



# Audit Committee Meeting

Thursday, September 14, 2023

MS Teams Virtual Meeting

4:00 p.m.

## AGENDA

### A - 1 **Opening / Call to Order** (T. Waldschmidt)

- (a) Roll Call
- (b) Declaration of Conflict of Interest
- (c) Welcome to Open Session / Land Acknowledgement Statement  
*The Grand Erie District School Board recognizes Six Nations of the Grand River and Mississaugas of the Credit First Nation, as the longstanding peoples of this territory. We honour, recognize, and respect these communities as well as all First Nations, Métis and Inuit Peoples who reside within the Grand Erie District School Board. We are all stewards of these lands and waters where we now gather, learn and play, and commit to working together in the spirit of Reconciliation.*
- (d) Additions/Deletions/Approval of Agenda  
**Recommended Motion:** *"That the Audit Committee agenda be approved"*

### B - 1 **Selection of Audit Committee Chair** (R. Wyszynski)

### C - 1 **Consent Agenda** (Chair)

- \* (a) June 15, 2023 Minutes
- \* (b) Consolidated Due Diligence Report
- \* (c) Q3 Financial Forecast

**Recommended Motion:**

*"THAT the Audit Committee approve the September 14, 2023 Consent Agenda items"*

*(a) Minutes of the Audit Committee dated June 15, 2023*

*(b) Receive the Consolidated Due Diligence Report*

*(c) Receive the Q3 Financials forecast*

### D - 1 **Business Arising from Minutes and/or Previous Meetings**

- (a) Audit Committee Orientation (R. Wyszynski)
  - i) Modules 4-6
  - ii) Modules 7-8

### E - 1 **New Business**

- \* (a) Review Audit Committee Terms of Reference – [O.Reg. 361/10](#) (R. Wyszynski)

### F - 1 **Internal Audit**

- \* (a) Internal Audit 2023-24 Plan (KPMG)  
**Recommendation Motion:** *"THAT the Internal Audit 2023-24 Plan Report be forwarded to the September 25, 2023 Regular Board Meeting for approval."*
- (b) Regional Internal Audit Evaluation (R. Wyszynski)

### G - 1 **External Audit**

- (a) External Auditors Assessment (R. Wyszynski)

### H - 1 **Other Business and Emerging Issues**

- (a) External Community Member (R. Wyszynski)

### I - 1 **Adjournment**

**Recommended Motion:** *"THAT the Audit Committee meeting be adjourned."*

### J - 1 **Next Meeting:** Thursday, November 2, 2023 at 4:00 p.m.



# Grand Erie District School Board

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TO: Audit Committee  
FROM: Rafal Wyszynski, Superintendent of Business & Treasurer  
RE: **Consent Agenda**  
DATE: September 14, 2023

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**Recommended Action:** Moved by \_\_\_\_\_ Seconded by \_\_\_\_\_  
THAT the Audit Committee approve the September 14, 2023 Consent Agenda

- (a) Minutes of the Audit Committee dated June 15, 2023.
- (b) Receive the Consolidated Due Diligence Report.
- (c) Receive the Q3 Financial Forecast

Respectfully submitted,

Rafal Wyszynski  
Superintendent of Business & Treasurer



# Audit Committee

Thursday, June 15, 2023  
MS Teams Virtual Meeting

4:30 PM

## MINUTES

**Present: Members:** Chair - T. Waldschmidt (Trustee), J. Bradford (Trustee),  
B. Collingwood (Volunteer) R. Collver (Trustee),  
E. Hodgins (Volunteer),  
**Management:** J. Roberto (Director), R. Wyszynski (Superintendent of Business),  
**KPMG (Internal Auditors):** S. Bedi, B. Bost, B. Sisson  
**Millards (External Auditors):** J. Gilbert, U. Riaz,

**Recording Secretary:** L. Howells, Executive Assistant to the Superintendent of Business

A - 1 **Opening**

Chair Waldschmidt. welcomed everyone to the meeting.

(a) **Declaration of Conflict of Interest - Nil**

(b) **Welcome to Open Session**

Chair Waldschmidt called the meeting to order at 4:35 p.m. and read the Land Acknowledgement statement.

(c) **Agenda Additions/Deletions/Approval**

Presented as printed

Moved by: J. Bradford

Seconded by: E. Hodgins

THAT the Audit Committee Agenda be approved.

**Carried**

B - 1 **Consent Agenda**

Presented as printed

Moved by: R. Collver

Seconded by: E. Hodgins

THAT the Audit Committee accept the June 15, 2023, Consent Agenda items and the recommendation contained therein:

(a) Minutes of the Audit Committee dated March 23, 2023, be approved

(b) Receive the Consolidated Due Diligence report, as information.

(c) Receive the Q2 Financials Forecast as information.

**Carried**

C - 1 **Business Arising from Minutes and/or Previous Meetings**

(a) **Audit Committee Orientation**

Superintendent. Wyszynski stated modules 1 – 3 were shared with members following the last meeting for their review and feedback.

