



FAMILY SERVICE TORONTO

For People. For Change.

Strategic Plan: 2021 - 2026

Open Hearts 
Healthy Minds 
Strong Communities 

Q1 Service, Financial and Risk Report

September 20, 2023



Open Hearts, Healthy Minds, Strong Communities

We want compassionate hearts that are open to the many different needs and experiences of Toronto's residents.

We want minds that are healthy and that can thrive despite past traumas and adversity.

We want communities that are strong because their members are connected, active and resilient.

We want individuals and families in Toronto to have greater stability and resilience in more just and supportive communities.

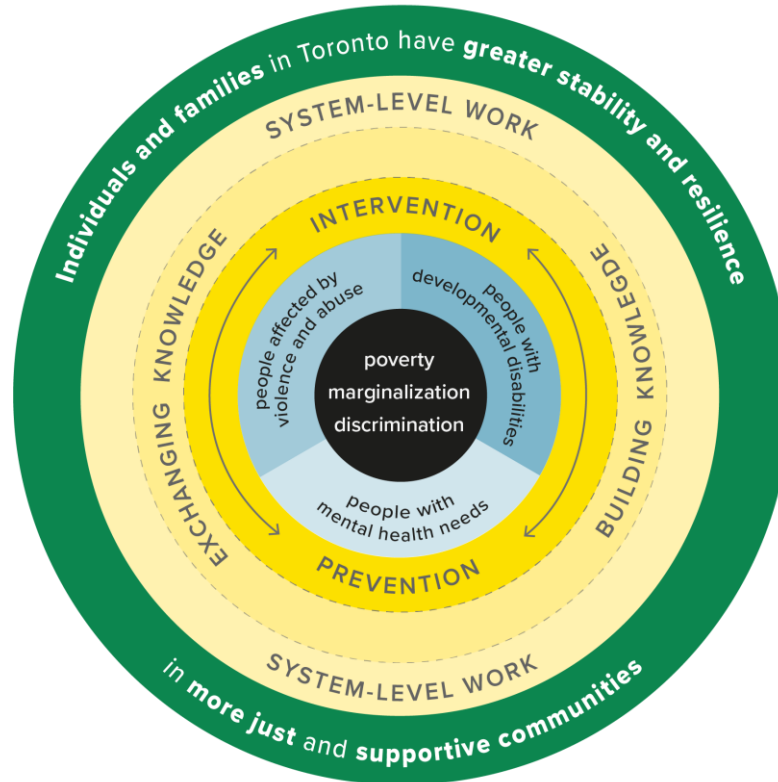
To achieve this vision, FST will pursue a new series of strategic directions that build on our strengths:

- Our theory of change provides an integrated way of understanding the organization's activities and focus on the underlying forces of poverty, marginalization and discrimination that FST works to alleviate.
- Our three core service areas — mental health, family violence and developmental disabilities — remain exceptionally relevant and will remain the focus of our work.
- Our commitment to research and advocacy provides the organization with a distinctive public policy capacity that contributes to systemic change.

Over the next five years, FST will pursue four strategic directions:

1. Significantly increase access to counselling and mental health services across Toronto.
2. Significantly reduce systemic barriers for women seeking justice and healing and increase community supports for families impacted by violence including those who use violence.
3. Deliver on the Passport 'promise' to enhance the quality of life for people with developmental disabilities and their caregivers, and lead the evolution of individualized account services within developmental services and beyond.
4. Become an indispensable source for applied research and social action that strengthens the community sector and helps us to understand and impact the root causes of poverty, discrimination and marginalization.

Theory of Change



Foundational Strategies

We know that our ability to achieve our strategic directions depends on our ability to build strong foundations that support this work. Over the next five years, every FST team member will play a part in helping us to strengthen these foundations and deliver these commitments.

People	Culture	Systems	Funding	Community
We will cultivate the skills that allow each of us to be more agile and adaptive	We will reward innovation that responds to the needs of our communities	We will invest in our HR systems and supports	We will aggressively pursue opportunities that allow us to diversify and increase our revenues	We will ensure that a community development ethos is at the heart of our services
We will support professional development and personal growth	We will strengthen our ability to collaborate to achieve our shared goals	We will invest in our business platforms to create more efficient and intuitive systems	We will manage our assets to support and expand our services	We will work to engage our service users and communities to ensure that our services are responsive and appropriate
We will hold one another accountable for our mission, impact and actions	We will stand up as a leader in the community sector to better support our partners and beneficiaries	We will implement metrics that allow us to better evaluate our impact and improve our services	We will introduce new social enterprise models that help to expand our service offering	We will support individuals and communities to take action on the issues that matter to them



FAMILY SERVICE TORONTO
For People. For Change.

