



Producing a 'brilliant' annual report

Rachel Edwards
Manager Communications
Office of the Auditor General





Today's theme...



HELP!





Help yourself

- Pre-planning
- Don't reinvent the wheel – just improve on it
- Look at winning reports
- Know your guidelines and model statements
- Trust others – let go when you need to let go



Help your team

- Clearly articulate roles
- Have milestones
- Regular progress reporting
- Trust your team to do what they're meant to do



ANNUAL REPORT 2009/10 PRODUCTION TIMETABLE

Date	Milestone	Action	Progress Notes	Done
13 April	Initial planning meeting	RE, DP, MB		YES
27 April (Corpex)	Progress review #1 - Production timetable and proposed design features to Corpex	SG, RE, DM		YES
6 May	Secondary planning meeting (following Corpex feedback)	SG, DP, PS, RE, MB, PM, DM		
7 May	Commence research, compilation, writing, editing and obtaining approvals for up-front sections	RE - in conjunction with relevant AAG's & managers from all divisions		
7 May	Commence compilation of KPIs and preparation of financials, including notes to financials and general text	DP, MB		
11 May	AG's draft Overview presented to AG for approval	AG, RE, PM		
18 May (Corpex)	Progress review #2 - including content overview, draft financials and KPIs to Corpex (for information and KPI approval)	SG, RE, DP, MB		
3 June	Finalise drafts of up-front section	RE with relevant AAG's & managers		
15 June (Corpex)	Progress review #3 - Visual design concepts and drafts of up-front sections to Corpex for approval	RE, DM		
12 July	Audit of OAG financial statements and KPI's commences	DP, Bentley's		
20 July	Audit of OAG concludes	DP, Bentley's		
ASAP	• Audit opinion received	AG, SG, DP, MB,		

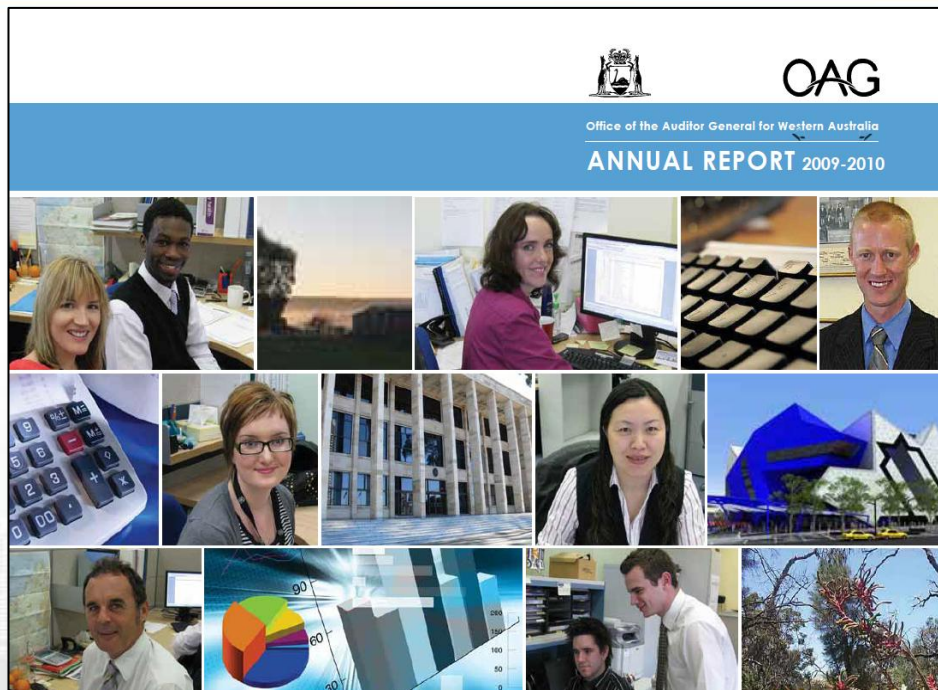
Simple, clean and
to-the-point.



Help your agency

- Know what you're trying to convey
 - what are your key messages?
- Do you have a theme?





2009-10 Theme:
‘Not just a bunch of
bean counters in
suits’!



