

# SD63 (Saanich) Risk Report – February 24, 2021

	Category / Risk Event	Cause	Consequence	Existing Mitigations	Residual Risk Ranking	Risk Response
<b>A</b>	Financial:  Significant unanticipated financial pressure emerges	<ul style="list-style-type: none"> <li>External event impacts domestic and/or international enrolment and revenues</li> <li>External event results in additional expenditure in excess of forecast</li> <li>Actual results vary from enrolment and/or financial forecasts</li> <li>Government policy change – funding model and/or service delivery change</li> </ul>	<ul style="list-style-type: none"> <li>Sudden expenditure reductions required impacting programs and services</li> <li>Strategic outcomes not achieved and/or significant risks not mitigated</li> <li>Non-compliance with legislative budgetary requirements.</li> <li>Reduced confidence</li> </ul>	<ul style="list-style-type: none"> <li>Financial forecasting and monitoring processes</li> <li>Enrolment forecasting</li> <li>Investment in innovative and competitive programs including online learning</li> <li>Appropriately conservative budget including budget contingency</li> </ul>	<b>HIGH</b>	<ul style="list-style-type: none"> <li>Monitor impact and uncertainty resulting from the COVID-19 pandemic, and other external events.</li> <li>Monitor implementation of recommendations from the Funding Model Review and related implementation of a provincial service delivery model for online learning.</li> <li>Develop Preliminary 2021/22 Budget (including contingency reserve) that is appropriately conservative with the objective of maintaining long-term program stability.</li> </ul>
<b>B</b>	Information Systems:  Information systems fail or do not meeting evolving needs	<ul style="list-style-type: none"> <li>Aging IT infrastructure and programs</li> <li>Historical decentralization of procurement / implementation</li> <li>Reliance on obsolete applications/devices to support business functions and educational programs</li> <li>Cyber attack</li> </ul>	<ul style="list-style-type: none"> <li>Programs and services are affected negatively impacting outcomes</li> <li>Impairment of educational innovation</li> <li>Inefficient or ineffective management of programs</li> <li>Increased risk related to data security and protection of privacy</li> <li>Reputational damage</li> </ul>	<ul style="list-style-type: none"> <li>Completion of data center refresh</li> <li>Implementation of MS Office 365 productivity suite</li> <li>Leverage internal and external expertise to identify risks and opportunities</li> <li>Implementation of Refresh Plan Refresh (2,000 new windows devices deployed)</li> </ul>	<b>MEDIUM – HIGH</b>	<ul style="list-style-type: none"> <li>Implementation of year two of five year Refresh Plan including continued phased replacement of obsolete devices.</li> <li>Development and implementation of a new communications plan (emergency and non-emergency communications including district and school-based website renewal).</li> <li>Review existing applications to assess options to reduce risks related to</li> </ul>

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		<ul style="list-style-type: none"> <li>Limited funding</li> </ul>		<p>to date under plan replacing obsolete equipment).</p> <ul style="list-style-type: none"> <li>Wiring infrastructure in schools being replaced to meet modern needs</li> </ul>		<p>system failure, data security, and privacy.</p> <ul style="list-style-type: none"> <li>Review processes for procurement and implementation of technology.</li> <li>Updating Disaster Recovery and Business Continuity Plans.</li> </ul>
C	<p>Information Systems / Operations:</p> <p>A significant privacy breach and/or cyber security attack occurs</p>	<ul style="list-style-type: none"> <li>Accountability is not clear or procedures / process inadequate</li> <li>Privacy/security training is inadequate.</li> <li>District information systems do not meet organizational needs (users find unsecure solutions)</li> <li>Inappropriate use of cloud services</li> <li>IT systems/ devices/ tools are not secure or data is stored improperly</li> <li>Financial controls are not sufficient to prevent fraud resulting from unauthorized access</li> </ul>	<ul style="list-style-type: none"> <li>Harm to students or employees</li> <li>Financial loss to district</li> <li>Reputational damage</li> <li>Legal liability</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of IT Refresh Plan</li> <li>Leverage internal and external expertise to identify risks and opportunities</li> <li>Privacy impact assessments performed for new applications</li> <li>Regular review of processes and procedures</li> <li>Personal Information Directory (PID) developed</li> <li>Focusing asset replacement to address data security risk</li> <li>IEP and elementary report cards moved to MyEdBC</li> </ul>	<p><b>MEDIUM – HIGH</b></p>	<ul style="list-style-type: none"> <li>An objective of the Refresh Plan is to improve data security and protection of privacy.</li> <li>Review existing applications and information banks to assess options to reduce risks related to system failure, data security, and privacy.</li> <li>Additional investment in technology to improve access and security for learning and working remotely</li> <li>Review processes for procurement and implementation of new services.</li> <li>Review and implement options for FOIPPA compliant secure storage and sharing of data.</li> <li>Professional development focused on protection of privacy.</li> </ul>