CLIENT SERVICES AND PARTNERSHIPS

Clinical Services

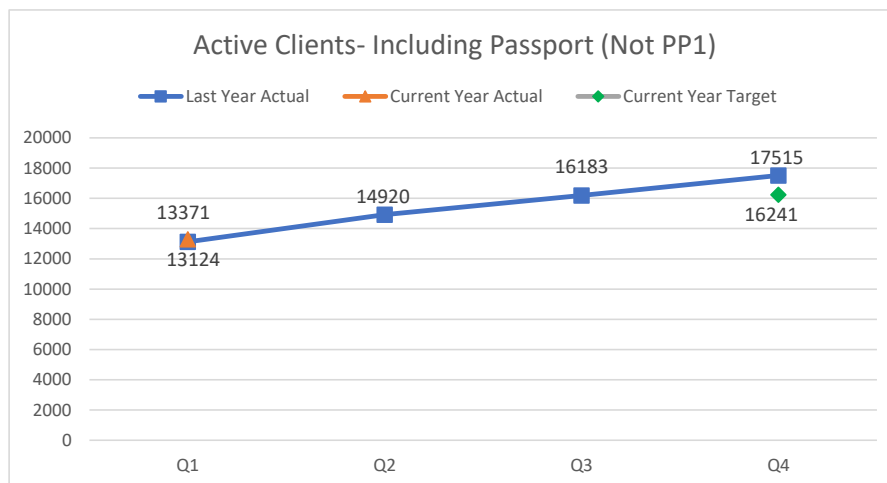
Counselling Service
David Kelley Services (DKS)
Families in Transition (FIT)
Seniors and Caregivers Support
Service Access Unit (SAU)
Next Steps
Violence Against Women (VAW)
Community Engagement Passport
Options
Social Action
Campaign 2000
Research and Evaluation
Special Projects

CORPORATE SERVICES

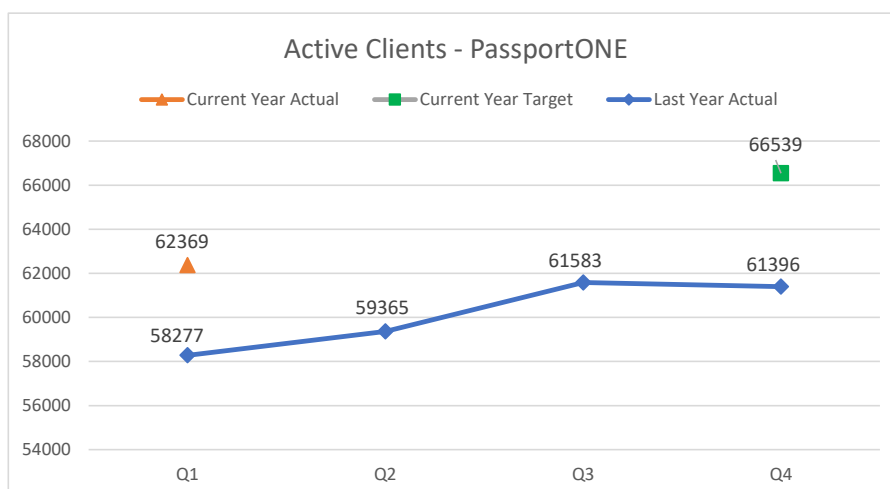
PassportONE
Finance
Human Resources and Volunteers
Technology
Facilities
Executive Director's Office

2023-2024 Q1 Service Report
Date: 6 September 2023

CLIENTS SERVED SNAPSHOT



By the end of Q1, 82% of the annual service targets are already achieved.



PassportONE has almost met its service target for the year with a total of 94% by end of Q1.



