



**Central Okanagan
Public Schools**

Together We Learn

Financial Statement Discussion and Analysis

For the Year Ending June 30, 2024



Financial Statement Discussion and Analysis

Table of Contents

Description	Page
<u>Introduction</u>	3
- District Information	
- Vision and Purpose	
- Overarching Goal	
- Cultural Values	
<u>Summary of Significant Events</u>	
- Statement of Financial Position	4
<u>Financial Statement Composition Overview</u>	7
- Statement of Financial Position	
- Statement of Operations	
- Schedule 2 - Operating Fund	
- Schedule 3 - Special Purpose Fund	
- Schedule 4 - Capital Fund	
<u>Financial Health Indicators</u>	8
- Indicators of Financial Health	
o Financial Assets	
o Financial Liabilities	
- Analysis of Financial Health	
o Revenue Overview	
o Expenditure Overview	
o Reserves Overview	
<u>Conclusion</u>	20

Introduction

This report is a financial statement discussion and analysis of the financial performance of School District 23 (Central Okanagan) for the fiscal year ended June 30, 2024. It is based on currently known facts, decisions, or conditions. This should be read in conjunction with the District's audited financial statements. The preparation of this financial statement discussion and analysis is management's responsibility.

The District:

- lives on the unceded Traditional Territory of the Okanagan People.
- serves more than 235,000 citizens living in 4 municipalities - Peachland, West Kelowna, Kelowna, Lake Country, and the Regional District of Central Okanagan.
- is the fifth largest district in the province and serves almost 25,500 students (head count).
- serves 50 schools/sites - 32 elementary, 8 middle, 5 secondary, 1 alternative school, 3 learning centres and 1 online learning (K-12).
- has 7 Board of Education Trustees.
- continues to welcome an increased number of immigrant families and English Language Learners (ELL) into the Central Okanagan.
- continues to welcome international students and is proud that more Indigenous students are self-identifying.

Vision

Together We Learn.

Purpose

To educate students in a safe, inclusive, equitable and inspirational learning environment where each learner develops the attributes and competencies to flourish in a global community.

Our Overarching Goal

Our learners will develop foundational skills and core curricular competencies so that they can be empowered to follow their passions and strengths and thrive holistically as resilient and engaged global citizens.

Cultural Values

- **Honesty** is the building block for relationships and the basis for trust. It is the absence of falsehood and the action of full disclosure. It is the ultimate test of moral strength. When honesty is present, integrity will also be apparent.
- **Respect** is "to consider worthy of high regard". Being respectful is an attitude of honouring people and caring about their rights.
- **Responsibility** is being accountable for our actions and their consequences. When we demonstrate responsibility, we are doing our best to meet the expectations of ourselves and others.
- **Equity** empowers each learner to thrive, holistically.
- **Empathy** is a feeling of concern, compassion and understanding of another's situation or feelings.

Summary of Significant Events

Capital Projects

During the year, the District managed several large capital projects.

École Dr. Knox Middle School offers a full range of educational programs for grades 7 to 9. The existing nominal operating capacity of the school is 900 students. The 2022/2023 enrolment was 1,002 students. It is projected that the number of students will continue to increase over the next ten years.



School District No. 23 (Central Okanagan) executed the Capital Project Funding Agreement for the addition to École Dr. Knox Middle School in July of 2022, the project has an overall budget of \$24.35 million.

The scope of the project is to construct a 300 capacity, two-story expansion onto École Dr. Knox Middle School. This will increase the student capacity from 900 up to 1,200 students. Construction will include a connection to the existing facility at the main floor at the multipurpose space and on the second floor by constructing an elevated walkway to connect the upper floor of the existing building with the upper floor of the addition.

The expansion will include instructional spaces to support Art, Foods, Technology Education, Inclusive Education, Counselling along with General Instruction. There will also be inclusive washrooms to support all users across each floor of the expansion. To reduce energy consumption and greenhouse gas emissions, the project will increase the number of onsite wells in support of the designed geothermal mechanical system. The project moved into construction in April 2023 and is forecasted for occupancy in Fall 2024.

North Glenmore Elementary School has undergone a 125-student seat expansion to increase capacity from 505 to 630 students. The budgeted \$7.5 million expansion will consist of a new 5-classroom prefabricated building, addressing accessibility, and providing new core spaces to support educational delivery. The capital project broke ground in the Spring of 2024, with forecasted occupancy in the Fall of 2024. Construction on an operating school site with a tight schedule will be challenging but the District is allocating the best resources to ensure success.



École George Pringle Elementary School has been demolished. Both procurement and design is underway for a new 1,200-student capacity secondary school in the rapidly growing area of West Kelowna. Currently, Mount Boucherie Secondary School is the District's only secondary school serving almost 1,800 students in West Kelowna. The new **George Pringle Secondary School** will support 21st Century Learning promoting creativity, communication, and collaboration and alleviate the student pressure at Mount Boucherie Secondary School and allow the District to redistribute students better throughout the area.

The construction of the new school will allow the District to reclaim valuable sports field area and site space by reallocating the seventeen portables, which are at Mount Boucherie Secondary School, to other school locations to accommodate ongoing student growth throughout our District.

The new secondary school will offer programs to support Arts, Science, Music, Drama, Indigenous Education, Automotive, Woodworking, Metal work, Technology, Nutrition, Physical Education and General Instruction, as well as Outdoor Learning, Multipurpose, Gathering, Counselling, Administration and Support spaces. The Neighbourhood Learning Centre initiative will provide a dedicated Indigenous space within the school and a standalone childcare facility to support infant and pre-school care.

The project design will include Greenhouse Gas reduction strategies such as a Geoexchange system, ground source heat pumps, and condensing hot water heaters. Project energy reduction strategies include the use of LED fixtures and lighting control, building automation, demand control ventilation, heat recovery ventilation, improved building envelope.

