We recommend the Department of Environment and Local Government:</p> <ul style="list-style-type: none"><li>• identify a single authority with the responsibility for overseeing the administration of the Environmental Trust Fund (ETF); and</li><li>• develop Terms of Reference document to clarify and define the roles, responsibilities and expectations of the Advisory Board.</li></ul>
3.40	<p>We recommend the Department of Environment and Local Government</p> <ul style="list-style-type: none"><li>• develop a strategy and annual plans for the ETF, with clearly defined objectives, performance measures and targets; and</li><li>• link the annual budget to program objectives as part of ongoing annual planning.</li></ul>

# Appendix III: Recommendations from 2023 Chapters Not Implemented

## COVID-19 PANDEMIC RESPONSE: OVERSIGHT EXECUTIVE COUNCIL OFFICE 2023, VOLUME I, CHAPTER 2

2.50	We recommend Executive Council Office ensure that the Province improve its emergency preparedness process by: <ul style="list-style-type: none"> <li>• preparing and keeping emergency response plans up to date for all hazards (including pandemics); and</li> <li>• testing and updating plans on a regular basis according to a pre-defined schedule.</li> </ul>
2.94	We recommend Executive Council Office, in collaboration with New Brunswick Emergency Measures Organization, undertake a post-operation review and incorporate communication lessons learned into an updated <i>New Brunswick Emergency Public Information Plan</i> .
2.100	We recommend Executive Council Office ensure the Department of Justice and Public Safety, in collaboration the Department of Health: <ul style="list-style-type: none"> <li>• undertake an After Action Review to evaluate the provincial response to the COVID-19 pandemic;</li> <li>• incorporate lessons learned into an updated provincial pandemic emergency plan; and</li> <li>• create and implement a schedule to regularly test and update the provincial pandemic emergency plan.</li> </ul>

## PANDEMIC PREPAREDNESS AND RESPONSE IN NURSING HOMES DEPARTMENT OF SOCIAL DEVELOPMENT 2023, VOLUME I, CHAPTER 3

3.33	We recommend the Department of Social Development work with nursing homes to develop and implement a recruitment strategy for nursing home clinical care staff.
3.39	We recommend the Department of Social Development update the infection prevention and control requirements in Nursing Home Standards to align with IPAC Canada best practice by providing access to a dedicated prevention and control professional per 150-200 beds depending on acuity levels.
3.46	We recommend the Department of Social Development implement a formalized risk management strategy detailing sufficient procedures that reflect infection prevention and control best practices until a capital improvement plan can be developed.
3.55	We recommend the Department of Social Development develop adequate enforcement mechanisms to support compliance with legislation, regulations and standards.
3.56	We recommend the Department of Social Development publicly report the licence status of nursing homes online.
3.71	We recommend the Department of Social Development ensure corrective actions as noted in IPC audits have been implemented to support ongoing/future infection prevention and control risks.

3.86	We recommend the Department of Social Development regularly assess training needs of nursing homes and provide funding accordingly. Ongoing training should include infection prevention and control measures based on best practices.
3.97	We recommend the Department of Social Development work with nursing homes and the Department of Health to develop outbreak management plans and procedures.

## **WORKERS' COMPENSATION PAYMENT MECHANISMS IN THE PUBLIC SECTOR**

### **DEPARTMENT OF FINANCE AND TREASURY BOARD**

#### **2023, VOLUME II, CHAPTER 2**

2.33	We recommend the Department of Finance and Treasury Board develop a business case for the use of alternative payment methodologies outside the <i>Workers' Compensation Act</i> . Such documentation should include an analysis of the benefits provided, costs to government, employee equity and program outcomes.
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## **PANDEMIC PREPAREDNESS AND RESPONSE**

### **DEPARTMENT OF EDUCATION AND EARLY CHILDHOOD DEVELOPMENT**

#### **2023, VOLUME II, CHAPTER 3**

3.17	We recommend the Department of Education and Early Childhood Development ensure adequate training is provided to staff identified with key roles and responsibilities in business continuity plans according to a predefined schedule.
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## **COVID-19 PANDEMIC RESPONSE**

### **DEPARTMENT OF HEALTH**

#### **2023, VOLUME II, CHAPTER 4**

4.32	We recommend the Department of Health develop, monitor and report on established key performance indicators. Targets should be regularly reviewed for ongoing relevance and revised accordingly.
4.45	We recommend the Department of Health increase data-systems capacity to adequately monitor test inventory during a pandemic to ensure supply meets demand.
4.60	We recommend the Department of Health provide clear targets to support the decision-making process when moving between various phases of a staffing crisis action plan. This should form part of an up-to-date pandemic plan.
4.65	We recommend the Department of Health review the efficacy of the critical care nursing initiative to determine if it accomplished its intended objectives and note any future improvements should the need arise again.
4.68	We recommend the Department of Health develop a contingency plan, as part of its business continuity planning, that outlines back-up procedures for key personnel, both at the Department and regional levels.

4.72	<p>We recommend the Department of Health ensure:</p> <ul style="list-style-type: none"> <li>• decision criteria are established and consistently applied for any process which may result in exceptions for adherence to mandatory orders</li> <li>• rationale used for decision-making for exemptions is well-documented.</li> </ul>
4.78	<p>We recommend the Department of Health ensure the development and retention of adequate documentation to substantiate public health measures.</p>

## **PANDEMIC PREPAREDNESS AND RESPONSE** **DEPARTMENT OF JUSTICE AND PUBLIC SAFETY** **2023, VOLUME II, CHAPTER 5**

5.34	<p>We recommend the Department of Justice and Public Safety implement the outstanding recommendations from the privacy impact assessments related to formalizing a departmental privacy policy and complaint management process.</p>
5.37	<p>We recommend the Department of Justice and Public Safety evaluate the efficacy of the hotel isolation program to determine if it contributed to a reduction in non-essential travel or the spread of COVID-19. Lessons learned should be considered in future emergency planning and preparedness.</p>
5.42	<p>We recommend the New Brunswick Emergency Measures Organization in conjunction with provincial departments, ensure departments and agencies have up to date business continuity plans at all times.</p>
5.44	<p>We recommend the New Brunswick Emergency Measures Organization in conjunction with provincial departments, ensure departments and agencies have up to date emergency plans at all times.</p>
5.46	<p>We recommend the Department of Justice and Public Safety publicly report on the outcomes of its responsibilities pertaining to:</p> <ul style="list-style-type: none"> <li>• emergency planning for municipalities</li> <li>• emergency and business continuity planning for departments and agencies</li> </ul>
5.49	<p>We recommend the New Brunswick Emergency Measures Organization ensure the New Brunswick Emergency Measures Plan is up to date at all times.</p>