Seniors Friendly Chat Program
05 Served



Virtual Daily Walk-In Counselling Clinic - 345 Visits



Group Peer Support and Workshops Offered through Community Engagement Program - 167

SOCIAL ACTION



Group Meetings Convened and Supported to Facilitate Action - 22



Individuals Engaged (not unique) - 1334

2023-2024 Q1 Service Report
Date: 6 September 2023

PROGRAM PROFILE

	Actual # Served (YTD)	Target # (Annual)	% Target Reached (YTD)	Status
Changing Lives - Community Counselling & Mental Health Programs				
Clients	1,029	2,529	41%	
Participants	185	700	26%	
Contacts				
Service Hours	4,183	19,741	21%	
FTEs (100% Target)	29.49	28.06	105%	
Family Violence Programs				
Clients	857	1,708	50%	
Participants	134	150	89%	
Contacts				
Service Hours	3,189	10,920	29%	
FTEs (100% Target)	14.17	14.67	97%	
Community Engagement Programs				
Clients	397	542	73%	
Participants	2,462	0		
Service Hours	1,340	8,066	17%	
Workshops/Peer Support Sessions	167	-		
Broadcast Listeners	110,000	10,000	1100%	
Broadcast Events	39			
Social Media - number of impressions*	35,612			
FTEs (100% Target)	9.30	8.85	105%	
Developmental Disabilities Services Programs				
B1: PassportONE Active Clients	62,369	66,539	94%	
B2: FST Passport Clients	10,570	10,829	98%	
B3: Options Adult and PDP Clients	319	366	87%	
B5 Options Children and CSP clients	121	189	64%	
B4 IQAL and JR clients	78	78	100%	
B2, B3 and B5: Participants	107	649	16%	
B3: Contacts				
B5: Contacts				
B3, B4, B5: Service Hours	3539	18,445	19%	
FTEs (100% Target)	117.56	113.96	103%	
Social Action				
Individuals Engaged - Participants (not unique)	1,334	1,600	83%	
Website Traffic/Social media engagement**	3,709	-	-	
Government relations - meeting with elected officials and public servants	7	28	25%	
Number of publications or government submissions for our work and the work of our partners	6	58	10%	
Public presentations	11	26	42%	
Group meetings convened (to facilitate action)	22	-	-	
Service Hours	-	-	-	
FTEs (100% Target)	4.10	4.00	103%	
Service Access Unit (Waiting for actual # served)				
Call Volume	4,238	25,000	17%	
FTEs (reported above in CL Mental Health)	2.92	3.14	93%	

Services with no Direct Clients Served				
	Actual # (YTD)	Target # (Annual)	% Target Reached (YTD)	Status
Other FTEs				
Corporate Services	13.90	15.05	92%	
Research and Evaluation	2.38	2.70	88%	
Students and Volunteers				
Students	3	10	30%	
Student Hours	822	-	-	
Volunteers	29	53	55%	
Volunteer Hours	280	1,810	15%	

* Impressions - the number of times the content was seen, including multiple views from individual users.

** Website Traffic/Social media engagement currently includes website visits only

Status Legend:

Green	On Target (Actual is on target or above target planned)
Yellow	Below Target (Actual is below target by less than 10%)
Red	Below Target (Actual is below target by 10% or more)

Program Portfolios:

Changing Lives - Community Counselling & Mental Health Programs: David Kelley Services, General Counselling, Families in Transition, Seniors and Caregivers Support Service, Sexual Assault Initiative, Walk-in Clinic, West End Sexual Assault Team. Also includes FTEs for General Reception and Support, and Service Access Unit

Family Violence Programs: Next Steps - Partner Assault Response, Partner Contact, Violence Against Women

Community Engagement Programs: Healthy Families Healthy Communities, Growing Up Healthy Downtown, Illahee Community Connections, Senior Community Connections. Also includes FTEs for Neighbourhood and Friends, New Horizon Seniors

Developmental Disabilities Services Programs: Coordinated Service Planning, Options Children, Options Adult, Passport, PassportONE, Person Directed Planning

Corporate Services: Communications, Executive Office, Facilities, Finance, Human Resources, Technology, Volunteer Services

Social Advocacy: Campaign 2000 and Ontario Campaign 2000, FST Social Action and Community Building

Research and Evaluation: Evaluation, Grant Writing, Operational and Strategic Planning, Research, Students