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<b>D</b>	Human Resources:  Organizational capacity is insufficient to mitigate key risks and meet key strategic objectives.	<ul style="list-style-type: none"> <li>Not enough qualified candidates entering the market to meet the needs of the district</li> <li>Increasing expectations and compliance requirements</li> <li>Salaries/wages/benefits are not as competitive</li> </ul>	<ul style="list-style-type: none"> <li>Programs and services are affected negatively impacting student outcomes</li> <li>Inadequate mitigation of key risks</li> <li>Increased staff workload and staff turnover</li> </ul>	<ul style="list-style-type: none"> <li>Continual review of organizational structure</li> <li>Prioritization of service delivery needs</li> <li>Differentiated wage increases implemented Jan 2020 reducing wage disparity (CUPE collective agreement).</li> <li>Work with post-sec institutions (e.g. Camosun College, UVic) to build understanding of our current needs and support training in our schools</li> </ul>	<b>MEDIUM – HIGH</b>	<ul style="list-style-type: none"> <li>Continual review of staffing and organizational structure in relation to assessed risks and strategic priorities.</li> <li>District participation in the Provincial Job Evaluation Pilot project (CUPE/BCPSEA)</li> <li>Creation of joint recruitment and retention working group (CUPE collective agreement).</li> <li>Assess options working with post-secondary partners to improve Education Assistant certification opportunities.</li> </ul>
<b>E</b>	Strategic / Facilities:  Facilities do not accommodate changing demographics or program requirements	<ul style="list-style-type: none"> <li>Limited capital funding</li> <li>Enrolment growth exceeds forecast</li> <li>Actions to manage growth are not implemented soon enough</li> </ul>	<ul style="list-style-type: none"> <li>Schools exceed capacity or students are unable to attend their catchment area school.</li> <li>Expectations of families are not met</li> <li>Educational programs negatively impacted</li> <li>Reputational damage</li> </ul>	<ul style="list-style-type: none"> <li>Long range facilities planning work and continuous monitoring</li> <li>Installation of portable classrooms when needed</li> <li>Implementation of catchment boundary changes in 2021/22</li> </ul>	<b>MEDIUM</b>  <b>(reduced from MEDIUM - HIGH)</b>	<ul style="list-style-type: none"> <li>Annual renewal of the long range facilities plan reflecting continual monitoring of enrolment trends/forecasts and changing facilities needs.</li> </ul>

