

SD63 (Saanich) Risk Report – March 2020

	Category / Risk Event	Cause	Consequence	Existing Mitigations	Residual Risk Ranking	Risk Response
A	Financial: Significant unanticipated financial pressure emerges	<ul style="list-style-type: none"> • Enrolment decline relative to forecast • Changes to government funding • External event impacts international enrolment • Extraordinary event or expenditure in excess of forecast 	<ul style="list-style-type: none"> • Sudden expenditure reductions impacting programs and services • Strategic outcomes not achieved and/or significant risks not mitigated • Non-compliance with legislative budgetary requirements. • Reduced confidence 	<ul style="list-style-type: none"> • Forecasting and monitoring processes in place • Enrolment forecasting • Investment in innovative and competitive programs (ex. IB, Distance Ed, academies) • Appropriate budget contingency 	HIGH	<ul style="list-style-type: none"> • Monitor implementation of recommendations from the Funding Model Review Panel and related review of the provincial delivery of distance education. • District budget contingency reserve increased in the 2019/20 budget to reflect increased uncertainty resulting from the funding model review. • Monitor impact of external events including COVID-19 outbreak.
B	Information Systems: Information systems fail or do not meeting evolving needs	<ul style="list-style-type: none"> • Aging IT infrastructure and programs • Historical decentralization of procurement / implementation • Reliance on obsolete applications/devices to support business functions and educational programs • Cyber attack • Inadequate training • Limited funding and organizational capacity 	<ul style="list-style-type: none"> • Programs and services are affected negatively impacting outcomes • Impairment of educational innovation • Inefficient or ineffective management of programs • Increased risk related to data security and protection of privacy • Reputational damage 	<ul style="list-style-type: none"> • Completion of data center refresh • Implementation of MS Office 365 productivity suite • Leverage internal and external expertise to identify risks and opportunities • Increased operating budget for IT infrastructure renewal 	MEDIUM – HIGH (reduced from HIGH)	<ul style="list-style-type: none"> • Implementation of year one of five year refresh plan including the phased replacement of obsolete devices. • Development and implementation of a new communications plan (emergency and non-emergency communications). • Review existing applications to assess options to reduce risks related to system failure, data security, and privacy. • Review processes for procurement and implementation of new services. • Updating Disaster Recovery and Business Continuity Plans.

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C	<p>Information Systems / Operations:</p> <p>A significant privacy breach and/or cyber security attack occurs</p>	<ul style="list-style-type: none"> Accountability is not clear or procedures / process inadequate Privacy/security training is inadequate. District information systems do not meet organizational needs (users find unsecure solutions) Inappropriate use of cloud services IT systems/ devices/ tools are not secure or data is stored improperly Financial controls are not sufficient to prevent fraud resulting from unauthorized access 	<ul style="list-style-type: none"> Harm to students or employees Financial loss to district Reputational damage Legal liability 	<ul style="list-style-type: none"> Implementation of IT infrastructure renewal plan Leverage internal and external expertise to identify risks and opportunities Increased operating budget or IT infrastructure renewal Regular review of processes and procedures 	<p>MEDIUM – HIGH (reduced from HIGH)</p>	<ul style="list-style-type: none"> An objective of the refresh plan and replacement of devices is improvement to data security and protection of privacy. Review existing applications to assess options to reduce risks related to system failure, data security, and privacy. Review processes for procurement and implementation of new services. Review and implement options for FOIPPA compliant secure storage and sharing of data.
D	<p>Human Resources:</p> <p>Organizational capacity is insufficient to mitigate key risks and meet key strategic objectives.</p>	<ul style="list-style-type: none"> Not enough qualified candidates entering the market to meet the needs of the district Increasing expectations and compliance requirements 	<ul style="list-style-type: none"> Programs and services are affected negatively impacting outcomes Increased staff workload and staff turnover Inadequate mitigation of key risks 	<ul style="list-style-type: none"> Continual review of organizational structure Prioritization of service delivery needs Differentiated wage increases implemented Jan 2020 reducing wage 	<p>MEDIUM – HIGH (reduced from HIGH)</p>	<ul style="list-style-type: none"> Continual review of staffing and organizational structure in relation to assessed risks and strategic priorities. District participation in the Provincial Job Evaluation Pilot project (CUPE/BCPSEA)

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		<ul style="list-style-type: none"> Salaries/wages/benefits are not competitive 		disparity (New CUPE collective agreement).		<ul style="list-style-type: none"> Creation of joint recruitment and retention working group (New CUPE collective agreement).
E	<p>Strategic / Facilities:</p> <p>Facilities do not accommodate changing demographics or program requirements</p>	<ul style="list-style-type: none"> Inadequate capital funding Enrolment growth exceeds forecast Actions to manage growth are not implemented soon enough 	<ul style="list-style-type: none"> Schools exceed capacity or students are unable to attend their catchment area school. Expectations of families are not met Non-compliance with Teachers' collective agreement Reputational damage 	<ul style="list-style-type: none"> Long range facilities planning work and continuous monitoring 	MEDIUM – HIGH (increased from MEDIUM)	<ul style="list-style-type: none"> In the spring of 2020, the long-range facilities plan will be renewed considering specific risks (including limited capacity at the elementary school level) and options to address risks. Planned installation of portable classrooms at Cordova Bay Elementary and Prospect Lake Elementary for the fall of 2020.
F	<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"> Budget consultation process does not identify the highest priorities Overall funding is inadequate 	<ul style="list-style-type: none"> Significant risks are not properly mitigated Achievement of important outcomes is impaired 	<ul style="list-style-type: none"> Evolving public budget consultation process Evolving processes to evaluate risk and strategic priorities. Oversight by the Budget Advisory Committee 	MEDIUM	<ul style="list-style-type: none"> Continued refinement of the budget process to increase linkage to strategic priorities and risk management processes.