FST Q1 Report 2023-2024 Non-TREAT Data - 6 September 2023

Changing Lives, Family Violence and Community Engagement Programs				
Indicator	Target 23-24	23-24 Quarter 1	% Target Reached (YTD)	Status
CE - Social media - Radio Listeners	10,000	110,000	1100%	
SAU Number of Phone Calls	25,000	4,238	17%	
Developmental Disabilities Services Programs				
Indicator	Target 23-24	23-24 Quarter 1	% Target Reached (YTD)	Status
B1: PassportONE Claims Processed (##)	620,871	141,733	23%	
B1: PassportONE POS Amount (\$\$)	\$ 447,439,532.00	\$ 65,512,815.00	15%	
B2: FST Passport Claims Processed (##)	74,505	18,541	25%	
B2: FST Passport POS Amount (\$\$)	\$ 74,918,049.74	\$ 13,067,386.00	17%	
B4: Options IQAL & JR Invoices Processed (##)	3,737	487	13%	
B4: Options IQAL & JR POS Amount (\$\$)	\$ 2,236,285.64	\$ 473,237.00	21%	
Community Presentations (Committee Participation) hours (##)	1556	574.2	37%	
Serious Occurrence Report (SOR) (##)	0	6	-	
Ombudsman/MPP/MCCSS Inquiries (##)	0	3	-	
Social Action				
Indicator	Target 23-24	23-24 Quarter 1	% Target Reached (YTD)	Status
# of Government Relations meetings	28	7	25%	
# of publications, submissions, tools	58	6	10%	
# of presentations, workshops	26	11	42%	
Public meetings	-	-	-	
Website Traffic/Social media engagement	-	3,709	-	

Status Legend:

Green	On Target (Actual is on target or above target planned)
Yellow	Below Target (Actual is below target by less than 10%)
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Open Hearts, Healthy Minds, Strong Communities

FY23-24 Q1 Operational Plan Report

SECTION 1: Strategic Directions

Strengthening the FST Team

Year 3: 2023-2024

Lead: Executive Director and Strategy Team

Programs: All

2021-2026	Y3 Activities	Status	EDI Implications
Goals <ul style="list-style-type: none">• Work more collaboratively towards shared goals• Strengthen internal communications• Share ownership and responsibility for performance Actions <ul style="list-style-type: none">• Focus on staff engagement and meaningful client participation and peer work• Invest in internal and external communications• Strengthen IT systems for improved service delivery	1. Strengthen collaborative internal communication channels and strategies such as Town Halls, FST Connect Program, FST Buddy Program as part of onboarding, weekly staff updates, monthly staffing changes and recognition report, and an up-to date FST Intranet (including Staff Directory) to enhance staff engagement, accountability, and succession planning.	➔	FST meetings support EDI initiative which challenges white supremacy, honours accessibility, inclusion, respect, and the clients we serve.
	2. Promote relationship building and collaboration with external stakeholders including the City Commons agencies and DS agencies for HR activities and training.	↗	Managers, Clinical Director and COO are meeting as a larger team to address client issues and other matters.
	3. Regularly scheduled cross program meetings for team building, training, and information sharing. Develop FST Meeting guidelines and best practices ensuring EDI principles are incorporated.	➔	
	4. Implement the new FST organizational structure. (Q1 & Q2)	↗	
	5. Timely, concise, clear internal communications to all staff about our services, challenges, successes, goals and initiatives.	➔	
	Narrative: FST CONNECT program expanded to include FST Welcome Connect, to connect new employees with more experienced FST employees and Welcome Back Connect, to connect employees returning from parental leave. The initial Welcome Connect program, to create opportunities for employees to learn more about different positions in the organization, continued. FST along with Newcomer Women’s Service and Madison Community Services were awarded a federal Community Services Recovery Fund grant to support the development of an innovative Human Resources shared service model between the three agencies. This includes Equity, Diversity and Inclusion (EDI) recruitment and retention strategies, EDI training, and mental health supports for staff (which is ongoing through the joint Wellness at Work program). FST cofacilitated a management development workshop with the DS agency, KW		

Status Key: On-track → Ahead ↗ Delayed ↘ Complete ✓

Open Hearts, Healthy Minds, Strong Communities

FY23-24 Q1 Operational Plan Report

Habilitation. Implementation of Stage 2 of the Organizational Review was completed and included implementation of the new senior leadership team, the new management team structure and the senior leadership team assignments to joint committees.

Open Hearts, Healthy Minds, Strong Communities

FY23-24 Q1 Operational Plan Report

Expanding Community Counselling and Mental Health Services

Year 3: 2023-2024

Lead: Director, Changing Lives/Family Violence

Programs: David Kelley Services, Families in Transition, General Counselling, Seniors and Caregivers Support