The project team is working through the final stages of contract delivery and the anticipated construction start is planned for summer of 2024. The new George Pringle Secondary School is targeted to welcome new students for the 2027/2028 school year and has a budget of \$24.5 million.



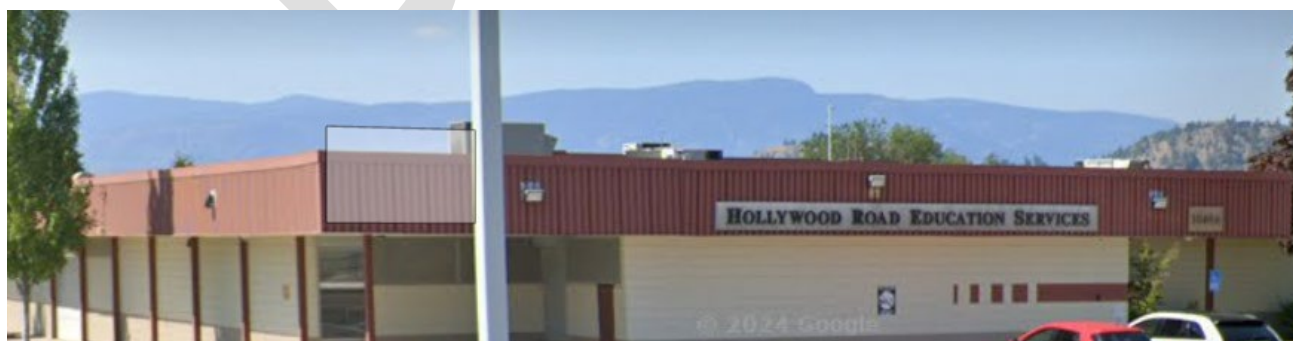
Chief Tomat Elementary School will undergo a 175-student seat expansion to increase capacity from 270 to 445 students. The budgeted \$10.5 million expansion will consist of a new 7-classroom prefabricated building following the relocations of onsite portables and play structures. Site preparation and bank retention will start in the Fall of 2024 with building construction to follow. This expansion is forecasted occupancy in the Fall of 2025. Similar to North Glenmore Elementary School's expansion, construction on an operating school site will be challenging.



École Hudson Road Elementary School will undergo a 265-student seat addition to increase capacity from 290 to 555 students. The budgeted \$22.35 million addition will consist of a new 11 classrooms two storey expansion, addressing accessibility, and providing new core spaces to support educational delivery. Portables have been relocated onsite in preparation for site works to start in Spring 2025. This expansion is forecasted occupancy in the Fall of 2027.



The demolition and renovation project at the **Hollywood Road Educational Services** building moved into construction in February 2024 and has a planned occupancy for Winter, 2024. The scope of the project is to renovate the existing building to improve building efficiency, enhance services to online learners, accommodate the online learning program's staff, and upgrade the current building to provide modern, safe, and functional spaces for staff. The sale of District owned property located at 580 Doyle Avenue (McWilliams Centre) is funding this renovation.



Glenmore Middle School Concept - At the request and with the support of the Ministry of Education and Child Care, the District is undertaking Conceptual Planning to substantiate the requirement to construct a new 800 to 1,000 seat school to support growing needs in the Glenmore/Kelowna North Area.



Additional Capital Projects

- Finalized construction of four childcare spaces at Anne McClymont Elementary, Black Mountain Elementary, North Glenmore Elementary and École Okanagan Mission Secondary. The childcare space at Ellison Elementary, École George Elliot Secondary and École Hudson Road Elementary expected to be completed in the Summer and Fall of 2024.
- On-going ventilation upgrade at École Casorso Elementary School.
- Several replacement buses for use by the Transportation Department.
- Land purchase on Academy Way finalized.

Financial Statement Composition Overview

The two key audited statements are:

- **Statement of Financial Position** - summarizes the combined assets and liabilities at June 30th. This provides an indication of the financial health of the District
- **Statement of Operations** - summarizes the combined revenues received and expenses incurred during the twelve months between July 1 and June 30. This provides an indication of the funding received by the District and how that funding was spent.

A Statement of Changes in Net Financial Assets (Debt), Statement of Cash Flows and the notes to the financial statements are also audited and provide further analysis of the District's finances.

The schedules at the end of the notes to the financial statements are in a format prescribed by the Ministry of Education and Child Care. These schedules provide more detail specific to each of the three funds (Operating, Special Purpose and Capital funds). The balances in these schedules are consistent, when combined together, with the financial statements. These schedules are comprised of:

- **Schedule 2: Operating Fund** – accounts for the District's grants and other operating revenues as well as the District's operating expenses. As the District must present a balanced Operating Fund budget, any surplus is carried forward to future years.

- **Schedule 3: Special Purpose Fund** – accounts for grant and other contributions whereby spending is for specific activities. As these are targeted funding, any unspent funds are accounted as deferred revenue, not accumulated surplus.
- **Schedule 4: Capital Fund** – accounts for the District's investment in capital assets, local capital as well as bylaw capital, other provincial capital, other capital, land capital and Ministry of Education and Child Care restricted capital.

Indicators of Financial Health

The following highlights some of the more significant financial health indicators of the District.

Financial Assets

	(in millions)		Variance	Variance
	2024	2023		
<u>Financial & Non Financial Assets</u>	\$	\$	\$	%
Cash And Cash Equivalents	51.5	52.7	(1.2)	-2%
Accounts Receivable	12.9	13.85	(0.9)	-7%
Portfolio Investments	14.6	13.8	0.8	6%
Tangible Capital Assets	409.7	360.6	49.1	14%
Prepaid Expenses	0.3	0.4	(0.1)	-33%
Supplies Inventory	0.2	0.3	(0.1)	-23%
Total Financial & Non Financial Assets	489.2	441.7	47.5	11%

Cash & Cash Equivalents – Statement 5 (Cash Flow) provides information regarding cash inflows from operations and investments and outflows that pay for District activities. The District requires a strong cash balance in order to pay for current liabilities, including trade accounts payable and wages payable. Included in the cash balance of \$51.5M at June 30, 2024 are restricted funds relating to summer savings and deferred salary leave plans (\$12.6M), school generated funds (\$5.3M) and restricted cash for Ministry of Education and Child Care (MOECC) deposits (\$18.9M). Every year in July and August, the monthly funding from the MOECC drops significantly so additional cash funds are required to carry the District through the summer.