Help your audience

- Know your audience
 - clearly establish who you are writing this for
- What do they want to know?
- Tailor information accordingly





Our Year by Numbers

CONTENTS

\$173.4 billion is the value of assets covered by our financial audits ... page 14
207 opinions issued on financial statements ... page 15
5 qualified opinions ... page 21 & 22
20 compliance, performance and assurance audit reports tabled in Parliament ... page 20
95 per cent of MPs surveyed said our reports are useful to Parliament ... page 18
49,000 students found to not attend school regularly ... page 20
\$25 million is the cost of energy that could have been saved under the Energy Smart Government program ... page 23
350 000 tonnes is the amount of greenhouse gases that could have been avoided if government had reduced its energy consumption ... page 23
\$2.2 billion is the estimated capital cost of the two major building projects covered by our performance audits ... page 21 & 22
\$308 million covered by our preliminary examination of Royalties for Regions ... page 21
74 per cent of staff said they were satisfied at work ... page 30

Snapshot information – novel and easy to digest. Doubles as a secondary contents page.



Managing Our Office

Seventy-four per cent of our staff said they were either satisfied or very satisfied at work.

CONTENTS

Risk and business continuity

During the year, we reviewed our risk framework, established clear guidelines for managing, reporting and monitoring all risks and updated our Business Continuity Plan. This Plan is monitored by our Risk Management Committee and is under continual review to ensure we are prepared to continue critical business operations should an adverse event occur.

The Information Resources Branch factors a number of business continuity features into the design of critical systems and network services.

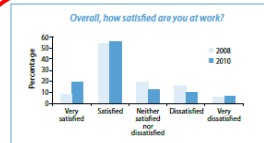
These features include:

- hardware and/or software redundancy is factored into critical systems
- critical computer systems operate in a mirrored 'fail-over' environment allowing rapid activation of a backup system in the event of a primary system failure
- critical internal components, network switches and disk drives are replicated, removing single points of failure
- an automated tape backup system is in place with backup tapes moved offsite for safe storage
- automated real-time monitoring and reporting of environmental and system conditions provide early warning of potential issues
- automated security management software products minimise the risk of adverse security events impacting on critical system operation.

Staff survey

In March we conducted a voluntary staff survey that gave all our employees the opportunity to provide feedback on their experience, thoughts, opinions and issues related to their employment with the Office. We last conducted this survey in 2008 when 58 per cent of staff participated. This year the participation rate increased significantly with 78 per cent of available staff participating.

The clear majority of responses were overwhelmingly positive, with 74 per cent of staff saying they were either very satisfied or satisfied at work. This is up from 61 per cent in 2008.



Some areas of concern were identified including communication, the work environment and professional development programs. These areas had already been identified as opportunities for improvement and the Office has a number of strategies in place to address these, primarily through the new Strategic Plan 2011-2016.

Social club

We have an active social club that encourages staff to socialise both within the workplace and outside business hours away from the workplace. The club also makes arrangements for staff to participate in fundraising for charities.

Parliamentary liaison program

The Office continues to provide information to Parliament as one of its core functions. A calendar of planned regular contacts, including meetings, hearings, briefings and presentations, is in place and supports the Office communication strategy. During the year we conducted a client survey with Members of Parliament. Further information on this survey can be found on page 18.

Communications

The work of the Auditor General attracts wide interest from Parliament, the media and the public. In January 2010 a Manager Communications was appointed to manage the publishing process and the communication and media liaison activities associated with it. The role also carries responsibility for internal communications with staff, electronic and print communications and strategic communication planning.

Visual aids – easy to digest and helps to break up the text



Help your readers

- Snapshots
- Case studies
- Plain English
- Guides, tools, tips..!





Our Performance

This year we issued 207 audit opinions, which covered \$173.4 billion worth of assets.

CONTENTS

Timeliness

What we set out to do	What we achieved
Issue 207 audit opinions in time for agencies' annual report to be tabled within 90 days	99.4% of 2009 opinions were issued in time*

Table 4

* The audit of one agency was delayed because they had not completed all requirements to enable their opinion to be issued within 90 days.

Audit Opinions

Audit opinions issued 2009-10	
Annual Report on State Finances	1
Parliamentary departments	3
Government departments	36
Statutory authorities	100
Universities and TAFE colleges (statutory authorities)	14
Superannuation funds (statutory authorities)	3
Corporatised entities	15
Cemetery boards	8
Subsidiary entities	18
Request audits	9
Total number of audit opinions issued	207

Table 5

A complete list of agencies subject to audit is at Appendix 1 on pages 68 to 69 of this report.

Performance auditing

Introduction

The Auditor General tables in Parliament a range of reports addressing issues of parliamentary and community interest. These include two types of performance audit reports:

- **Performance Audits** – These provide Parliament with information and analyses of public sector programs and operational performance. Performance audits do not focus on government objectives but rather on whether the objectives have been met with efficiency and effectiveness.
- **Compliance Audits** – These provide information about government agency compliance with legislation, public sector policies and good practice.