2021-2026	Y3 Activities	Status	EDI Implications
	1. Move the request for service and waiting list management process from chronological order to priority based.	➔	Health equity data, screening tools and clinical knowledge will be combined to determine placement on waiting lists.
	2. Review Walk In Program (WIC) processes established during the pandemic.	➔	Client focused, trauma informed lens is used to determine best ways to provide single session supports to people seeking mental health supports.
	3. Develop and implement service delivery partnership with "Hard Feelings", A Counselling Service Collaborative. non-profit organization based in Toronto. We support a community of mental health professionals who offer low-cost, short-term counselling.	➔	
Goals <ul style="list-style-type: none"> Rethink approach to counselling services Double access to counselling services Introduce more group and virtual options Actions <ul style="list-style-type: none"> Create new service models Establish partnerships to build access Pursue health funding and other revenues 			
Narrative: The Patient Health Questionnaire - 9 (PHQ-9) and Anxiety Depression Scale - 7 (ADS-7) are being piloted with new clients requesting ongoing counselling services in Q1. The WIC processes established during the pandemic have been reviewed and discussed with staff supporting the WIC. Process changes to be implemented in Q2. FST and Hard Feelings worked together on joint programming (Pride Community Event); have shared information amongst Commons partner agencies and supported service navigation needs of clients.			

Status Key: On-track ➔ Ahead ➔ Delayed ➔ Complete ✓

Open Hearts, Healthy Minds, Strong Communities

FY23-24 Q1 Operational Plan Report

Reducing Violence Against Women/Gender-Based Violence

Year 3: 2023-2024

Lead: Director, Changing Lives/Family Violence

Programs: Growing Up Healthy Downtown (GUHD), Healthy Families Healthy Communities (HFHC), Next Steps Partner Assault Response (PAR), Partner Contact, Illahee and Seniors Community Connections, Violence Against Women

2021-2026	Y3 Activities	Status	EDI Implications
Goals <ul style="list-style-type: none"> Challenge the status quo Engage with men Strengthen supports to women's shelters Actions <ul style="list-style-type: none"> Convene system actors Develop new programs for men Strengthen advocacy 	1. Work with system players around implementation of Renfrew County Coroner's inquest recommendations re. GBV and PAR.	➦	Work is rooted in a trauma informed, feminist lens and is done in collaboration with others.
	2. Take at least two public positions around the implementation of the recommendations of the Renfrew County Coroners inquest.	➦	
	3. Work with newcomer men to enhance the skills and strategies they need to successfully cope with their settlement process and to reduce the risk of using violence in their relationships.	➦	Persons with similar lived experience support one another to successfully cope with life challenges.
Narrative: FST attended a conference in Renfrew County in late June and worked with organizations across the province to focus on key messages regarding selected recommendations. Staff on the community engagement team who work in the Somali and Arabic communities have initiated conversations with men in these communities about forming conversation circles to discuss violence prevention. Prevention related work is also a part of the Next Steps Partner Assault Program. Staff work with clients to support them to develop skills they can use in their relationships to prevent further use of violence and/or abuse in their close personal relationships.			

Status Key: On-track ➡ Ahead ➦ Delayed ⬇ Complete ✓

Open Hearts, Healthy Minds, Strong Communities

FY23-24 Q1 Operational Plan Report

Enhancing Developmental Disability Services

Year 3: 2023-2024

Lead: Director, Building Inclusive Communities

Programs: Coordinated Service Planning (CSP), Options Adult, Option Children, Person Directed Planning (PDP), Passport, PassportONE

2021-2026	Y3 Activities	Status	EDI Implications
Goals <ul style="list-style-type: none">Refine the Passport modelStrengthen program accountabilityProvide stewardship Actions <ul style="list-style-type: none">Invest in the modelCommunicate findingsExpand administrative platform	1. Position ourselves to be an active leader in case management system change in the DS sector to improve quality of services and the client experience.	➦	Submitted proposal to MCCSS to become regional lead agency for new case management proposal.
	2. Data driven decision making and program evaluation based on ongoing and regular feedback from clients, stakeholders, and external partners to ensure DS services are timely, efficient, accessible, and meet the unique needs of all clients we serve.		
	3. Develop and leverage internal and external partnerships to build staff capacity, educate stakeholders on FST services; to promote equity diversity and inclusion in our service delivery model.		
	4. Develop and review FST website, social media and client communication materials to ensure clarity, accessibility and to raise awareness of available supports and services.		
	5. Develop opportunities for peer support models across DS services.		
	Narrative: <ul style="list-style-type: none">Submitted proposal to MCCSS to become regional lead agency for the new case management modelMeeting with Newcomer agency leadership to discuss partnerships and information sharing across FST and Newcomer programsReviewed and adopted client evaluation tool (Psycholops)Developing pilot counselling program for individuals with intellectual disabilitiesDeveloped an APSW Community of Practice with provincial Family Service organizationsAll programs have updated their web pages to ensure services descriptions were clear and easy to understandAll admin, Passport, and Options staff have been trained in Crisis Prevention and Intervention		