In response to a question regarding risk assessment awareness, Superintendent Wyszynski provided further explanation and clarification that the mechanism for risk management controls is part of our internal audits, and included in the year end process and noted in the Annual Audit Committee Report



## Audit Committee

Thursday, June 15, 2023

4:30 PM

MS Teams Virtual Meeting

### MINUTES

Modules 4 -6 will be sent out to committee members. In mid-August for their review and follow-up at the September 2023 Audit Committee meeting.

#### D - 1 **Internal Audit**

##### (a) **Student Mental Health Review Summary**

B. Sisson from KPMG provided a high-level overview of the summary report.

In response to a question regarding what the measurements for tracking and best practice are, S. Bedi provided further explanation of the effectiveness of using outcome measure such as S.M.A.R.T goals. L. Thompson added we currently use case management system Learner Inventions for Tracking Excellence (LITE) - to track purposes.

##### (b) **Internal Audit Plan 2023-24**

S. Bedi from KPMG provided a high-level overview of the Internal Audit Plan for 2023-24.

In response to a request to expand on the description for recommendation one, S. Bedi provided further explanation stating it is strictly student outcomes.

Moved by: J. Bradford

Seconded by: B. Collingwood

THAT the Audit Committee recommends the Grand Erie District School Board approve the 2023-24 Internal Audit Plan.

**Carried**

#### E - 1 **External Audit**

##### (a) **Review of Engagement and Audit Planning Letters**

Superintendent Wyszynski stated at the March 2023 meeting the Audit Committee appointed Millards as auditors.

U. Riaz from Millards provided a high-level review of both letters.

*E. Hodgins left the meeting at 5:53 pm*

##### (b) **External Auditors Assessment**

Superintendent Wyszynski noted as part of annual work of this committee a survey link will be sent out.

#### F - 1 **Other Business and Emerging Issues**

##### (a) **2023-24 Board Budget**

Superintendent Wyszynski provided a high-level of the report that was presented at the June 12, 2023, Finance Committee Meeting.

A question was asked about the impact of CPP/EI. Superintendent Wyszynski responded that the Ministry does not fully fund the recent changes made in CPP and EI legislation, therefore an incremental cost of approximately \$330K is carried in the 2023-24 budget.



## Audit Committee

Thursday, June 15, 2023

4:30 PM

MS Teams Virtual Meeting

### MINUTES

(b) **External Community Member**

Superintendent Wyszynski advised the committee of the resignation of B. Collingwood effective June 30, 2023. Superintendent Wyszynski stated the vacant position will be advertised to have a replacement in place for the September 2023 meeting.

G - 1 **Adjournment**

Moved by: J. Bradford

Seconded by: B. Collingwood

THAT the Audit Committee meeting be adjourned at 6:07 pm

**Carried**

H - 1 **2023-24 Meeting Dates:**

- Thursday, September 14, 2023, at 4 p.m.
- Thursday, November 2, 2023, at 4 p.m.
- Thursday, March 7, 2024, at 4 p.m.
- Thursday, June 13, 2024, at 4 p.m.



# Audit Committee Consolidated Due Diligence Report

Item	2022-23 School Year											
	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.
All Statutory withholding ( Income Tax, CPP, EI) have been submitted	JH	JH	CS	CS	CS	CS	JH	JH	JH	JH	JH	JH
Employer Health Tax paid and submitted for the month	JH	JH	CS	CS	CS	CS	JH	JH	JH	JH	JH	JH
Records of employment for any terminated or laid off employees completed and sent electronically to Service Canada.	JH	JH	CS	CS	CS	CS	JH	JH	JH	JH	JH	JH
OMERS (pension deductions from staff, company portion of pension and amounts remitted and report of additions and deletions of staff to plan) remitted.	JH	JH	CS	CS	CS	CS	JH	JH	JH	JH	JH	JH
Teacher's Pension Plan and Union Dues remitted.	JH	JH	CS	CS	CS	CS	JH	JH	JH	JH	JH	JH
Employee changes uploaded to ELHT Benefit Plan Administration.	DD	DD	DD	DD	DD	DD	DD	DD	DD	DD	DD	DD
H.S.T. return remitted. <b>(Sept 1 2022 to July 31, 2023)</b>	AVD	JH	JH	JH	JH	JH	JH	JH	JH	JH	JH	
New employees have been trained as required under Health and Safety Legislation.	LL	LL	LL	LL	LL	LL	LL	LL	LL	LL	LL	LL
Workplace inspections were completed during the period.	LL	LL	LL	LL	LL	LL	LL	LL	LL	LL	LL	LL
Required JOHSC committee meetings were held during the period.	LL	LL	LL	LL	LL	LL	LL	LL	LL	LL	LL	LL

Staff include LL-Lena Latreille, DD-Diane De Vos, JH-Julie Hardie, AVD - Andrea Van Doorn, SL-Susan Loveday, CS - Cindy Smith



# Grand Erie District School Board

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**TO:** JoAnna Roberto, Ph. D., Director of Education & Secretary of the Board  
**FROM:** Rafal Wyszynski, Superintendent of Business & Treasurer  
**RE:** **Quarterly Budget Report**  
**DATE:** June 26, 2023

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## Background

Consistent with Policy - Budget Development Process, the Quarterly Budget Report for the nine months ended May 31, 2023, is attached.