Accounts Receivable – Accounts Receivable is relatively consistent with the prior year and includes an outstanding balance from the Ministry of Child and Family Development (\$9.5M) for the construction of ongoing capital projects as noted above.

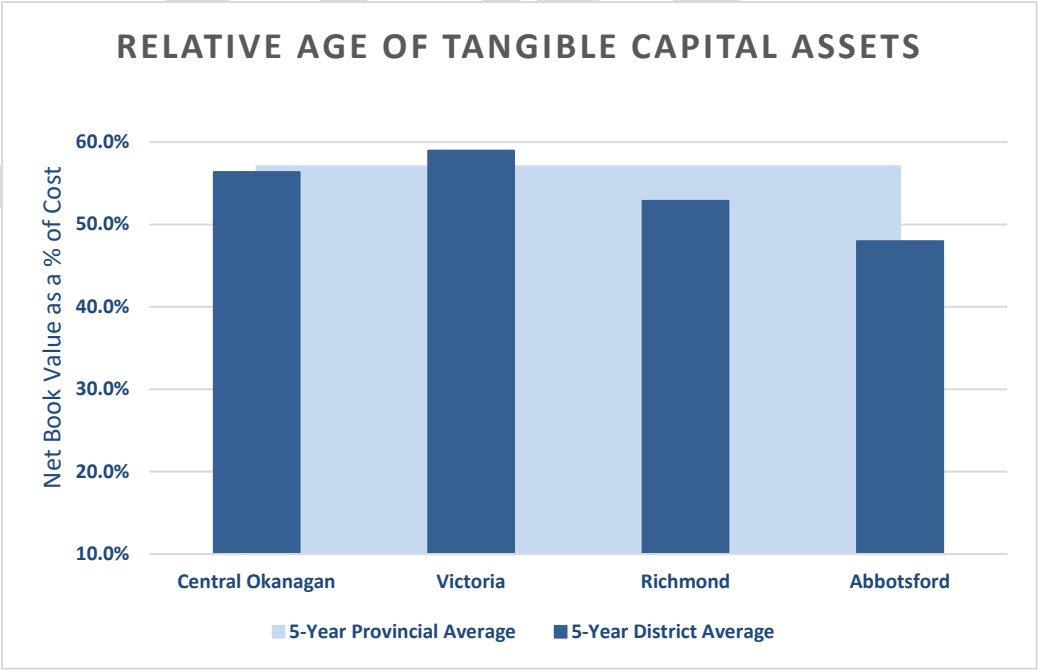
Portfolio Investments – Fluctuates as the market changes. In 2024, interest rates ranged from 1.31% to 5.05% (2022 range - 1.31% to 4.98%).

Tangible Capital Assets – During the year, land was purchased on Academy Way for a future school site, maintenance and upgrades, funded by the Annual Facility Grant (AFG), were completed, four childcare spaces were finalized and costs transferred from work in progress (WIP) to tangible capital assets and several schools participated in the computer refresh program.

Several capital projects continue under construction including École Dr. Knox Middle School, North Glenmore Elementary School, George Pringle Secondary School, Chief Tomat Elementary School, École Hudson Road Elementary School and renovations to the Hollywood Road Educational Services Centre and three childcare spaces created significant additions to WIP.

The District's tangible capital asset net book value (cost less amortization) compared to the tangible capital assets historical cost (cost when purchased) it is noted that the percentage illustrates the relative age of the asset. A high percentage indicates newer assets. The concern with a low ratio is that capital assets may not be replaced on a regular basis, which may be an indication of potential health and safety issues, or a significant cost in the future to replace capital assets.

As illustrated in the graph below, the District's five-year average for buildings only (buildings account for over 80% of the District's total assets) of 56.4% is on par with the provincial average of 57.1% and just over the average of comparable size FTE districts at 53.3%. This indicates the District is maintaining its buildings in a timely fashion.



Prepaid Expenses – Prepayment of software & other licenses for multiple years.

Supplies Inventory – Central Stores maintains an inventory on hand for schools to access. Fluctuations are in relation to supply and demand at the school sites.

Financial Liabilities

	(in millions)			
	2024	2023	Variance	Variance
	\$	\$	\$	%
Financial Liabilities				
Accounts Payable	26.3	21.1	5.2	25%
Unearned Revenue	4.9	4.2	0.7	16%
Deferred Revenue	7.0	5.6	1.4	24%
Deferred Capital Revenue	291.6	267.7	23.9	9%
Employee Future Benefits	11.7	11.3	0.4	4%
Asset Retirement Obligation	26.1	25.8	0.3	1%
Other Liabilities	15.3	13.8	1.5	11%
Total Financial Liabilities	382.8	349.5	33.3	10%

Accounts Payable – the increase in accounts payable at the end of the year relates to progress billing and builder lien holdbacks for the current capital projects (George Pringle Elementary, École Dr. Knox Elementary addition, North Glenmore Elementary expansion, and the three childcare spaces).

Unearned Revenue – This represents fees collected in fiscal 2023/2024 from International Education students coming in the 2024/2025 and 2025/2026 school years.

Deferred Revenue – Special Purpose Funds remaining balances (i.e., Classroom Enhancement Fund (CEF), Community Link, Learning Improvement Fund (LIF), Student and Family Affordability Fund, Feeding Futures Fund, Early Learning Capacity Building Fund, Early Childhood Education, Mental Health in Schools Fund, Seamless Day Fund, School Generated Funds, Annual Facilities Grant (AFG) underspend) etc. to be spent in future years.