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<b>F</b>	<p>Strategic / Financial:</p> <p>Funding is not sufficient or is not allocated optimally through the budget process to adequately mitigate risk and best support educational outcomes.</p>	<ul style="list-style-type: none"> <li>Budget consultation process does not identify the highest priorities</li> <li>Overall funding is inadequate</li> </ul>	<ul style="list-style-type: none"> <li>Significant risks are not properly mitigated</li> <li>Improving student outcomes impeded</li> </ul>	<ul style="list-style-type: none"> <li>Evolving public budget consultation process</li> <li>Evolving processes to evaluate risk and strategic priorities.</li> <li>Oversight by the Budget Advisory Committee</li> </ul>	<b>MEDIUM</b>	<ul style="list-style-type: none"> <li>Continued refinement of the budget process to increase integration with strategic planning and risk management processes.</li> <li>Development of a new strategic plan</li> </ul>
<b>G</b>	<p>Health &amp; Safety Operations:</p> <p>An event occurs (earthquake, tsunami, fire, pandemic, etc) and the district is not able to maintain appropriate continuity of service or is not able to respond appropriately to an emergency.</p>	<ul style="list-style-type: none"> <li>Accountability is not clear and/or appropriate protocols/procedures not in place</li> <li>District staff are not able to communicate</li> <li>Information systems fail without timely return of service</li> </ul>	<ul style="list-style-type: none"> <li>Harm results to students or staff</li> <li>Significant impact on educational outcomes for students</li> <li>Reputational damage</li> </ul>	<ul style="list-style-type: none"> <li>Emergency preparedness planning</li> <li>Emergency drills compliance (fire, earthquake and lock-down)</li> <li>Completion of data center refresh</li> <li>Seismic upgrade is a capital plan priority</li> </ul>	<b>MEDIUM</b>	<ul style="list-style-type: none"> <li>Development and implementation of a new communications plan (emergency and non-emergency communications including district and school-based website renewal).</li> <li>Increased collaboration with partners (municipalities, island health, province, etc.) in planned response to events.</li> </ul>
<b>H</b>	<p>Facilities:</p> <p>Facilities are not sufficiently maintained and</p>	<ul style="list-style-type: none"> <li>Limited funding</li> <li>A building condition issue is not identified</li> <li>Changing building codes</li> </ul>	<ul style="list-style-type: none"> <li>Sub-optimal teaching environment</li> <li>Increasing long term cost</li> </ul>	<ul style="list-style-type: none"> <li>Facility planning reflects relevant information including assessment of facility condition and</li> </ul>	<b>MEDIUM</b>	<ul style="list-style-type: none"> <li>Continued facilities assessment and planning to identify the district's greatest priorities for the annual capital plan and allocation of maintenance funding.</li> </ul>

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	renewed (deferred maintenance)		<ul style="list-style-type: none"> <li>• Climate action goals impeded</li> <li>• Increased Health &amp; Safety Risk</li> <li>• Non-compliance with building code, WorkSafe or other regulatory requirements</li> <li>• Reputational damage</li> </ul>	<ul style="list-style-type: none"> <li>• building component lifespan</li> <li>• Regular inspection of facilities</li> </ul>		<ul style="list-style-type: none"> <li>• Prioritization of structural (seismic), building envelope, and energy/GHG reduction projects</li> <li>• Maintain a current long range facilities plan.</li> <li>• Enhanced energy/GHG plan.</li> </ul>
I	<p>Schools Operations:</p> <p>Student trauma, injury or fatality results from violence/suicide, overdose or other threats.</p>	<ul style="list-style-type: none"> <li>• Cyberbullying or violence</li> <li>• Overdose</li> <li>• Mental health risk</li> <li>• External threat</li> </ul>	<ul style="list-style-type: none"> <li>• Harm results to students or staff</li> <li>• Student outcomes negatively impacted</li> <li>• Reputational damage</li> </ul>	<ul style="list-style-type: none"> <li>• Critical Incident Response Team (CIRT)</li> <li>• School safety protocols including lockdown and hold and secure procedures</li> <li>• Training / professional development</li> <li>• Student support services</li> </ul>	<b>MEDIUM</b>	<ul style="list-style-type: none"> <li>• Tri-district partnership focusing on school safety. Continual refinement of safety and response protocols.</li> <li>• Professional development focusing on trauma/trauma response, digital literacy/safety, violent threat risk assessment, and critical incident response.</li> <li>• Development and implementation of a new communications plan (emergency and non-emergency communications including district and school-based website renewal).</li> <li>• Parent learning opportunities - social media, digital safety, and mental wellness.</li> <li>• Additional mental health and wellness support for staff, families and students during the pandemic including virtual</li> </ul>