## Additional Information

Business Services has reviewed the financial activity for the period September 2022 to May 2023, collected information from budget-holders, made spending assumptions for the next three months and compared forecasted expenditures against the Revised Estimates budget. Some of the highlights are summarized below:

- Revenues are expected to increase due to due additional announcement of Priority & Partnership Fund (PPF) grants as well as increases as of the result of the ratification of the CUPE collective agreement. There is also additional funding expected as a result of additional in-year enrolment growth.
- Facility operating costs continue to increase due to the rising energy costs, higher costs to repair and replace infrastructure as well as the ratification of the aforementioned CUPE collective agreement.
- Transportation costs are expected to decrease significantly as the bus driver shortage has led to consolidated routes and in some cases cancelled runs.

The 2022-23 Revised Estimates was filed with a balanced budget. Although we remain conservative in our spending projections, the information summarized above and in the attached dashboard indicates that the Board is trending towards a modest surplus of \$338,000. The finance team will continue to monitor spending over the remainder of the fiscal year and address any costs pressures with this small surplus. Should the surplus materialize at year end, there will be opportunities to either redirect the surplus to address prior reserve commitments or convert the surplus into earmarked deferred revenues.

Respectfully submitted,

Rafal Wyszynski  
Superintendent of Business & Treasurer

Grand Erie District School Board  
2022-23 3rd Quarter Forecast  
For the period ended August 31, 2023

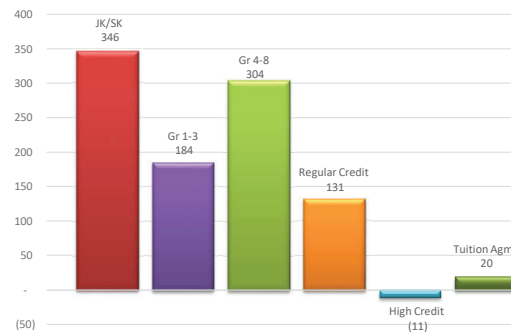
Summary Comparison of 2022-23 Q3 Forecast versus the Estimates and Revised Budgets

(\$ Figures in Thousands)	2022-23			Variance	
	Estimates	Revised	Q3 Forecast	\$	%
<b>Revenue</b>					
Provincial Grants (GSN)	314,958	325,203	326,640	1,438	0.4%
Grants for Capital Purposes	4,741	3,405	3,405	-	0.0%
Other Non-GSN Grants	7,102	9,135	10,618	1,484	14.0%
Other Non-Grant Revenues	8,458	9,334	9,406	71	0.8%
Amortization of DCC	19,621	19,049	19,049	-	0.0%
<b>Total Revenue</b>	<b>354,880</b>	<b>366,126</b>	<b>369,118</b>	<b>2,993</b>	<b>0.8%</b>
<b>Expenditures</b>					
Classroom Instruction	242,616	251,538	252,401	864	0.3%
Non-Classroom	29,611	30,533	31,289	756	2.4%
Administration	8,115	8,994	9,329	335	3.6%
Transportation	15,451	15,546	15,063	(484)	-3.2%
Pupil Accommodation	53,185	53,091	54,280	1,189	2.2%
Contingency & Non-Operating	5,902	6,424	6,418	(6)	-0.1%
<b>Total Expenditures</b>	<b>354,880</b>	<b>366,126</b>	<b>368,780</b>	<b>2,654</b>	<b>0.7%</b>
<b>In-Year Surplus (Deficit)</b>	<b>-</b>	<b>-</b>	<b>338</b>	<b>338</b>	<b>100.0%</b>
Prior Year Accumulated Surplus	4,809	9,487	9,487	-	0.0%
<b>Accumulated Surplus (Deficit)</b>	<b>4,809</b>	<b>9,487</b>	<b>9,825</b>	<b>338</b>	<b>3.4%</b>

Summary of Enrolment

ADE	2022-23			Variance	
	Estimates	Revised	Q3 Forecast	#	%
<b>Elementary</b>					
JK/SK	3,276	3,622	3,652	346	10.6%
Gr 1-3	5,642	5,826	5,856	184	3.3%
Gr 4-8	9,442	9,746	9,806	304	3.2%
<b>Total Elementary</b>	<b>18,360</b>	<b>19,194</b>	<b>19,314</b>	<b>834</b>	<b>4.5%</b>
<b>Secondary &lt;21</b>					
Regular Credit	7,050	7,181	7,181	131	1.9%
High Credit	40	29	29	(11)	-27.8%
Tuition & Visa	410	430	430	20	4.9%
<b>Total Secondary</b>	<b>7,500</b>	<b>7,640</b>	<b>7,640</b>	<b>140</b>	<b>1.9%</b>
<b>Total Board</b>	<b>25,860</b>	<b>26,834</b>	<b>26,954</b>	<b>974</b>	<b>3.8%</b>