Deferred Capital Revenue – The current year balance increased due to significant work in progress (WIP) costs being incurred, and fully funded, during the year for facility improvements to George Pringle Elementary School, École Dr. Knox Middle, Hollywood Road Educational Services, North Glenmore Elementary School and the continued construction of three remaining childcare spaces.

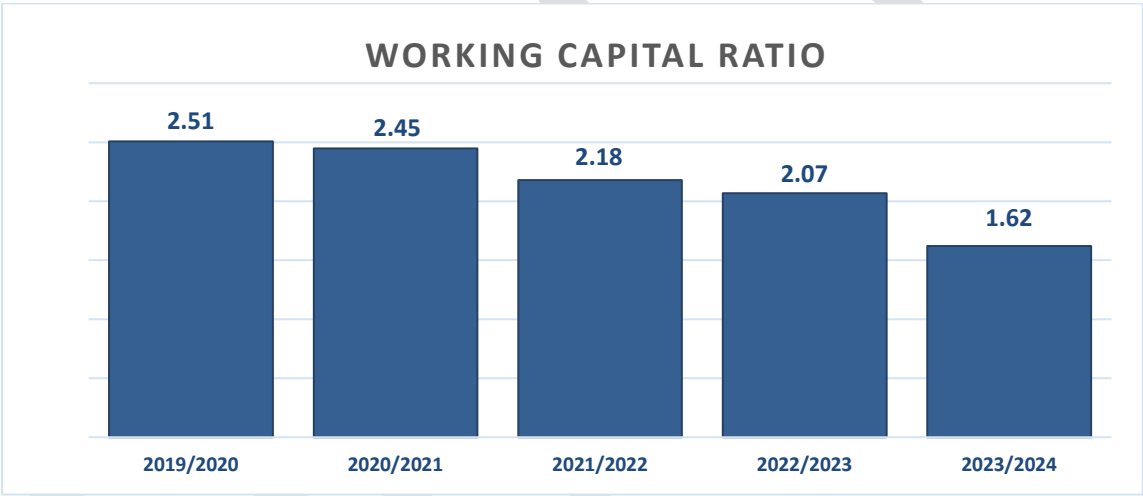
Employee Future Benefits – Relates to retirement payments to employees for years of service.

Other Liabilities – Includes accrued wages payable, employer health tax and other employee benefit costs.

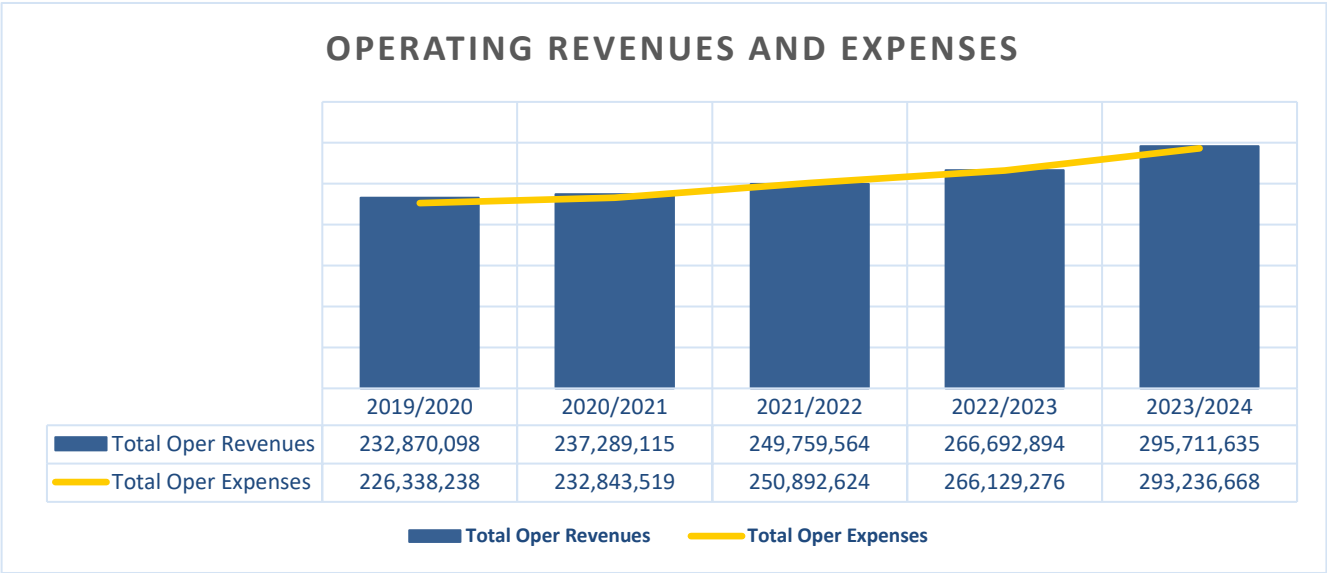
Asset Retirement Obligation – In the prior year, but still affecting the current year, the Office of the Comptroller General (OAG) instructed the District to retroactively assess legal liabilities that exist for the removal and disposal of asbestos and other environmentally hazardous materials within the District owned buildings that will undergo major renovations or demolition in the future. The updated estimate of the obligation is \$26.1M.

Analysis of Financial Health

Working Capital Ratio – Also called the current ratio, is a liquidity ratio that measures a District's ability to pay off its current liabilities with current assets. A working capital ratio greater than one is desirable as it means that the District has the ability to pay current liabilities as they are due. A working capital ratio of less than one (1) indicates that the District would have to borrow to meet short-term obligations. The working capital ratio is calculated as current assets divided by current liabilities. The District's working capital ratio continues to be healthy and above one.

