

Summary of Community Futures Program Audit Findings and Management Responses — September 2004

Action Recommendation Items	Management Response	Lead Responsibility
<p>1. Consistency among Jurisdictions</p> <ul style="list-style-type: none"> -formal and documented financial statement reviews should be implemented across all jurisdictions -formal and documented operating plan review should be implemented across all jurisdictions -site visits to each CFDC for the control and monitoring purposes should be completed (and based on completed CFDC risk assessments) 	<p>Agreed. CF Program Administration Handbook was distributed to WD Regional Offices. The CFDC, WEI, FEDO Contributions-WD Policy document will become the basis to ensure consistency among WD Regions. Best practices of WD Regions will be adopted on a pan West basis, where appropriate.</p>	<p>WD-Service Partnerships/ WD Regional Operations</p> <p>Deadline: On-going</p>
<p>2. Auditor's Compliance Reports</p> <ul style="list-style-type: none"> -the utilization of compliance statements should be revisited 	<p>Agreed. During the course of revising the existing standard CFDC contribution agreements, WD will discuss with CFDC representatives options for clarifying and improving the utilization of compliance statements.</p>	<p>WD-Service Partnerships</p> <p>Deadline: March 31, 2004</p>
<p>3. Quarterly Performance Reports</p> <ul style="list-style-type: none"> -the purpose and content of these reports should be revisited 	<p>Agree. WD will review and waive reporting requirements for specific performance measures (e.g. estimates of jobs created through business services, distinguishing between loans to new & existing firms, etc.) for the balance of 2003/04 as an interim step in reducing the CFDC reporting burden, pending a more formal</p>	<p>WD-Service Partnerships</p> <p>Deadline: March 31, 2004</p>

	review of performance measures.	
	Subsequently, WD will review the existing measures using a defined matrix of criteria, in collaboration with the CF Associations to determine frequency and content of reports requested. This would include revisiting the CF Program logic model as well as the WD performance measurement and reporting framework, which is under development. This review will occur concurrent with the renewal of the Contribution Agreements, and will ensure that the deliverables (as outlined in the agreement and annual operating plans) and the associated performance reporting requirements will be streamlined, as appropriate.	WD-Service Partnerships/ WD Regional Operations Deadline: March 31, 2004
	WD will examine the feasibility of automating the performance reporting process by March 31, 2004. If automation proceeds, WD will work with the developers of the third party client management software used by CFDCs to ensure the software's performance report generator module is consistent with WD's requirements.	WD-Information Management & Technology Branch Deadline: March 31, 2004
	Usage of quarterly performance reports as a monitoring tool will be examined, taking into consideration Regional best practices, such as B.C. Region's use of a variance analysis tool.	WD-Service Partnerships/ WD Regional Operations
4. CFDC Policies	Agreed. WD, in consultation with the CF Associations, is developing minimum standards for corporate policies (client confidentiality/ access to information, HR, investment funds, conflict of interest), that allow for the greatest flexibility possible in implementation at the local CFDC level.	WD-Service Partnerships/ WD Regional Operations Deadline: March 31, 2004
-given that all of the CF Contracts end as of March 31, 2004, the CFDC policies should be revisited for each CFDC as part of the renewal process	Ensure that minimum standards are met by individual CFDCs.	WD Regional Operations Deadline: On-going
5. Improved File Documentation	Agreed. WD Regional Program Managers to discuss this issue	WD-Regional

<p>-improved file documentation would allow those with oversight responsibility to monitor work of subordinates and to facilitate the transition if new project officers are assigned to monitor the CFDCs.</p>	<p>with staff and develop immediate course of action.</p>	<p>Operations Deadline: September 30, 2003</p>
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