Changes in Enrolment: Budget v Forecast



Summary of Staffing

FTE	2022-23		Variance	
	Estimates	Revised	#	%
<b>Classroom</b>				
Teachers	1,673.1	1,707.3	34.2	2.0%
Early Childhood Educators	122.0	126.0	4.0	3.3%
Educational Assistants	349.0	368.5	19.5	5.6%
<b>Total Classroom</b>	<b>2,144.1</b>	<b>2,201.8</b>	<b>57.7</b>	<b>2.7%</b>
School Administration	229.3	229.3	-	0.0%
Board Administration	68.0	72.0	4.0	5.9%
Facility Services	219.6	221.1	1.5	0.7%
Coordinators & Consultants	41.0	42.0	1.0	2.4%
Paraprofessionals	55.5	57.0	1.5	2.7%
Child & Youth Workers	21.0	25.0	4.0	19.0%
IT Staff	32.0	35.0	3.0	9.4%
Library	12.8	12.8	-	0.0%
Transportation	6.0	6.0	-	0.0%
Other Support	6.0	6.0	-	0.0%
Continuing Ed	8.1	8.1	-	0.0%
Trustees	14.0	14.0	-	0.0%
<b>Non-Classroom</b>	<b>713.3</b>	<b>728.3</b>	<b>15.0</b>	<b>2.1%</b>
<b>Total</b>	<b>2,857.4</b>	<b>2,930.1</b>	<b>72.7</b>	<b>2.5%</b>





## Audit Committee Terms of Reference

### Audit Committee Terms of Reference (Ontario Regulation 361/10 made under the Education Act)

#### 1.0 Purpose of the Committee

*Ontario Regulation 361/10 of The Education Act* requires that all school boards establish an audit committee to assist the board of trustees in fulfilling its duties related to governance and oversight. The Audit Committee is a committee of the board and will report to the board of trustees, as such all final decisions rest with the board of trustees.

The Audit Committee duties include reviewing:

- the financial reporting process
- internal controls
- internal auditing
- external auditing
- compliance matters
- risk management
- any other board proposed activity

#### 2.0 Committee Composition

As per *O. Reg. 361/10 of the Education Act*, the Audit Committee shall be comprised of:

- 2.1 Three trustees appointed as per General Working By-law 4.6; Committee Appointment
- 2.2 Two external community members who are not Board members
- 2.3 A member of the Audit Committee who is not a board member is eligible to be appointed only if they,
  - 2.3.1 Have accounting, financial management or other relevant business experience that would enable them to understand the accounting and auditing standards applicable to the board. Ideally the candidate holds an appropriate accounting designation (CA, CMA, CGA).
  - 2.3.2 Are not an employee or officer of the board or any other board at the time of their appointment.
  - 2.3.3 Do not have a conflict of interest at the time of their appointment; and
  - 2.3.4 Were identified by the selection committee as a potential candidate for appointment to the Audit Committee.

#### 3.0 Selection Committee

The Board selection committee for the purpose of identifying persons who are not board members as potential candidates for appointment to the board's audit committee shall be composed of the director of education, the senior business official of the board and the chair of the board or a board member designated by the chair.

#### 4.0 **Chair of the Audit Committee**

- 4.1 At the first meeting of the audit committee in each fiscal year, the members of the committee shall elect the chair of the committee for the fiscal year of the board from among the board, or non-board members appointed to the committee.
- 4.2 If at any meeting of the audit committee the chair is not present, the members present may elect a chair for that meeting.

#### 5.0 **Term of Appointment**

- 5.1 The term of office of a member of the audit committee who is a board member shall be determined by the board but shall not exceed four years.
- 5.2 The term of office of a member of the audit committee who is not a board member shall be determined by the board but shall not exceed three years. Non-board members may be reappointed no more than two terms unless:
  - 5.2.1 Grand Erie advertised the position for at least 30 days; and
  - 5.2.2 After 30 days, the selection committee did not identify any potential candidates.
- 5.3 When the term of a member of the audit committee expires, they continue to be a member until a successor is appointment or the member is reappointed.

#### 6.0 **Vacancies**

- 6.1 A member who is a board member vacates their position on the audit committee if,
  - 6.1.1 they are convicted of an indictable offence; or
  - 6.1.2 they are absent from two consecutive regular meetings of the committee and the committee has not authorized those absences by a resolution at the first regular meeting of the committee that follows the seconds absence.
- 6.2 A member who is not a board member vacates their position of the audit committee if,
  - 6.2.1 they are convicted of an indictable offence;
  - 6.2.2 they are absent from two consecutive regular meetings of the committee and the committee has not authorized those absences by a resolution at the first regular meeting of the committee that follows the second absence,
  - 6.2.3 they become an employee or officer of the board or of any other board; or
  - 6.2.4 it is discovered that they had a conflict of interest as described in subsection 4(2) of *O. Reg. 361/10* at the time of their appointment and failed to disclose it.
- 6.3 Despite any by law of a board, if a position on the audit committee becomes vacant, the position shall be filled as soon as possible in accordance with the regulation.
- 6.4 A person who is appointed to fill a vacancy shall hold the position for the remainder of the term of the member whose position became vacant.