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G	<p>Health & Safety Operations:</p> <p>An event occurs (earthquake, tsunami, 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"> Accountability is not clear and/or appropriate protocols/procedures not in place District staff are not able to communicate Information systems fail without timely return of service 	<ul style="list-style-type: none"> Harm results to students or staff Significant impact on educational outcomes for students Reputational damage 	<ul style="list-style-type: none"> Emergency preparedness planning Completion of data center refresh Emergency drills compliance (fire, earthquake and lock-down) 	MEDIUM	<ul style="list-style-type: none"> Review of emergency communications capability. Increased collaboration with municipalities in planned response to events. Development and implementation of a new communications plan (emergency and non-emergency communications).
H	<p>Facilities:</p> <p>Facilities are not sufficiently maintained and renewed (deferred maintenance)</p>	<ul style="list-style-type: none"> Inadequate operating and/or capital funding Inaccurate or incomplete understanding of facility condition Changing building codes 	<ul style="list-style-type: none"> Sub-optimal teaching environment Increasing long term cost Increased Health & Safety Risk Non-compliance with building code, Worksafe or other regulatory requirements 	<ul style="list-style-type: none"> Facility planning reflects relevant information including assessment of facility condition and building component lifespan Regular inspection of facilities 	MEDIUM	<ul style="list-style-type: none"> Continued facilities assessment and planning to identify the district's greatest priorities for the annual capital plan and allocation of maintenance funding. Prioritization of structural (seismic) and building envelope. Renewal of long range facilities plan.
I	<p>Schools Operations:</p> <p>Student trauma, injury or fatality results from</p>	<ul style="list-style-type: none"> Cyberbullying or violence Overdose Mental health risk External threat 	<ul style="list-style-type: none"> Harm results to students or staff Significant impact on educational outcomes for students 	<ul style="list-style-type: none"> Critical Incident Response Team (CIRT) School safety protocols including lockdown and 	MEDIUM	<ul style="list-style-type: none"> Refinement of safety and response protocols continues to be a priority. Planned investment in a renewed communications platform including integration of school and district

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	violence/suicide, overdose or other threats.		<ul style="list-style-type: none"> Reputational damage 	<ul style="list-style-type: none"> hold and secure procedures Student support services 		websites and other communications tools.
J	<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"> Accountability is not clear or procedures / process inadequate Increased compliance focus (Worksafe) and risk associated with violence in the workplace 	<ul style="list-style-type: none"> Harm to students or employees Increased claims and insurance premium cost Financial loss to District (fines for non-compliance and/or legal liability) Reputational damage 	<ul style="list-style-type: none"> Some Health & Safety preventative measures in place Inspection of facilities Workflow/forms renewal process completed (for 19/20 school year) increasing compliance Updated WHMIS processes in place OH&S training courses Leverage SD23 expertise to manage claims 	MEDIUM	<ul style="list-style-type: none"> Continue to implement preventative programs 3-5 year goal of obtaining COR and PIR certification (reduces insurance fees) Complete Violence Prevention Risk Assessments as per WorkSafeBC Reviewing online Safety Management System options to increase efficiencies and compliance
K	<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"> Inadequate investment in capital upgrade, maintenance and compliance procedures. Accountability is not clear or procedures/process inadequate 	<ul style="list-style-type: none"> Non-compliance with regulatory requirements (OH&S, fire code, building code, motor vehicle regs, etc.) Harm results to students or staff Financial loss including legal liability or penalty Reputational damage 	<ul style="list-style-type: none"> Regular vehicle and facility inspection. Regular inspection of schools to identify safety issues (fire risk, shop/lab safety, etc.). 	MEDIUM	<ul style="list-style-type: none"> Regular inspections continues to be a priority. Replacement of aging dust extraction equipment (woodshops) a focus to meet more stringent Worksafe requirements. Increased budget allocation beginning in 2018/19 for equipment renewal allowing replacement of aging equipment and vehicles.

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L	<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"> • Non-compliance with procedures or risk not mitigated 	<ul style="list-style-type: none"> • Harm results to student or staff • Financial loss including legal liability or penalty • Non-compliance with regulatory requirements. • Reputational damage 	<ul style="list-style-type: none"> • Field trip/event procedures including approval and supervision • Inspection of school learning environments. • Compliance with OH&S and other regulatory safety requirements 	LOWER	<ul style="list-style-type: none"> • No specific risk response (risk lower due to existing mitigations)
M	<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"> • Fraud or perceived inappropriate use of funds • Conflict of interest • Harassment or other inappropriate behaviour 	<ul style="list-style-type: none"> • Harm results to students or staff • Non-compliance with legal or regulatory requirements. • Reputational damage • Financial loss including legal liability or penalty 	<ul style="list-style-type: none"> • Existing policies and procedures • Financial controls • Oversight and training • Criminal record checks 	LOWER	<ul style="list-style-type: none"> • No specific risk response (risk lower due to existing mitigations)