

Chapter 43

Saskatchewan Rivers School Division No. 119— Maintaining Facilities

1.0 MAIN POINTS

By August 2018, Saskatchewan Rivers School Division No. 119 implemented the four recommendations we made in our 2014 audit of its processes to maintain its facilities.

Saskatchewan Rivers had established and was using written processes for:

- Gathering and recording reliable information about facilities and components
- Determining its facility maintenance priorities and developing its maintenance plan
- Monitoring the timely completion of maintenance of its facilities

Saskatchewan Rivers had also set performance measures and targets related to its facility maintenance and was using them to monitor the effectiveness of its facility maintenance strategies.

Effective maintenance processes help enhance the future viability and safety of schools, improve the quality of space, protect against loss of facility value or service life (i.e., replacing a facility earlier than intended), and limit repair costs in the future.

2.0 INTRODUCTION

Saskatchewan Rivers, a public school division, operates in Prince Albert and surrounding rural areas. Saskatchewan Rivers is responsible for educating about 9,000 students.¹

It is also responsible for maintaining facilities necessary for the educational programs and instructional services it provides. This includes 32 schools located in 17 communities, as well as its support and maintenance service buildings and school division office located in Prince Albert.

Each year, about 13% of Saskatchewan Rivers' total annual expenses is spent on plant operations and maintenance—its second largest expense after salaries and benefits (see **Figure 1**).

Figure 1—Capital and Maintenance Expenditures

	Actual 2017	Actual 2016
	(in millions)	
Plant Operations & Maintenance Expense	\$13.4	\$13.1
Total Expenses	\$105.7	\$103.6

¹ Saskatchewan Rivers School Division No. 119 2016-17 Annual Report, p. 5.



	Actual 2017	Actual 2016
	(in millions)	
% of Total Expenses related to Plant Operation & Maintenance Expense	12.7%	12.6%
Buildings – Net Book Value ^A	\$61.7	\$61.2
Tangible Capital Assets – Net Book Value	\$75.4	\$77.0
% of Tangible Capital Assets Related to Buildings	81.8%	79.5%

Source: Saskatchewan Rivers School Division No. 119 2016-17 Annual Report.

^AIncludes net book value of buildings, short-term buildings, and assets under construction.

This chapter describes the results of our second follow-up of management’s actions on four recommendations we first made in our *2014 Report – Volume 2*, Chapter 37 about Saskatchewan Rivers’ processes to maintain its facilities.

In 2014, we reported that Saskatchewan Rivers had effective processes to maintain its facilities other than the five areas of our recommendations. In our *2016 Report – Volume 2*, Chapter 44, we reported that, by June 30, 2016, Saskatchewan Rivers had implemented one recommendation, and was in the process of implementing the other four recommendations.

To conduct this audit engagement, we followed the standards for assurance engagements published in the *CPA Canada Handbook – Assurance* (CSAE 3001). To evaluate Saskatchewan Rivers’ progress towards meeting our recommendations, we used the relevant criteria from the original audit. Saskatchewan Rivers agreed with the criteria in the original audit.

To perform our follow-up audit on our recommendations, we examined Saskatchewan Rivers’ reports and documents that relate to the maintenance of facilities. We also interviewed staff responsible for the maintenance of facilities.

3.0 STATUS OF RECOMMENDATIONS

This section sets out each recommendation including the date on which the Standing Committee on Public Accounts agreed to the recommendation, the status of the recommendation at August 17, 2018, and Saskatchewan Rivers’ actions up to that date. We found that the Saskatchewan Rivers had implemented the four recommendations.

3.1 Written Processes Established

We recommended that Saskatchewan Rivers School Division No. 119 establish written processes for gathering and recording reliable information about facilities and components. (2014 Report – Volume 2; Public

Accounts Committee agreement January 13, 2016)

Status – Implemented

We recommended that Saskatchewan Rivers School Division No. 119 establish written processes for monitoring the timely completion of maintenance of its facilities. (2014 Report – Volume 2; Public Accounts Committee agreement January 13, 2016)

Status – Implemented

We recommended that Saskatchewan Rivers School Division No. 119 establish written processes for determining its facility maintenance priorities and developing its maintenance plan. (2014 Report – Volume 2; Public Accounts Committee agreement January 13, 2016)

Status – Implemented

Since June 2016 (the time of our last follow-up), Saskatchewan Rivers has established thorough written processes for:

- Gathering and recording reliable information about facilities and components
- Determining its facility maintenance priorities, and developing its maintenance plan
- Monitoring the timely completion of maintenance of its facilities

The Division updated its procedures to manage facilities, monitor reactionary maintenance requests and preventative maintenance projects, and provide for capital asset management. The written processes require the Superintendent of Facilities to complete quarterly reviews of preventative maintenance projects. These reviews are to check that staff complete their work within a reasonable timeframe and whether facilities are well-maintained to support student learning.

The Division's procedures require staff to establish annual maintenance priorities by considering the information gathered (e.g., feedback provided by the Board; the data in the Maintenance IT System, including outstanding maintenance). The procedures also require staff to develop the annual maintenance plan by reviewing the priorities and considering the budget and other resources available.

We found these procedures, approved in August 2018, reflected the informal process the Division used to create its facility maintenance priorities and its maintenance plan. We also found the Division provided its Board with a comprehensive annual report that includes the results of its monitoring the timely completion of maintenance.

In addition, the Division used the different modules within its Maintenance IT System to assign, document, and update staff workloads. Since 2016, the Division revised the Maintenance IT System to include additional information about facilities and components (e.g., age, condition), needs, actions and priorities, and targeted and monitored levels of service (e.g., cost, completion time).

We found the Division was using its processes to update information in its Maintenance IT System, and the Superintendent of Facilities was monitoring that staff updated this.



3.2 Performance Measures and Targets Set

We recommended that the Board of Education of the Saskatchewan Rivers School Division No. 119 set performance measures and targets for monitoring the effectiveness of its strategies to maintain its facilities.

(2014 Report – Volume 2; Public Accounts Committee agreement January 13, 2016)

Status – Implemented

Saskatchewan Rivers set performance measures and targets for monitoring the effectiveness of its strategies to maintain its facilities.

For example, one of the Division's goals is to have its facility condition index less than 12%.² At March 2018, the Division's facility condition index was 11%.

Saskatchewan Rivers also has performance measures and targets around the number of reactionary maintenance requests its Facilities Department will complete each month, and the percentage of incomplete preventative maintenance requests.

We found that the Board receives annual reports on the performance measures and targets, and on actual results compared to the Division's targets.

² Facility condition index is the amount of deferred maintenance divided by the current replacement value.