Status Key: On-track ➡ Ahead ➦ Delayed ⬇ Complete ✓

Open Hearts, Healthy Minds, Strong Communities

FY23-24 Q1 Operational Plan Report

Developing A Public Policy Capability

Year 3: 2023-2024

Lead: Directors, Social Action & Knowledge Building

Programs: Social Action and Knowledge Building

2021-2026	Y3 Activities	Status	EDI Implications
Goals <ul style="list-style-type: none">• Renew networks• Develop new calls• Strengthen connection to programs Actions <ul style="list-style-type: none">• Integrate research and advocacy functions• Identify and pursue new policy goals• Supply applied research expertise	1. Social Action team reviewed the structure and infrastructure of Campaign 2000 to support ongoing engagement of new members and partnerships developed through the national SDGs project beyond the life of the project.		Centering the voices of the people with lived experience will be a guiding principle of all work at FST.
	2. Through the work with the GTA-wide Research Leadership group, Knowledge Building will enhance the organizational understanding and implementation of a deeper and more inclusive approach to implementation of research and evaluation initiatives – from identifying relevant questions through to data collection, analysis and reporting.	➔	
	3. Evaluation and research findings shared with participants and the public through the FST Website.	➔	
	4. Involve people with lived experience in research and evaluation activities in a meaningful way, including the contributions to publications.	➔	
	5. Create a working group with majority of members being people with lived expertise, to guide the development of an FST policy and framework with respect to engaging people with lived expertise.		
	Narrative: Research and Evaluation has prepared a bibliography on Decolonizing Data literature to help inform an equity-informed lens to research and evaluation and the way we work with people with lived expertise including the knowledge sharing aspects of the work. Two women labelled with a developmental/intellectual disability are participating in manuscript development regarding the symposium on peer support work with this population. One of the manuscripts has been submitted for publication in a peer-reviewed journal. The two women are also key participants in a video being prepared on this work.		

Status Key: On-track → Ahead ↗ Delayed ↘ Complete ✓

Open Hearts, Healthy Minds, Strong Communities

FY23-24 Q1 Operational Plan Report

SECTION 2: FOUNDATIONAL STRATEGIES

People

Year 3: 2023-2024

Lead: Director, Human Resources and Volunteers

2021-2026	Y3 Activities	Status	EDI Implications
Goals <ul style="list-style-type: none">We will cultivate the skills that allow each of us to be more agile and adaptiveWe will support professional development and career growth2023-24 Volunteer Program annual recruitment goal of 60 volunteers	1. Enhance staff development through the Volunteer Program by providing training on the Program.	➔	
	2. Develop internal communications and recruitment plan for Volunteer Resources and Students and expand external plan.	➔	
	3. Provide training for management on “modernized” competencies provided by consultant and training from DS sector.	➔	
	4. Provide organizational wide leadership development program and training for staff on “modernized” core competencies training provided by DS sector.	➔	
	5. Expand Leadership Orientation and Development program including goal setting and “modernized” core competencies.	➔	
	6. Create a conceptual framework that delineates the lines between service beneficiary, per volunteer, paid peer, staff with lived experience, staff and associated rights and responsibilities.	➔	
Narrative: Training on the Volunteer Resources program was provided to the Community Engagement team. There was expansion of the Volunteer Resources recognition program by including staff (volunteer supervisors) , and the Board volunteers, who were historically not being provided with the newsletter. The annual recognition plan is now comprehensive and includes the quarterly newsletter, hand written thank you cards during National Volunteer Week and at the end of the year, and the involvement of the ED in the process. Training for the management team on developing goals, SMART objectives, core competencies aligned with FST’s strategy and using a new performance management system was completed by an external consultant.			