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						counselling, and increased outreach to support families and connect with community services.
<b>J</b>	<p>Health and Safety Operations / Human Resources:</p> <p>A workplace injury results from an accident or violence.</p> <p>Claims and Disability Management is ineffective.</p> <p>Non-compliance with WorksafeBC regulation</p>	<ul style="list-style-type: none"> <li>Accountability is not clear or procedures / process inadequate</li> <li>Increased compliance focus (WorkSafe) and risk associated with violence in the workplace</li> </ul>	<ul style="list-style-type: none"> <li>Harm to students or employees</li> <li>Increased claims and insurance premium cost</li> <li>Financial loss to District (fines for non-compliance and/or legal liability)</li> <li>Reputational damage</li> </ul>	<ul style="list-style-type: none"> <li>Some Health &amp; Safety preventative measures in place</li> <li>Inspection of facilities</li> <li>Workflow/forms renewal process completed increasing compliance</li> <li>Updated WHMIS processes in place</li> <li>OH&amp;S training courses</li> <li>Leverage SD23 expertise to manage claims</li> </ul>	<b>MEDIUM</b>	<ul style="list-style-type: none"> <li>Continue to implement preventative programs</li> <li>3-5 year goal of obtaining COR and PIR certification (reduces insurance fees)</li> <li>Complete Violence Prevention Risk Assessments as per WorkSafeBC</li> <li>Reviewing online Safety Management System options to increase efficiencies and compliance</li> </ul>
<b>K</b>	<p>Facilities / Operations:</p> <p>Facilities or transportation system (bus and white fleet) are not safe for students, staff or community</p>	<ul style="list-style-type: none"> <li>Limited funding for capital upgrade and maintenance</li> <li>Accountability is not clear</li> <li>Potential risk not addressed by inspections or compliance procedures</li> </ul>	<ul style="list-style-type: none"> <li>Harm results to students or staff</li> <li>Non-compliance with regulatory requirements (OH&amp;S, fire code, building code, motor vehicle regs, etc.)</li> <li>Financial loss including legal liability or penalty</li> <li>Reputational damage</li> </ul>	<ul style="list-style-type: none"> <li>Regular inspections of vehicles and facilities.</li> <li>Targeted audit of higher risk activities including shops.</li> <li>Facility safety is a capital plan priority</li> </ul>	<b>MEDIUM</b>	<ul style="list-style-type: none"> <li>Seismic upgrade and facility safety continues to be a capital plan priority</li> <li>Continue targeted audits of higher risk programs including trades programs.</li> <li>Continued replacement of aging vehicles and equipment</li> </ul>

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<b>L</b>	<p>School Operations:</p> <p>A student or staff member has an accident during a field trip, sports event, shop class or other educational program.</p>	<ul style="list-style-type: none"> <li>• Non-compliance with procedures or risk not mitigated</li> </ul>	<ul style="list-style-type: none"> <li>• Harm results to student or staff</li> <li>• Financial loss including legal liability or penalty</li> <li>• Non-compliance with regulatory requirements.</li> <li>• Reputational damage</li> </ul>	<ul style="list-style-type: none"> <li>• Field trip/event procedures including approval and supervision</li> <li>• Inspection of school learning environments.</li> <li>• Compliance with OH&amp;S and other regulatory safety requirements</li> </ul>	<b>LOWER</b>	<ul style="list-style-type: none"> <li>• No specific risk response (risk lower due to existing mitigations)</li> </ul>
<b>M</b>	<p>Financial / Operations / Human Resources / Educational Programs:</p> <p>Ethical breach or inappropriate action by staff member or volunteer</p>	<ul style="list-style-type: none"> <li>• Fraud or perceived inappropriate use of funds</li> <li>• Conflict of interest</li> <li>• Harassment or other inappropriate behaviour</li> </ul>	<ul style="list-style-type: none"> <li>• Harm results to students or staff</li> <li>• Non-compliance with legal or regulatory requirements.</li> <li>• Reputational damage</li> <li>• Financial loss including legal liability or penalty</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of new policy and procedures manuals</li> <li>• Financial controls</li> <li>• Oversight and training</li> <li>• Criminal record checks</li> </ul>	<b>LOWER</b>	<ul style="list-style-type: none"> <li>• No specific risk response (risk lower due to existing mitigations)</li> </ul>