## 7.0 **Duties of an Audit Committee**

- 7.1 The audit committee of the board has duties, as set out in *O. Reg. 361/10 of the Education Act.*,
- 7.1.1 to review with the director of education, a senior business official and the external auditor the board's financial statements, with regard to the following:
- i. Relevant accounting and reporting practices and issues.
  - ii. Complex or unusual financial and commercial transactions of the board.
  - iii. Material judgement and accounting estimates of the board.
  - iv. Any departures from the accounting principles published from time to time by the Chartered Professional Accountants that are applicable to the board.
- 7.1.2 To review with the director of education, a senior business official and the external auditor, before the results of annual external audit are submitted to the board.
- i. the results of the annual external audit,
  - ii. if any difficulties encountered in the course of the external auditor's work, including any restrictions or limitation on the scope of the external auditor's work or on the external auditor's access to required information,
  - iii. any significant changes the external auditor made to the audit plan in response to issues that were identified during the audit, and
  - iv. any significant disagreements between the external auditor and the director of education or a senior business official and how those disagreements were resolved.
- 7.1.3 To review the board's annual financial statements and consider whether they are complete, are consistent with any information known to the audit committee members and reflect accounting principles applicable to the board.
- 7.1.4 To recommend, if the audit committee considers it appropriate to do so, that the board approve the annual audited financial statements.
- 7.1.5 To review with the director of education, a senior business official and the external auditor all matters that the external auditor is required to communicate to the audit committee under generally accepted auditing standards.
- 7.1.6 To review with the external auditor material written communications between the external auditor and the director of education or a senior business official.
- 7.1.7 To ask the external auditor about whether the financial statements on the board's report entities, if any, have been consolidated with the board's financial statements.
- 7.1.8 To ask the external auditor about any other relevant issues.
- 7.2 An audit committee of a board has the following duties related to the board's internal controls:
- 7.2.1 To review the overall effectiveness of the board's internal control.

- 7.2.2 To review the scope of the internal and external auditor's reviews of the board's internal controls, any significant findings and recommendations by the internal and external auditors and the responses of the board's staff to those findings and recommendations.
  - 7.2.3 To discuss with the board's officials the board's significant financial risks and the measures the officials have taken to monitor and manage these risks.
- 7.3 An audit committee of a board has the following duties related to the board's internal auditor:
- 7.3.1 To review the internal auditor's mandate, activities, staffing and organizational structure with the director of education, a senior business official and the internal auditor.
  - 7.3.2 To make recommendations to the board on the content of annual or multi-year internal audit plans and on all proposed major changes to plans.
  - 7.3.3 To ensure there are no unjustified restrictions or limitations on the scope of the annual internal audit.
  - 7.3.4 To review at least once in each fiscal year the performance of the internal auditor and provides the board with comments regarding their performance.
  - 7.3.5 To review the effectiveness of the internal auditor, including the internal auditor's compliance with the document *International Standards for the Professional Practice of Internal Auditing*, as amended from time to time, published by The Institute of Internal Auditors and available on its website.
  - 7.3.6 To meet on a regular basis with the internal auditor to discuss any matters that the audit committee or internal auditor believes should be discussed
  - 7.3.7 To review with the director of education, a senior business official and the internal auditor
    - i. significant findings and recommendations by the internal auditor during the fiscal year and the responses of the board's staff to those findings and recommendations,
    - ii. any difficulties encountered in the course of the internal auditor's work, including any restrictions or limitations on the scope of the internal auditor's work or on the internal auditor's access to required information, and
    - iii. any significant changes the internal auditor made to the audit plan in response to issues that were identified during the audit.
- 7.4 An audit committee of a board has the following duties related to the board's external auditor:
- 7.4.1 To review at least once in each fiscal year the performance of the external auditor and make recommendations to the board on the appointment, replacement or dismissal of the external auditor and on the fee and fee adjustment for the external auditor.
  - 7.4.2 To review the external auditor's audit plan, including,
    - i. the external auditor's engagement letter,

- ii. how work will be coordinated with the internal auditor to ensure complete coverage, the reduction of redundant efforts and the effective use of auditing resources, and
  - iii. the use of independent public accountants other than the external auditor of the board.
- 7.4.3 To make recommendations to the board on the content of the external auditor's audit plan and on all proposed major changes to the plan.
- 7.4.4 To review and confirm the independence of the external auditor.
- 7.4.5 To meet on a regular basis with the external auditor to discuss any matters that the audit committee or the external auditor believes should be discussed.
- 7.4.6 To resolve any disagreements between the director of education, a senior business official and the external auditor about financial reporting.
- 7.4.7 To recommend to the board a policy designating services that the external auditor may perform for the board and, if the board adopts the policy, to oversee its implementation.
- 7.5 An audit committee of a board has the following duties related to the board's compliance matters:
  - 7.5.1 To review the effectiveness of the board's system for monitoring compliance with legislative requirements and with the board's policies and procedures, and where there have been instances of non-compliance, to review any investigation or action taken by the board's director of education, supervisory officers or other persons employed in management positions to address the non-compliance.
  - 7.5.2 To review any significant findings of regulatory entities, and any observations of the internal or external auditor related to those findings.
  - 7.5.3 To review the board's process for communicating any codes of conduct that apply to board members or staff of the board to those individuals and the board's process for administering those codes of conduct.
  - 7.5.4 To obtain regular updates from the director of education, supervisory officers and legal counsel regarding compliance matters.
  - 7.5.5 To obtain confirmation by the board's director of education and supervisory officers that all statutory requirements have been met.
- 7.6 An audit committee of a board has the following duties related to the board's risk management:
  - 7.6.1 To ask the board's director of education, a senior business official, the internal auditor and the external auditor about significant risks, to review the board's policies for risk assessment and risk management and to assess the steps the director of education and a senior business official have taken to manage such risks, including the adequacy of insurance for those risks.
  - 7.6.2 To perform other activities related to the oversight of the board's risk management issues or financial matters, as requested by the board.
  - 7.6.3 To initiate and oversee investigations into auditing matters, internal financial controls and allegations of inappropriate or illegal financial dealing.