Status Key: On-track → Ahead ↗ Delayed ↘ Complete ✓

Open Hearts, Healthy Minds, Strong Communities

FY23-24 Q1 Operational Plan Report

Culture

Year 3: 2023-2024

Lead: Executive Director and Director, Human Resources and Volunteers

2021-2026	Y3 Activities	Status	EDI Implications
Goals: We will <ul style="list-style-type: none">Reward innovation that responds to the needs of our communitiesStrengthen our ability to collaborate to achieve our shared goalsWe will stand up as a leader in the community sector to better support our partners and beneficiariesPromote the health and well-being of staff.Collaborate with the union in implementing initiatives.Implement EDI recruitment and retention strategiesUse branding to develop FST as an organization of choice for employees, volunteers and students.	1. Provide opportunities for staff to plan and present agency’s events and activities utilizing innovation and collaboration of cross organizational teams.	➔	
	2. Implement a comprehensive wellness program with quarterly staff wellness sessions.	↗	
	3. Plan and present joint harassment and discrimination sessions with union. Q1	➔	
	4. Review and revise Joint Internal Equity and Evaluation plan with union. Q3	➔	
	5. Review 4-day work week with union. Q2	➔	
	6. Meet with Opti Trust pension plan with union. Q4	➔	
	7. Work closely with the Citywide Commons community to become a pipeline for foreign trained finance professionals.	➔	
	8. Increase and coordinate communication and promotion of recruitment of staff, volunteers and students through comprehensive social media plan.	➔	
Narrative: Staff are given the opportunity to be involved in planning and presenting the annual recognition event. Staff involvement is encouraged through the Employee Engagement Team where they propose ideas and give input to different programs and initiatives. We also implemented the Wellness@Work program, a joint initiative with Citywide Commons agencies, Newcomer Women’s Service Toronto and Madison Community Services. This initiative includes three programs for the period of June to December 2023 including Mindfulness Training, Building Resilience In Uncertain Times, and the Five Buckets Principle. Joint recruitment initiatives with Newcomer Women’s Service Toronto are ongoing with the focus on foreign trained finance professional and will as other career fields.			

Status Key: On-track → Ahead ↗ Delayed ↘ Complete ✓

Open Hearts, Healthy Minds, Strong Communities

FY23-24 Q1 Operational Plan Report

Systems

Year 3: 2023-2024

Lead: Directors, IT, Communication and Facilities, Human Resources and Volunteers & Knowledge Building

2021-2026	Y3 Activities	Status	EDI Implications
Goals <ul style="list-style-type: none">We will invest in our HR systems and supportsWe will invest in our business platforms to create more efficient and intuitive systemsWe will implement metrics that allow us to better evaluate our impact and improve our services	1. Implement new HR Information System (HRIS) emp Implement new Finance/Payroll/HR Information System (HRIS) emphasizing applicant tracking, performance management, reporting capabilities, and including Volunteer module.	➔	Ensure that HRIS helps reduce bias and discrimination in hiring, performance management and other HR functions.
	2. Assess and plan system-wide upgrade to Windows OS 11 to all laptops and servers.	➔	
	3. Through the dashboard work and the Quality Committee of the Board, and the work with Service delivery teams, we will identify and monitor meaningful process and outcome indicators.	➔	
	4. Deepen conversations with teams in CL/FV/CE/BIC Options, PDP, and Passport for the purpose of further exploring staff perceptions on the benefits of their work; the ultimate goal is to establish and implement an outcome measurement framework.	➔	
Narrative: Planning for the selection of the new HRIS/Payroll and Finance system has begun under the lead of the IT Director along with the Chief Administrative Officer (CAO), Director of Finance and the HR team. The emphasis of this phase is on identifying priorities and documenting HR processes. Plan for Windows OS 11 rollout to begin in Q2 in collaboration with Director, Special Projects and Director, Technology and Business Intelligence. The work on the dashboard is now well-established and monthly dashboards are prepared. We now need to plan on best internal utilization of this work. Currently, appropriate targets are being developed. Conversations about the impact of the work have been conducted with the Options Children Team and the Families in Transition and Counseling teams. These conversations are ongoing. The conversations with Greenspace on ‘Measurement Based Care’ may also support this process.			

Status Key: On-track → Ahead ↗ Delayed ↘ Complete ✓

Open Hearts, Healthy Minds, Strong Communities

FY23-24 Q1 Operational Plan Report

Funding

Year 3: 2023-2024

Lead: Executive Director & Director, IT, Communication and Facilities

2021-2026 Goals <ul style="list-style-type: none">• We will aggressively pursue opportunities that allow us to diversify and increase our revenues• We will manage our assets to support and expand our services• We will introduce new social enterprise models that help to expand our service offering	Y3 Activities	Status	EDI Implications
	1. Further pursue development and rental possibilities of the 4 th floor at 355 Church Street.	➔	
	2. Optimize use of space at Church Street and Sterling Road to drive efficiencies and/or revenues.	↗	
Narrative: Vacant CARE tenant space at 128A Sterling rented to Newcomer Women’s Services in Q1. Additional Sterling space to be rented in Q2. Continuing to monitor opportunities for development of 4 th floor space at Church Street			