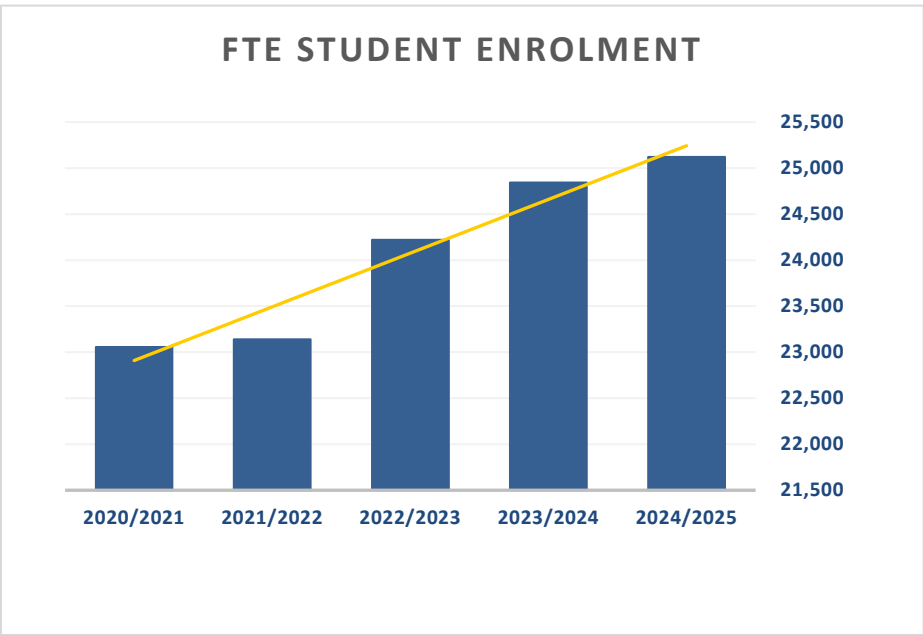


Operating Revenue & Expenses – the following chart illustrates the District's operating revenue and expenses over a five-year period. In fiscal 2023/2024 (per Schedule 2 of the audited financial statements), the District experienced an operating surplus of \$2.48M for the year. There was a slight unrestricted surplus of \$629K.



Revenue Overview

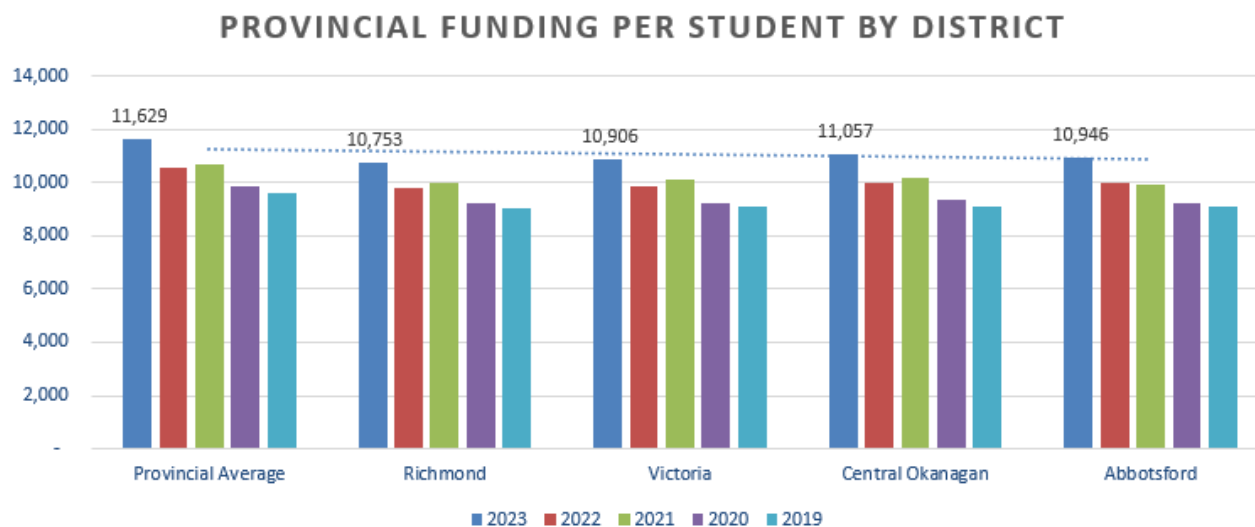
The District has seen exponential growth in student enrolment which is in line with the overall population growth in the Central Okanagan as this region is noted as one of the fastest growing regions in Canada.



Provincial Grants – Revenue is highly reliant on funding from the Provincial government, which is tied directly to student enrolment. Student enrolment fluctuates year to year, which directly influences the District's Operating Grant Revenue. In the 2023/2024 school year, 95% of total revenues was from the Ministry of Education and Child Care through Provincial Operating Grants.

In the current year, it was noted that there was an increase in operating grants due to additional student growth (437 student FTE) which was over and above the growth accounted for in the 2023/2024 Annual Budget (200 student FTE). Also, districts received a 9.4% increase to the per student pupil amount over the prior year. The increase in both the student FTE and per student pupil amount resulted in an overall increase of \$43.2M to the Provincial Operating Grants.

The District receives less funding, on average, per FTE student compared to the provincial average. This differential occurs because there is specialty grants provided to districts that address factors unique to specific districts such as geographical differences, inclusive education enrolment and salary differentials. The District receives relatively consistent per FTE student funding as other comparable size districts.



