



***Audit Commission
Hong Kong***

**Corporate Plan
2010-11 to 2012-13**

Excellence in public sector auditing

July 2010

PREFACE

The Corporate Plan provides an overarching strategic planning framework for the Audit Commission covering the three-year period from 2010-11 to 2012-13. It outlines our Vision, Mission and Values. It also sets out five Key Result Areas, which serve as the focus of our delivery of quality audit services.

To achieve the long-term strategic objectives of the five Key Result Areas in the Corporate Plan, we plan our directions for conducting our core businesses and the key initiatives in the Business Plan. The Business Plan is supported by the Five-year Value for Money (VFM) Audit Strategic Plan and the annual Programme of Work (POW). In this way, the Vision, Mission and Values outlined in the Corporate Plan are translated into detailed work programmes. The completion of the work programmes will ensure the achievement of our vision of “*excellence in public sector auditing*”.

I am confident that, following the directions set out in this Corporate Plan, we shall be able to meet the challenges ahead and to achieve our strategic objectives.

Benjamin Tang
Director of Audit
July 2010

AUDIT COMMISSION CORPORATE PLAN 2010-11 to 2012-13

Excellence in public sector auditing

INTRODUCTION

This Corporate Plan sets out the Audit Commission's long-term objectives and strategies which serve to guide the work of the Audit Commission over the three-year period 2010-11 to 2012-13. It outlines:

- Our Vision;
- Our Mission;
- Our Values; and
- Key Result Areas.

OUR VISION

Excellence in public sector auditing

We strive for excellence in the provision of independent public sector audit services through commitment to professionalism and innovation.

OUR MISSION

To provide independent, professional and quality audit services to the Legislative Council and public sector organisations in order to help the Government enhance public sector performance and accountability in Hong Kong

The primary objective of our audit services is to contribute to enhancing the performance and accountability of the Government and other public sector organisations in Hong Kong. We achieve our mission by:

- conducting regularity audits which provide the Legislative Council with an overall assurance that the Government's financial and accounting transactions and those of funds of a public or quasi-public nature are proper and that they conform to accepted accounting standards; and
- conducting value for money audits which provide the Legislative Council with independent information, advice and assurance about the economy, efficiency and effectiveness with which any bureau/department of the Government, agency, other public body, public office, or audited organisation has discharged its functions.

OUR VALUES

We are committed to upholding a high standard of integrity and conduct in discharging our audit responsibilities. We share a set of core values including *Professionalism*, *Probity* and *People-oriented*, which underpin all facets of our work including *Our services*, *Our culture* and *Our people*. These core values and their related attributes, as illustrated below, define the way we conduct ourselves in all the work we do.



Professionalism

We seek to achieve excellence by conducting our work with professional competence and expertise, in accord with the highest standards of ethics and proficiency in our professions.

Independence

We strive to be, and be seen to be, objective, unbiased and free from undue influences in the provision of audit services.

Innovation

We strive for continuous improvements by accepting, promoting and sharing creative and innovative ideas.

Commitment

We are committed to adding value to public sector management by delivering quality audit services which serve the best interests of Hong Kong.

Probity

We always act in an open, honest, ethical and professional manner.

Responsiveness

We always understand, acknowledge, and try our best to meet the needs and expectations of our stakeholders.

Objectivity

We are always fair, just and impartial in the conduct of our work.

People-oriented

We are committed to creating a work environment which values the professionalism, skills, commitment and creativity of our staff and helps them meet their full potential.

Teamwork

We work as a team to bring out the best in our staff to realise our vision and achieve our mission.

Nurturing talent and creativity

We are committed to helping our staff develop their talents by continuous learning and encouraging creativity.

KEY RESULT AREAS (KRAs)

We deliver our audit services by focusing efforts on five KRAs:

- KRA 1: Our products and services;
- KRA 2: Our people;
- KRA 3: Our methodology and technology;
- KRA 4: Our culture; and
- KRA 5: Our management objectives.

KRA 1: Our products and services

Strategic Objectives

- Provide quality products and services which meet the expectations of the Legislative Council, the Administration, the community and other stakeholders.

Strategies

- Deliver quality, objective, balanced, relevant and timely reports that lead to improved public sector performance and accountability;
- Establish an environment aimed at fostering a close professional relationship with Members of the Legislative Council;
- Promote a professional relationship with our auditees, particularly at the senior management level, through increased work consultations and participation at formal and informal meetings; and
- Maintain and reinforce the community's high level of awareness and confidence in the role and activities of the Audit Commission.

Outcomes

- The Legislative Council, the Administration, the community and other stakeholders value the Audit Commission's role in enhancing public sector performance and accountability; and
- International and local public recognition of the Audit Commission's contributions to public sector governance and management.

KRA 2: Our people

Strategic Objectives

- Create a work environment which values the professionalism, skills, commitment and creativity of our staff and helps them meet their full potential.

Strategies

- Promote an office culture which values professionalism, commitment, achievement, integrity, leadership and teamwork;
- Foster a consultative, participative and accountable environment;
- Create opportunities to assist our staff in their personal and professional development; and
- Encourage our staff to adopt a culture of continuous improvement and learning.

Outcomes

- Professional, satisfied and motivated staff who are committed to achieving our corporate vision and mission, and adhering to our values.

KRA 3: Our methodology and technology

Strategic Objectives

- Utilise the state-of-the-art methodology and technology to deliver our quality products and services in an efficient and cost-effective manner.

Strategies

- Ensure quality outcomes in all our products and services by equipping our staff with state-of-the-art methodology and techniques; and
- Make effective use of the latest available technology for audit, management, analysis and reports.

Outcomes

- Prompt delivery of quality professional products and services in an efficient and cost-effective manner.

KRA 4: Our culture

Strategic Objectives

- Build an office culture that embraces quality and achievements as its core value and promotes commitment to professional and ethical excellence.

Strategies

- Promote a work culture which embraces quality and achievements as its core value, as well as commitment to professional and ethical excellence; and
- Encourage our staff to adopt a culture of continuous achievement of service and product excellence, and uphold a high standard of professionalism and probity in our work.

Outcomes

- An enhanced corporate culture and image; and
- Audit products and services which have added value and are of high quality, at par with international best practices.

KRA 5: Our management objectives

Strategic Objectives

- Manage our resources and operations efficiently and effectively.

Strategies

- Ensure that resource allocations are efficient and effective;
- Introduce latest information systems which satisfy our management and reporting requirements;
- Continue to promote good staff relations through quality people management; and
- Cultivate a best practice audit office through regular reviews of existing work structures and practices.

Outcomes

- A well-managed Audit Commission.