Our reports do not just illustrate areas where performance can improve. They also identify and highlight examples of good practice. This is important as it provides guidance for other public sector agencies about improvement opportunities and better practice.

Output

The indicators set out in the table below are not audited, however they are included in this annual report because they are considered important in understanding the Office's operational performance.

Target – parliamentary reports	What we achieved	Comments
Report 100 matters of significance to Parliament	118	Target exceeded
Table 6 to 8 stand-alone and follow-up performance audit reports in Parliament during the year	5	Target not met
Table 10 to 12 compliance audits in Parliament during the year	13	Target exceeded
Table 2 reports to Parliament on the results of financial statements and controls and performance indicator audit	2	Target met

Table 6

We did not meet our target for stand-alone performance audit reports tabled in Parliament, although at 30 June 2010, the report on one audit project was in draft form and two others were substantially complete.

Snapshot information for the reader – what is the takeaway message from each key page?



Highlights 2009-10

Members of Parliament survey

The Office received positive feedback in its recent survey of Members of Parliament with 96 per cent agreement that our reports communicate issues clearly and 100 per cent agreement that our reports provide valuable information on public sector performance (further details on page 18). Members of Parliament are the primary stakeholder group for our Office and we are continuing to work closely with them to further enhance the quality and effectiveness of our reports.

Australasian Reporting Awards 2009 and IPAA Lonnie Awards

Reporting, and the annual report especially, is an essential mechanism of accountability and a vital element in communicating our performance for the year. The Australasian Reporting Awards (ARA) provide an opportunity for private and public sector organisations to benchmark their annual reports against world's best practice criteria. Similarly, the annual WS Lonnie Awards supported by the Institute of Public Administration Australia (WA Division), recognise 'excellence in Annual Reporting'. This year we were pleased to receive a bronze ARA award and a silver Lonnie Award for our 2008-09 annual report.

Report successes

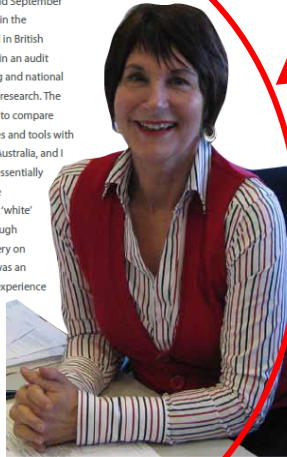
Our audit reports continue to provide public sector agencies with recommendations and opportunities for greater accountability and performance.

Three examples where our work has recently influenced the public sector are:

- Our Information Systems Audit Report was used by the WA Public Sector Commission to develop the Government's new *Good governance guidelines for securing the Western Australian Public Sector's electronic information*.
- The Government's *Better Attendance: Brighter Futures* strategy was launched in May 2010 and aims to improve student attendance in Western Australian public schools. It was developed in direct response to recommendations by our Office in the 2009 report on student attendance.
- On 14 April 2010 the Commissioner for Children and Young People WA released an issues paper concerning youth justice in Western Australia, which utilised information we provided in our 2008 report on the juvenile justice system.

Between September 2008 and September 2009, I worked on exchange in the Office of the Auditor General in British Columbia, Canada. I worked in an audit team, participated in training and national conferences, and undertook research. The exchange gave me a chance to compare Canadian standards, practices and tools with those used here in Western Australia, and I discovered that our work is essentially the same, but we do it a little differently. I also had my first 'white' Christmas and travelled through some truly spectacular scenery on my holidays. The exchange was an exceptional opportunity to experience firsthand how another audit office works, enhance my working knowledge and to extend professional networks. I owe a big thank you to the Office for making it happen.

– **Linda Barker**
Director, Performance Audit

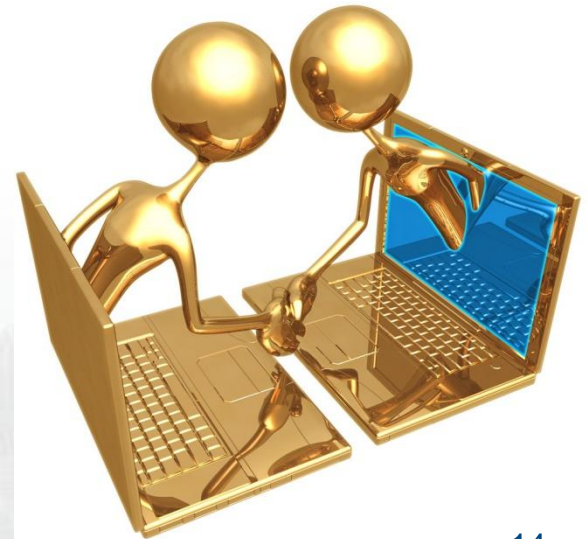


Give life to your report – using people and case studies help the reader to relate to the information