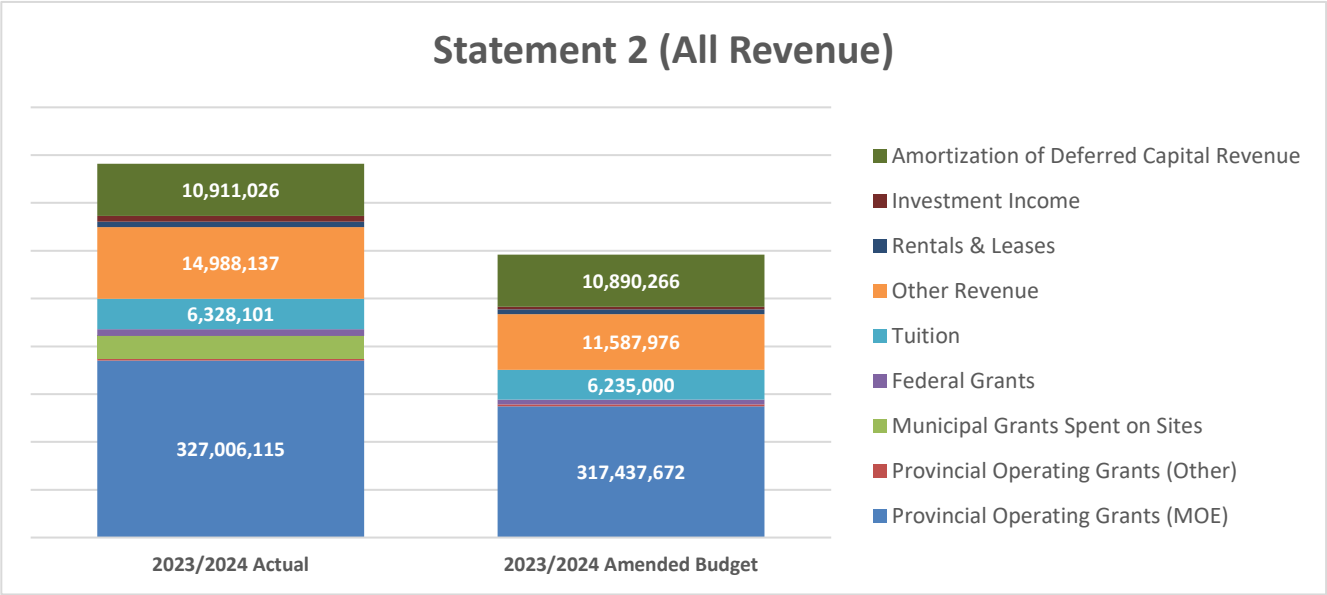
Tuition and Federal Grants – Enrolment in the International Education Student program remains strong with a total of 415 FTE enrolled in 2023/2024 (430 in 2022/2023). The 415 FTE is less than the 430 FTE budgeted due to the wildfires in the Fall of 2023 directly accounted for several student registration cancellations. This program continues to fund enhancements throughout the District including additional teachers to reduce class size and to support middle and secondary schools as well as additional discretionary funding for schools.

With the increase in refugee and immigrant families to the Central Okanagan, the District continues to apply for and receive approval for additional Settlement Worker in Schools (SWIS) funding (\$917K) from the federal government to support this growth. As well, in the 2023/2024 school year, schools applied for \$526K of Jordan Principle funding to provide products, services and supports to Indigenous students as they need them.

Other Revenue – Budgeted amounts of transportation revenue, included in Other Revenue, was based on actual for the period year due to uncertainty regarding final ridership and subsidized fees. The Board of Education approved a \$50 per student increase to the per student transportation fee effective July 1, 2023. As well, Transportation has implemented more efficient processes to collect fees. The District also collected fees from Westbank First Nation for a bus route contract that was not budgeted for. School generated funds also saw a \$3.2M increase in fees collected when compared to the 2023/2024 Amended Budget.

Rentals and Leases – During the year, there were no changes to the rental rates; however, the number of hours rented to the community increased by approximately 32% compared to the prior year. Funding was received for four childcare spaces, with the remaining three locations coming online in the Summer and Fall of 2024.

The following graph compares the 2023/2024 Amended Budget for Operating Revenue to the actual Operating Revenue received in the 2023/2024 school year.



Expenditure Overview

British Columbia's Consumer Price Index (CPI) rose 3% year over year between June 2023 and June 2024 which significantly impacted the costs of goods and services noted in this fiscal year. In addition, the aftermath of COVID-19 exposed risks associated with organizations dependent on inputs from these regions due to the global lockdowns, rapid increase in demand for goods and the heavy reliance on foreign suppliers to produce these goods. This mismatch between supply and demand continues to result in global supply chain disruptions, supply shortages and increasing costs to the end-user.

Effective July 1, 2024, the contract increases for both COTA and CUPE were a grid increase of 5.50% plus 1.25% cost of living allowance, all fully funded. The Ministry of Education and Child Care also fully funded an increase for principals, vice principals and excluded staff.

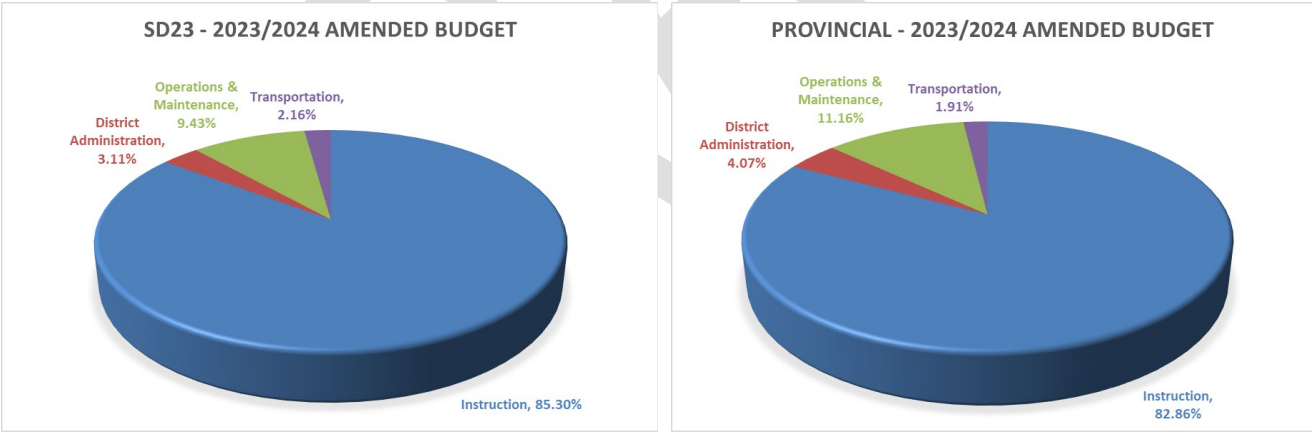
Since the COVID-19 pandemic, employee illness costs continue to trend higher than anticipated every year. This has resulted in additional illness days being added to the budget each year.