- 7.7 An audit committee of a board shall report to the board annually, and at any other time that the board may require, on the committee's performance of its duties.
- 7.8 An audit committee shall make all reasonable efforts to ensure that a copy of this Regulation is posted on the board's website.

## 8.0 **Powers of an Audit Committee**

- 8.1 In carrying out its functions and duties, an audit committee has the power to:
- 8.1.1 with the prior approval of the board, retain counsel, accountants or other professionals to advise or assist the committee;
  - 8.1.2 meet with or require the attendance of board members, the board's staff, internal or external auditor or legal counsel or representatives from a reporting entity of the board at meetings of the committee, and require such persons or entities to provide any information and explanation that may be requested;
  - 8.1.3 where the committee determines it is appropriate, meet with the board's external or internal auditor, or with any staff of the board, without the presence of other board staff or board members, other than board members who are members of the committee;
  - 8.1.4 require the board's internal or external auditor to provide reports to the committee; and
  - 8.1.5 have access to all records of the board that were examined by the internal or external auditor.

## 9.0 **Meetings**

- 9.1 The audit committee of a board shall meet at least three times in each fiscal year at the call of the chair of the committee, and at such other times as the chair considers advisable.
- 9.2 The first meeting of the audit committee in each fiscal year shall take place no later than September 30.
- 9.3 Each member of the audit committee has one vote.
- 9.4 The audit committee shall make decisions by resolution.
- 9.5 In the event of a tie vote, the chair is entitled to cast a second vote.
- 9.6 A majority of the members of the audit committee that includes at least one member who is not a board member constitutes a quorum for meetings of the committee.
- 9.7 The chair of the audit committee shall ensure that minutes are taken at each meeting and provided to the members of the committee before the next meeting.

## 10.0 **Codes of Conduct**

- 10.1 Any code of conduct of the board that applies to board members also applies to members of the audit committee who are not board members in relation to their functions, powers and duties as members of the committee.

## 11.0 **Remuneration and Compensation**

- 11.1 A person shall not receive any remuneration for serving as a member of the audit committee.

- 11.2 Subsection 11.2 does not preclude payment of an honorarium under section 191 of the Act that takes into account the attendance of a board member at an audit committee meeting.
- 11.3 A board shall establish policies respecting the reimbursement of members of its audit committee for expenses incurred as members of the committee.
- 11.4 A board shall reimburse members of its audit committee for expenses incurred as members of the committee in accordance with the policies referred to in subsection 11.3.

## 12.0 **Declaration of Conflicts**

- 12.1 Every member of the audit committee shall, when they are appointed to the committee for the first time and at the first meeting of the committee in each fiscal year, submit a written declaration to the chair of the committee declaring whether they have a conflict of interest.
- 12.2 A member of an audit committee who becomes aware after their appointment that they have a conflict of interest shall immediately disclose the conflict in writing to the chair
- 12.3 If a member or their parent, child or spouse could derive any financial benefit relating to an item on the agenda for a meeting, the member shall declare the potential benefit at the start of the meeting and withdraw from the meeting during the discussion of the matter and shall not vote on the matter.
- 12.4 If no quorum exists for the purpose of voting on a matter only because a member is not permitted to be present at the meeting by reason of subsection 12.3, the remaining members shall be deemed to constitute a quorum for the purposes of the vote.
- 12.5 If a potential benefit is declared under subsection 12.3, a detailed description of the potential benefit declared shall be recorded in the minutes of the meeting.

## 13.0 **Reporting**

- 13.1 The audit committee shall submit to the board on or before a date specified by the board an annual report that includes,
  - 13.1.1 any annual or multi-year audit plan of the board's internal auditor;
  - 13.1.2 a description of any changes made to a plan since the last report of the committee;
  - 13.1.3 a summary of the work performed by the internal auditor since the last annual report of the committee, together with a summary of the work the auditor expected to perform during the period, as indicated in the plan; and
  - 13.1.4 a summary of risks identified and findings made by the internal auditor.
  - 13.1.5 A summary of any enrolment audits planned by the internal auditor.
- 13.2 A board who receives a report under 13.1 shall submit the information described in clauses 13.1.3 and 13.1.5 to the Minister in each fiscal year on or before a date specified by the Minister.
- 13.3 The audit committee shall submit an annual report to the board at the Board's Inaugural Meeting that includes:
  - 13.3.1 a summary of the work performed by the committee since the last report;

- 13.3.2 an assessment by the committee of the board's progress in addressing any findings and recommendations that have been made by the internal or external auditor;
- 13.3.3 a summary of the matters addressed by the committee at its meetings;
- 13.3.4 the attendance record of members of the committee; and
- 13.3.5 any other matter that the committee considers relevant.