Help your online viewers

- Easy access
 - obvious location on website
 - Accessibility guidelines
- Lots of links
- Options for navigation





Book
marks

Please fill out the following form. You cannot save data typed into this form.
Please print your completed form if you would like a copy for your records.

21 (23 of 76) 98.4%

Bookmarks

- Contents
- Auditor General Overview
- Highlights 2009-10
- Our Office
 - Who we are
 - What we do
 - Our purpose
 - Our mission
 - Our values
 - Enabling legislation
 - Key legislation affecting the Office's activities
 - Performance management framework
 - Organisational and divisional activities chart
 - Senior officers
 - Organisational strategies – Strategic Plan 2011-2016
 - Significant Issues and Trends

Our Performance

In 2009-10 we tabled two financial audit results reports, nine compliance and controls audits, one information systems audit report containing the results of three audits, five performance audit reports and two reports containing opinions on four ministerial notifications.

CONTENTS

Fourth Public Sector Performance Report 2009
(Report 12, 11 November 2009)

Preliminary examination of the Royalties for Regions program
Between May and July 2009,

three hundred and eight million dollars had been distributed under the Royalties for Regions program. Money was distributed in accordance with the high level objectives and eligibility criteria for the funds and projects we reviewed.

We found that the development and implementation of an appropriate accountability and governance framework for the Royalties for Regions program had lagged behind the initial disbursement of funds. However, good progress had been made in developing the framework since October 2008. Once fully implemented, the framework should provide appropriate accountability for the funds and ensure that processes are in place for the communication, implementation, monitoring and evaluation of the program.

Accountability for government grants
We found that Healthway and the Department for Sport and Recreation generally administered their grants appropriately, but there were some opportunities for improvement. The then Department for Education and Training (DET) did not have appropriate accountability arrangements. DET assigned responsibility for grants to individual managers without addressing the risks involved in this devolved approach. Subsequently, DET has adopted new procedures to manage these risks.

Management of government purchasing cards
Controls over the management of purchasing cards were generally adequate in the 25 agencies that we examined. Although we found instances of non compliance with required procedures and areas for improvement in controls at 22 agencies, we found no evidence of purchasing cards being misused. The most common areas of non compliance with required procedures were in providing evidence to support transactions, and in acquitting and certifying purchases.

Audit Results Report 2008-09 Assurance Audits
(Report 13, 11 November 2009)

Three agencies received qualified audit opinions and three had Matters of Significance reported with their audit opinions. The number of financial and information system control weaknesses reported to management in 2008-09 was similar to the previous year. However the number of issues that we rated as significant increased by 69 per cent.

Although several agencies were adversely affected by the global financial crisis, no instances were found of the threat being poorly managed.

We noted an increase in the number of agencies demonstrating better practice in financial reporting. However almost 60 per cent of agencies did not achieve better practice primarily because of errors in financial statements submitted for audit, and the timeliness of their preparation. Just 17 per cent of agencies prepared their financial statements for audit within three weeks of year end.

The Planning and Management of Perth Arena
(Report 1, 10 March 2010)

<http://www.audit.wa.gov.au/report2010.php>

In this report we examined the planning and management of the Perth Arena project between March 2004 and December 2009. We found the estimated cost of the Arena was \$323 million more than originally budgeted and would be finished three years later than planned. We found that there was insufficient scoping and planning; little evidence that appropriate planning, monitoring and reporting processes were established or followed; and a lack of adequate project management and governance arrangements. Recordkeeping was poor which undermined accountability for key decisions. Changes to governance and project management had improved transparency and strengthened project oversight, but the project remained at risk of further cost increases and delays. Several recommendations were made for agencies involved in the procurement and delivery of capital projects.

AUDITOR GENERAL WA ANNUAL REPORT 2009-2010 21

Flip
page
buttons

Hyperlinks



Help yourself (again!)

- Debrief – continuous improvement
- Take a breather
 - help yourself stay sane!
- Set the wheels in motion
 - Summaries, photos, events...





Celebrate!