Market conditions in the Central Okanagan have increased exponentially over inflation, i.e., in 2013, roofing was approx. \$22/sq foot, in the current year it is \$40/sq foot (82% increase). The District is experiencing this cost escalation in many areas including utilities, diesel and natural gas costs, repairs and maintenance and food costs.

The demand for technology hardware, software and system utilization continues at a rapid pace across all areas of our business. The District continues to implement a new ERP system, Sparkrock, to run the day-to-day operations. It is expected this ERP implementation will be fully operational in Spring 2025. The District also continued to focus resources on adding technology to the classrooms to support education and enhance learning.

The overall composition of operating expenses has not significantly changed from the previous year. 88% of the District's operating expenses are dedicated to salaries and benefits. Benefits include the employer portion of CPP and EI, payments for the employer health tax, WorkSafeBC, and pension plan contributions, and dental and health benefits. Increased staffing resulted in increased benefit costs.

As illustrated in the chart below, Instruction remains the largest expenditure for the District, with the majority made up of salaries and benefit costs for teachers. This is consistent with the Provincial composition. Transportation is highly dependent on the size of the district, the number of bus drivers required to service the area, and the access to alternative public transportation.



Other specifics noted below regarding events and transactions that occurred in the 2023/2024 fiscal impacting the variance from what was included in the Amended Budget.

Instruction

- All staff received a 5.50% grid + 1.25% COLA (cost of living allowance) increase effective July 1, 2023.
- The average teacher and principal/vice-principal costs increased over the prior year. This is due to the salary % increase mentioned above plus an increase in overall benefit costs.
- Additional teacher FTE was added over the prior year due to student growth, classroom complexity and continued increase of English Language Learners (ELL) moving to Central Okanagan.
- Teacher illness and replacement cost was \$700K higher than the 2023/2024 Amended Budget, due to increased viral illness and societal changes after the COVID-19 pandemic where employees are advised to stay at home when ill.
- Additional FTE resource teachers were added over the previous year due to student growth.
- Additional CEAs were budgeted to manage increased SPED student FTE. As the District continues to grow in special needs students, CEAs are required to help manage the needs of the students. The District grew 207 student FTE between September 2023 and September 2024 and another 92 students in February 2023.
- Across all departments, inflation continues to cause increased costs of services and supplies.

District Administration

- Staff received a 5.50% grid + 1.25% COLA (cost of living allowance) increase effective July 1, 2023.
- Across all departments, inflation continues to cause increased costs of services and supplies.

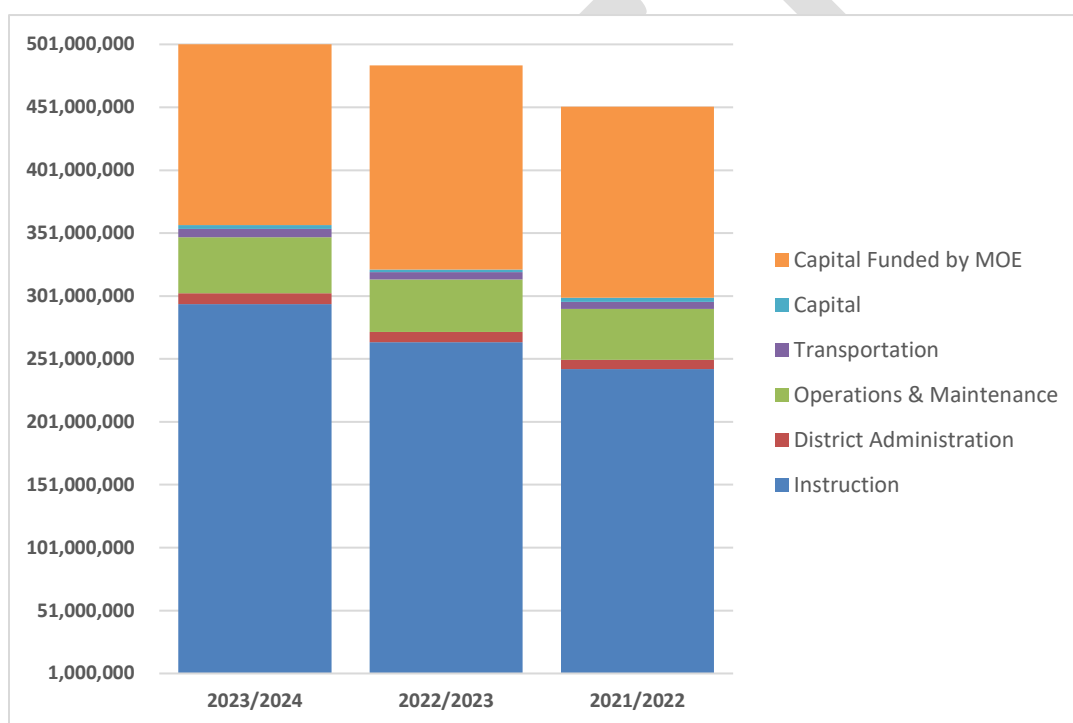
Operations and Maintenance

- Staff received a 5.50% grid + 1.25% COLA (cost of living allowance) increase effective July 1, 2023.
- In the current year, less was recovered from schools and/or departments compared to budget. This is because the Operations Department focused on maintenance of buildings in the current year.
- In the current year, several maintenance positions were added including custodial, grounds and a millwright to address the District's growth.
- Due to timing, portable relocation costs were higher than budgeted.
- With continued cost escalation, electrical, mechanical, carpentry and custodial costs were higher in the current year than budgeted.