# Regional Internal Audit

## Proposed 2023-24 IA Plan for GEDSB

September 2023

# Grand Erie District School Board Disclaimer

This document has been prepared by KPMG LLP (“KPMG”) for the Grand Erie District School Board (“GEDSB” or “the board” or “Client”) pursuant to the terms of the Regional Internal Audit Request for Proposal – 671 (the “RFP”), the Master Services Agreement (the “MSA”) for Regional Internal Audit Services and the 2023-24 Statement of Work dated November 10, 2022.

KPMG neither warrants nor represents that the information contained in this report is accurate, complete, sufficient or appropriate for use by any person or entity other than GEDSB or for any purpose other than set out in the Engagement Agreement. This report may not be relied upon by any person or entity other than GEDSB, and KPMG hereby expressly disclaims any and all responsibility or liability to any person or entity other than Client in connection with their use of this report.

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Pursuant to the terms of our engagement, it is understood and agreed that all decisions in connection with the implementation of advice and recommendations as provided by KPMG during the course of this engagement shall be the responsibility of, and made by, the Client. KPMG has not and will not perform management functions or make management decisions for the Client.

This summary may include or make reference to future oriented financial information. Readers are cautioned that since these financial projections are based on assumptions regarding future events, actual results will vary from the information presented even if the hypotheses occur, and the variations may be material.

Comments in this report are not intended, nor should they be interpreted, to be legal advice or opinion.

KPMG has no present or contemplated interest in GEDSB nor are we an insider or associate of GEDSB. Accordingly, we believe we are independent of GEDSB and are acting objectively.



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# Proposed 2023-24 IA Plan – for Audit Committee approval

## Scope Refinement Discussions - August 2023

In preparation for the September Audit Committee meeting, the RIAT refined the scope of the “Student Outcomes” review which was tentatively approved in June 2023. Based on these discussions and a review of strategic priorities, we have refined the scope further to look into **two processes** surrounding Math Achievement in grades 3, 6 and 9, namely:

### 1. MATH ACHIEVEMENT ACTION PLAN CREATION

### 2. RESOURCE ALLOCATION AND PROFESSIONAL DEVELOPMENT

The RIAT reviewed relevant communication from the Ministry to school boards about the “back to basics’ strategy for improving EQAO scores across the province. Furthermore, the ministry has selected priority elementary and secondary schools based on the most recent EQAO math assessment results. As communicated in B05 2023-24 Priorities and Partnerships Funding (PPF) on April 17, 2023, each priority school will generate targeted funding.

School boards are required to complete and submit to the ministry their **Math Achievement Action Plan** three times a year:

1. November 15, 2023 (Initial)
2. March 15, 2024 (Progress) and
3. July 15, 2024 (Final)

**Math Achievement Action Plan:** The Ministry of Education has supplied school boards with a sample Board level “Student Achievement Plan”. Priority schools are to receive designated supports and will be measured on their level of achievement on mathematics using report cards and EQAO scores against baselines (Grade 2, 5, 8 are baseline years for Grade 3, 6 and 9 respectively). The majority of the action plan for GEDSB consists of adding School Math Facilitators to work directly with Students and Teachers in each identified Gr 3, 6 and 9 classrooms.

**Note:** Resource requirements will be estimated for each audit activity based on the anticipated scope, level of effort and skill sets required. Resource requirements will be revisited and confirmed as part of the detailed planning for each individual audit activity.

# Objectives and Relevant Risks

## What is RIAT doing and why? (what are the risks)

- GEDSB's Audit Committee approved an audit that considers how management manages student supports and resources that advance student outcomes. Data related to student outcomes is increasingly made available to the public and monitored by the Ministry.
- GEDSB's annual learning and operating plan prioritizes the mathematics learning outcomes for all students.
- School Boards are required to publicly post Board Improvement Plans which must include: EQAO scores in reading, writing and mathematics, graduation rates and credit accumulation, absence, suspension and expulsion rates. The Ministry also has outlined new reporting responsibilities where school boards are required to complete and submit to the ministry their Math Achievement Action Plan three times a year.
- The RIAT will deliver an advisory internal audit engagement using the principles of performance auditing which evaluates the economical, efficient and effective use of resources to meet intended performance objectives/goals. As part of our review we will look into your processes to ensure that these carry the right balance to ensure the three Es (Economy, Efficiency and Effectiveness) are achieved. The three Es aim to achieve different objectives in the organization:
  - Economy - Acquisition of resources in appropriate quality and quantity, at minimum cost.
  - Efficiency - Maximum output for any given set of inputs or the minimum inputs for any given quantity and quality of goods and services provided.
  - Effectiveness - Extent to which any activity achieves the intended results, which can be either quantitative or qualitative.
- RIAT will seek to assess whether GEDSB is achieving the right balance between the 3'E's in order to reduce wastages, non-essential supports and inefficiencies as it relates to the Ministry's funding communicated in B05 2023-24.

