

KPMG - ERM ASSESSMENT FOR SCHOOL DISTRICT 83 - ACTION PLAN OF KEY RISKS IDENTIFIED

Number	Category	Risk Item	Risk Description	Potential Risk Drivers	Current Mitigation/Compensating Controls	complete/on-going/in progress	Primary Risk Impact Category	Impact	Likelihood	Risk Rating	Rank Order
1	Facilities	Facility maintenance	The risk that School District No. 83 is unable to adequately maintain all of its schools, resulting in further facility degradation, a sub-optimal teaching environment, and higher capital costs over the long-term for major repairs and replacements.	<ul style="list-style-type: none"> • Aging facilities • Competing maintenance/renovation priorities • Insufficient government funding for cyclical maintenance 	Initiated development of Long Range Facilities Plan - expected DRAFT June 2019 and completion/adoption September 2019	in progress	Strategic / Reputation	2.80	2.20	6.16	21
					Conducting a review of the management structure in the Facilities Department to ensure adequate/optimal capacity - expected DRAFT and approval/adoption March 2019	in progress					
					Initiated development of a District Technology Plan , including a 4/5 year capital refresh plan - expected in DRAFT May 2019 and completion/adoption June 2019	in progress					
					Review Purchasing Policy/Regulation 4050 and as it relates to current government regulation and best practices and refer recommended changes to policy committee May 2019; promote and prioritise funds through budget development for on-going project management and procurement training within the operations management department	in progress					
2	Financial	Funding continuity/stability	The risk that shifts in the political landscape may lead to changes in budgeting/funding, resulting in staffing and/or programming cuts.	<ul style="list-style-type: none"> • Shifts in the mandate of the Ministry of Education • Shifts in government policy 	Establish and maintain Fiscal Responsibility by adhering to the Accumulated Operating Surplus (Reserve) Policy/Regulation 4060 and ensuring that contingency reserves remains available to address unexpected increases in expenses and/or decreases in revenues	on-going	Financial Resources	3.50	2.70	9.45	18
					Initiated revenue generating programs/practices such as an International Student Program and rental/use agreements for unused space	in progress					
3	Financial	Spending prioritization	The risk that School District No. 83 may not have sufficient processes to allocate available funding optimally to achieve the best educational outcomes and manage various possible budget scenarios (i.e., School District No. 83 may not be able to demonstrate transparency in what is being spent on specific programs, and the outcomes of those programs, to sufficiently inform decision making to prioritize resources amongst programs to achieve optimal outcomes).	<ul style="list-style-type: none"> • Competing priorities • Insufficient government funding 	Develop a robust, inclusive and transparent Budget Development Process and ensure that spending priorities align with the district's Strategic Plan	on-going	Financial Resources	2.50	2.20	5.50	22
					Adhere to the Budget Monitoring and Reporting Policy/Regulation 2090 and ensure that any budget variances are explained/justified/corrected	on-going					
4	Financial	Financial fraud	The risk of successful fraudulent activities perpetrated by employees, stakeholders and/or students against School District No. 83 for personal gain (i.e., misappropriation of information, financial or physical assets).	<ul style="list-style-type: none"> • Lack of awareness of certain policies/procedures (e.g., use of P-cards) 	Maintain focus on internal controls, as well as segregation of duties, through period review	on-going	Financial Resources	2.30	2.20	5.06	23
					Conduct regular internal audits of school books	on-going					
					Adhere to Purchasing Policy/Regulation 4050 to ensure procurement/vendor selection processes remain ethical and appropriate	on-going					
					Adhere to Whistle Blower Protection Policy 7020 to promote the Board's commitment to the highest standards of ethical conduct, integrity and accountability	on-going					