Transportation

- Staff received a 5.50% grid + 1.25% COLA (cost of living allowance) increase effective July 1, 2023.
- Two new bus routes were added in the current year.
- The District recovered less in field studies from schools over the previous year.
- With cost escalation, repairs & maintenance, fuel and diesel costs were over budget in the current year.

The graph below compares the total spending by category for the last three (3) years and includes the Ministry of Education and Child Care's funded capital projects. Since the 2021/2022 fiscal year, total spending to deliver services has increased by approximately 55% with Ministry of Education and Child Care's funded capital projects increasing by 27%.



Description	2023/2024	2022/2023	2021/2022
Instruction	294,672,111	264,403,620	242,833,497
District Administration	8,570,443	8,099,911	7,478,002
Operations & Maintenance	44,453,966	41,569,470	40,445,698
Transportation	6,634,208	5,822,284	5,543,151
Capital	2,931,154	2,202,598	3,290,674
Capital Funded by MOE	191,700,810	162,152,820	151,791,313
Total	548,962,692	484,250,703	451,382,335

Reserve Overview

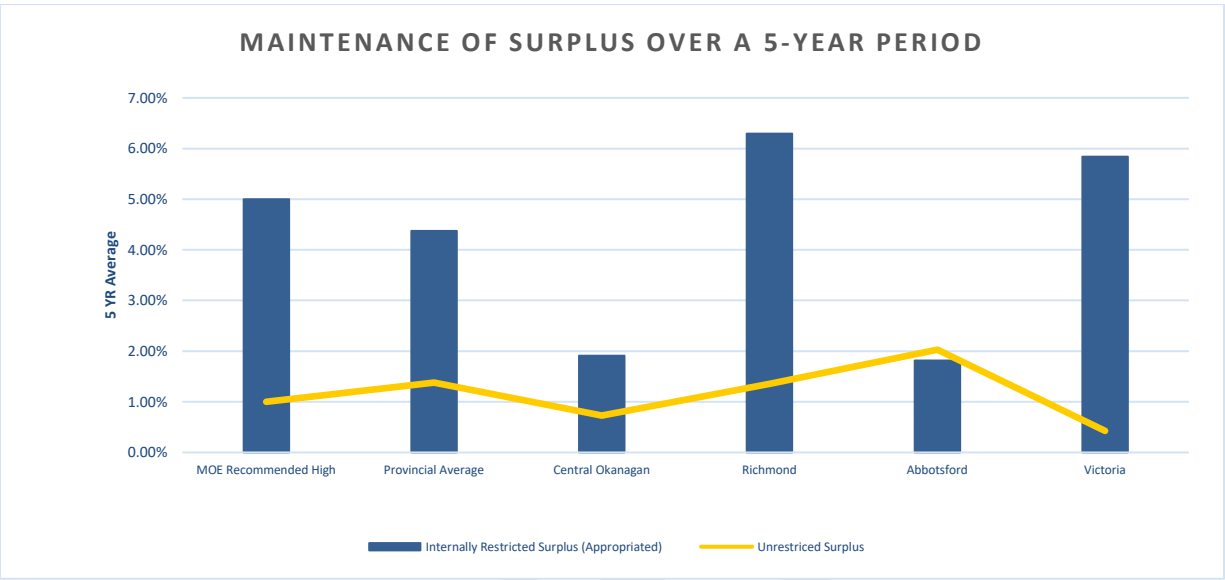
The District uses fund accounting to track revenues and expenditures. There are three funds that are reported in the District's financial statements:

OPERATING FUND	SPECIAL PURPOSE FUND	CAPITAL FUND
This fund includes revenues and expenditures related to the daily operations of the District.	This fund is restricted for a specific purpose and includes restricted school generated funds. These funds do not report a surplus as revenues are only recognized when the related expenditure occurs. If a deficit is noted within the fund, it is transferred to the Operating Fund.	This fund includes financial activities for tangible capital assets. The Ministry of Education and Child Care provides capital funding which is accounted for using the deferral accounting methodology whereby capital revenue is recognized over the life of the related asset to match the amortization expense recorded in the financial statements. Thus, the revenue reported in the financial statements does not match the actual capital funding received in a year.

The Board of Education is responsible for ensuring the District is protected financially from forecasting risk and unforeseen circumstances.

Changes in Surplus – One of the key indicators of the financial health of an organization is the accumulated operating surplus. This indicator takes Accumulated Surplus from Operations (District's accumulated revenue in excess of expenses over time) and is compared to expenditures to determine the District's ability to react to emergent situations and the ability to fund special initiatives.

The Ministry recommends ranges of 2.5-5% for internally restricted surplus and 0.5-1% for unrestricted surplus. As illustrated in the graph below, when compared to the Province and other comparable size District's, Central Okanagan is maintaining an unrestricted surplus within the acceptable range while the internally restricted surplus is well below the acceptable range. This will continue to be monitored in the next fiscal year.



For the 2023/2024 fiscal year, the District's internally restricted surplus, as a percentage of total operating expenses, is .116% (2022/2023 - .87%) and the unrestricted surplus, as a percentage of total operating expenses, is .21% (2022/2023 - 0.48%). Both are well below the Ministry recommended ranges listed above.

Conclusion

Overall, as of June 30, 2024, the District has stable financial health when evaluated against comparable sized districts and the Province. This is illustrated throughout this report, including a working capital ratio above one and a high percentage in changes in capital assets indicating the District maintains new assets; however, due to unfunded inflationary costs incurred as a result of the aftermath of the COVID-19 pandemic, the District's 2023/2024 internally restricted and unrestricted surpluses are well below the recommended Ministry ranges.

This stable financial health can be contributed to sound financial management, planning and governance while managing the aftermath of a global pandemic and rising operating costs due to inflation.