

Accountability Topic: Resource Allocation

Date of Board Meeting:

November 21, 2024

Strategic Priority:

- High Quality Teaching and Learning
- Engagement of All Students, Families, and Communities
- Effective Policy and Procedures
- Healthy, Sustainable Physical & Social Environments

Quality Indicator(s) (if applicable):

- QI 1.2 Ensuring regular actions are taken to ensure busses and facilities are safe and healthy.
- QI 4.1 Developing budgets following the Board's budget framework and aligned with the Division's Strategic Plan.
- QI 4.5 Ensuring that all accounts adhere to policy and funds are used for the intended purpose.
- QI 4.9 Developing long-term financial plans to ensure division sustainability in areas such as Preventative Maintenance and Renewal and capital plans.
- QI 5.4 Creating a highly effective leadership team to ensure the Division's objectives and outcomes are met.
- QI 8.1 Developing the Strategic Plan, budget, and operational actions according to timeline ensures the Board's ability to provide direction and oversight.
- QI 8.3 Reporting at least annually on results achieved.
- QI 8.5 Working collaboratively with the Board to mitigate high-impact risk areas.

Key Measures:

- Audited Financial Statements
- 5-year capital plans (Preventative Maintenance and Renewal (PMR))
- Fleet renewal plans
- YTD financial updates and review
- Budget Forecasting

Targets:

- Balanced Budget with transparency
- Unqualified opinion from the Auditor
- Adherence to Ministry timelines

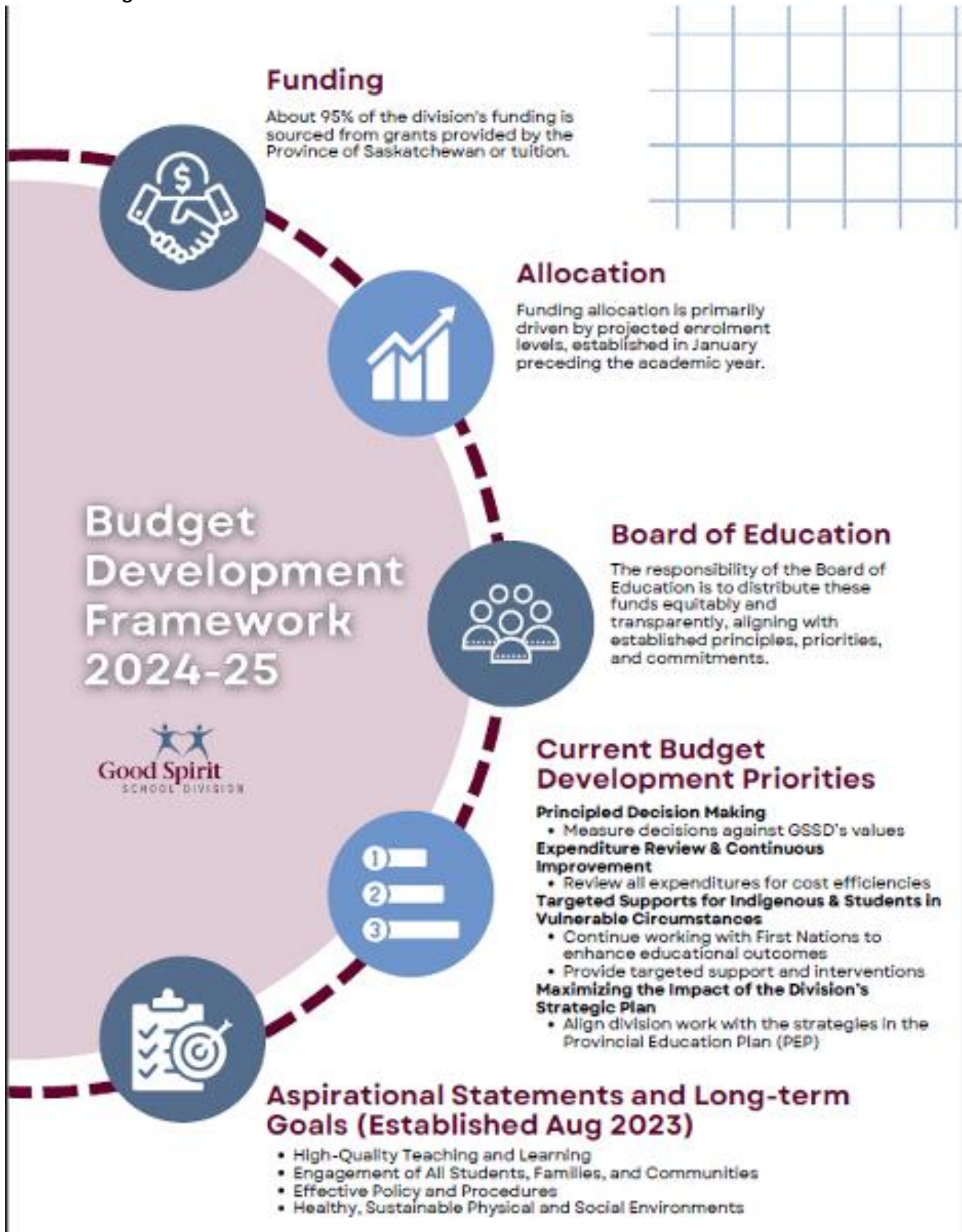
Data:

- In terms of budget development, the process often involves gathering input from various stakeholders, analyzing financial data and projections, and making decisions about allocating resources.
- A Status Quo budget is developed in February to determine the costs of maintaining existing staffing and operations for the following school year.
 - Decisions need to be made on whether resources can increase or if they need to decrease.
- Strategic Planning should be aligned with Educational Goals

- Ensure that resources are allocated based on strategic priorities, such as student achievement, mental health, Indigenous Education, or inclusivity.
- Develop multi-year financial plans that anticipate needs and resources for the future.
- Data-Driven Decisions
 - The Education Council utilizes data on student demographics, achievement, attendance, and social needs to identify areas where additional resources can have the most impact.
 - Review expenditures and outcomes relative to provincial averages or similar school divisions.
- Equity-Based Funding
 - Review specific needs rather than distributing funds equally. Geographical location, rural vs urban, and diverse student populations are some examples when diversity factors are considered.
- Efficiency and Cost-Saving Measures
 - When possible, GSSD partners with other school divisions, municipalities, or community partnerships for shared services.
 - Always follow Purchasing policies and consider joint requests for quotations to receive the best value for dollar.
- Flexibility in Budgeting
 - The Admin Council uses budget forecasting to review annual expenditures throughout the year. Budget savings are identified and used for additional pressures through the consensus of the group.
 - Consider and available provincial or federal funding opportunities, grants, and partnerships that can supplement the budget.
- Regular Review and Accountability
 - Review spending against budget allocations using Atrieve reports
 - Consider reallocating funds if programs are not effective. Ensure they provide value and meet objectives.
- Transparent Communication and Reporting
 - Keep public and stakeholders informed about how resources are allocated and the “why” behind decisions.
 - Annual Report, Budget one-pager, SCC meetings, Administrator meetings, Admin Council are some examples of how this is accomplished.
- Following these practices ensure that financial resources are used efficiently and equitable to support educational goals and community needs.
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Key Strategies Employed:

- Board Development Framework is followed when making budget decisions.
- Feedback is gathered from stakeholders such as Administrators and School Community Councils
- Financial updates are provided to the Board during each meeting within the Director’s Report. Variances of concern are discussed along with mitigation plans.
- Budget Forecasting.
- Disposal of assets:
 - Assets at the end of useful lives are typically disposed of annually. Examples include buses and technology hardware most commonly sold at public auction.
 - [Administrative Procedure 519 – Disposal of Property](#)



Risk Assessment:

Impact Categories	Insignificant	Minor	Moderate	Major	Catastrophic
Financial	Financial impact of the event is less than \$50,000	Financial impact of the event exceeds \$50,000, but less than \$150,000	Financial impact of the event exceeds \$150,000, but is less than \$250,000	Financial impact of event exceeds \$250,000, but is less than \$500,000	Financial impact of the event exceeds \$500,000
Comments & Mitigation Strategy	Administration follows the budget development framework and regularly reports financial updates throughout the year. When preparing financial statements, GAAP is adhered to.				
Reputational	One negative article in a publication	Negative articles in more than one publication	Short term negative media focus and concerns raised by stakeholders	Long term negative media focus and sustained concerns raised by stakeholders	Stakeholders lose faith in management or Trustees
Comments & Mitigation Strategy	Internal controls are in place to reduce any risk of fraudulent activities.				
Managerial Effort/Capacity	Impact can be absorbed through normal activity	Some management effort is required to manage the impact	Can be managed under normal circumstances with moderate effort	With significant management effort, can be endured	Potential to lead to the collapse of the organization
Comments & Mitigation Strategy	Ongoing review of financial information throughout the year. Regular financial updates provided to the Board of Education. Quarterly Ministry forecasting is completed and submitted.				
Government Relations	Routine ministerial inquires	In-depth ministerial inquires	Concerns raised by Ministry of Education	School division's ability mandate is questioned	Ministry of Education loses faith in the organization
Comments & Mitigation Strategy	Attend all Ministry webinars and Q & A sessions. Follow guidelines set out by the Ministry of Education and <i>the Education Act</i> .				
Legal	Legal action threatened	Civil action commenced/small fine assessed	Criminal action threatened/moderate fine assessed	Criminal lawsuit commenced/significant fine assessed	Jail term of any length for a Trustee/Director; multiple significant fines assessed
Comments & Mitigation Strategy	n/a				
Student Outcomes	Immaterial impact on student achievement	Student achievement metrics begin to show a decline	Parental complaints submitted related to student achievement	Overall student competency levels are below standards	Inability to satisfactorily deliver curriculum or key programs

Comments & Mitigation Strategy	Providing students with a positive learning environment with appropriate staffing and supports.
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Likelihood
 The likelihood of identified risks is to be assessed by estimate the probability of the risk occurring during the planning horizon.

Rare	Unlikely	Moderate	Likely	Almost Certain
Extremely rare in the sector. Once in more than 10 years at the school division.	Has occurred occasionally in the sector. Once in 5 to 10 years at the school division.	Periodic occurrence in the sector; possible occurrence. Once in 3 years at the school division.	Has occurred previously and could reasonably occur again. Once in 1 to 2 years at the school division.	Extremely likely to occur. Multiple times per year at the school division.

Summary Comments:

Recommended Decision/Motion:

“That the Board approve the accountability report on Allocating Resources and acknowledge the report met the requirements of Qis 1.2, 4.1, 4.5, 4.9, 5.4, 8.1, 8.3 & 8.5, based on the evidence within the report.”

Respectfully submitted,

Quintin M. Robertson, Director/CEO
 Good Spirit School Division