## Preliminary Internal Audit Objectives:

### 1. Math Achievement Action Plan

- Understand and comment on GEDSB's processes for determining the current state (or baseline) for math achievements (focus on Grade 3, 6 and 9) and for telling the story behind the baseline (e.g. post-pandemic impacts).
- Understand and comment on the strategies considered to improve Math achievement results.
- Understand how the GEDSB considers research/evidence-based practices for what works to improve the student learning experience. (e.g. High-Impact Instructional Practices in Mathematics)

### 2. Resource Allocation and Professional Development

- Understand the process for allocating School Facilitator resources considering incremental resource costs (and funding) and the resources/people that GEDSB already have access to (e.g. building capacity among existing Math teachers).
- Understand how GEDSB adopts the practices for improving student outcomes in Math and the process for communicating these practices to schools (incl. EQAO practice tests).
- Consider the adequacy of the professional development opportunities for grade 3, 6, 9 math teachers and available supports.
- Determine how GEDSB monitors results back to the baseline to show/measure progress.

# Student Outcomes Review – Scoping Analysis

KPMG RIAT worked with the GEDSB to document an outcome measurement model that considers the K12 core curriculum in Math and the strategies to manage the supports (**inputs**), **monitor achievements (outputs)** and to **deliver measurable results (outcomes)**. Based on GEDSB’s action plan for Math Achievement, the RIAT has identified the areas in **purple font** as the initial focus of the 2023-24 internal audit project.

<h2>Inputs</h2> <p>What goes in?</p>	<h2>Outputs</h2> <p>What comes out?</p>	<h2>Outcomes</h2> <p>What is the result?</p>	<h2>Impact</h2> <p>What is the value?</p>
<ul style="list-style-type: none"> <li>• Curriculum learning consultants / Student success</li> <li>• Promotion of Math Additional Qualification (“AQ”) scores</li> <li>• Assessment, evaluations and reporting</li> <li>• Staff engagement at a school</li> <li>• Administrators as active learning participants</li> <li>• <b>Board Equity &amp; improvement plan</b></li> <li>• School improvement plan</li> <li>• <b>EQAO support for students and teaching coaches for teachers</b></li> <li>• Enrolment and student demographics (e.g. Indigenous)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Improved monitoring of and response to EQAO results</b></li> <li>• Individual Education Plans</li> <li>• Student Outcomes / Report Cards</li> <li>• Number of Recovery Courses/credits decreases</li> <li>• Lower staff absenteeism (need for more professional development opportunities for occasional / LTO teachers)</li> <li>• Effective Student Transfer Meetings</li> <li>• Gamification and Pedagogy</li> <li>• <b>Learning and Development – e.g. existing teachers improving their Math AQ scores</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Achievement in mathematics</b></li> <li>• Timely intervention for at risk students</li> <li>• More awareness and outreach across school boards and the Ministry</li> <li>• <b>Improved student experience and teacher engagement</b></li> <li>• Equity in Education</li> <li>• Increase in graduation rates / credit accumulation</li> <li>• More relevant and useful teaching notes and comments to encourage students</li> </ul>	<ul style="list-style-type: none"> <li>• Educational integrity (e.g. inflated grades)</li> <li>• Improved mental health of students (e.g. anxiety)</li> <li>• Engaged parents and families</li> <li>• <b>Students will build confidence and enjoyment in mathematics</b></li> <li>• <b>Confident mathematicians</b></li> <li>• Innovation and personalization</li> <li>• Positive, safe and inclusive learning spaces/environments</li> </ul>

**Results of Scoping Analysis:** RIAT will review Math Achievement strategies, validate the quantitative and qualitative outcomes (i.e. “How much”, “how well” and “If anyone better off”) and make recommendations to strengthen the processes and controls in 2023-24 and beyond.

# Other scoping considerations

## Scoping Considerations:

GEDSB's EQAO results the year 2022 at or above level 3 or 4 for Mathematics decreases between Grade 3 (48%) and Grade 6 (34%).

In response, GEDSB's strategy is to providing coaching supports and professional learning to support the educators' capacity to implement responsible early assessment and instruction using classroom based coaching supports.

The RIAT will consider the process evaluating outcomes at schools that will receive the coaching supports and the board level strategies for building internal capacity to support students with improving EQAO results.

## Grade 3

Area of Assessment	GEDSB	Province
Reading	62%	74%
Writing	52%	65%
Mathematics	48%	59%

## Grade 6

Area of Assessment	GEDSB	Province
Reading	78%	85%
Writing	75%	84%
Mathematics	34%	47%

## Grade 9

Grade 9 Mathematics Assessment	GEDSB	Province
Grade 9 Math Course	39%	52%



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