Status Key: On-track ➔ Ahead ↗ Delayed ↘ Complete ✓

Open Hearts, Healthy Minds, Strong Communities

FY23-24 Q1 Operational Plan Report

Community

Year 3: 2022-2023

Lead: Directors, Social Action, Knowledge Building, and IT, Communications and Facilities

2021-2026	Y3 Activities	Status	Equity, Diversity, Inclusion Implications
Goals <ul style="list-style-type: none">We will ensure that a community development ethos is at the heart of our servicesWe will work to engage our service users and communities to ensure that our services are responsive and appropriateWe will support individuals and communities to take action on the issues that matter to them	1. To help advance the third goal, Social Action team will work with service delivery teams (CLFV, BIC) to identify and engage in relevant social action opportunities, including in the SDGs final conference in Ottawa, Feb 2024.		Ensure EDI communications objectives are clearly outlined in the final framework
	2. Undertake a comprehensive communications review to develop a broader strategic communications framework for FST.	↗	
	3. As a component of the communications review, complete an audit of current internal/external communications with recommendations.	✓	
Narrative: Strategic Communications planning sessions with SLT scheduled for Q2. Audits completed in previous fiscal Q4.			

Status Key: On-track ➔ Ahead ➔ Delayed ➔ Complete ✓



FAMILY SERVICE TORONTO
For People. For Change.

June 30, 2023 (Q1) Financial Report

Prepared by: Financial Services
Date: September 6, 2023

Summary

At the end of Q1 F23-24, FST recorded \$5.08M of revenue from all sources compared to a YTD budget of \$5.33M. The decrease in revenue of \$250K is mainly a result of less United Way revenue recognized for Community Programs.

Organization-wide expenses at the end of Q1 were \$5.08M with a budget of \$5.33M. The variance of \$250K is a net result of lower expenses in most categories.

Excess of revenue over expenses on June 30, 2023, was \$1.4K. FST was in a break-even position for the quarter.

Community Programs

At the end of Q1, revenue in Community programs was \$2.48M compared to the YTD budget of \$2.61M. The variance of \$135K is less revenue recognized in most categories due less than anticipated expenditures.

Total expenses in Q1 were \$2.34M with the YTD budget of \$2.51M. The variance of \$165K is a result of lower expenses in most categories due to timing.

PassportONE

Revenue and expenses at the end of Q1 was \$2.31M with the YTD budget of \$2.42M. The variance for the quarter was \$118K. Salaries and Benefits were more than budgeted due to the year temporary staff for year-end claim processing offset by underspending in all other expense categories. The interest earned on cashflows for client purchase of service was \$64K which will be returned to MCCSS.

Corporate Services

Revenue from all sources was \$289K, compared to the YTD budget of \$289K. The overall variance was \$418. The variance of United Way revenue of \$14K was due to timing of expenditures in the community programs. Foundations & other Agencies revenue was a result of Newcomer Women's subleasing space at 128 Sterling and reimbursing FST for furniture purchases for the space.

Total expenses were \$630K, compared to the YTD budget of \$641K. The variance of \$11K is comprised of underspending in most categories. The variance of \$27K over

expenditure in Building occupancy was a result of timing of expenditures for 355 Church St. location.

The variance in ACA of \$54K was a result of less than anticipated expenditures in community programs and PassportONE.

Capital and Learning Fund

FST received \$23K in distribution payments from the 128 Sterling Road Joint Venture. FST's portion of the venture's surplus for the quarter was \$60K.

The total capital asset additions for Q1 were \$38K for Software upgrade (\$10K), and 355 Church St. Commons (\$28K).

FAMILY SERVICE TORONTO
Statement of Operations - Consolidated
2023-24

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	Q1 Actual YTD	Budget YTD	Variance between Act.YTD vs. Budget YTD \$	Variance between Act.YTD vs. Budget YTD %	Prior Year Q1 Actual	Variance between Act.YTD vs. Prior Year Act. YTD \$	Variance between Act.YTD vs. Prior Year Actual YTD%	Annual Budget	Last Year Actual
REVENUE									
Government	4,073,112	4,282,240	(209,128)	-5%	4,153,539	(80,428)	-2%	17,128,959	16,792,665
United Way - Base Allocation	725,104	725,000	104	0%	620,580	104,524	17%	2,900,000	2,991,990
United Way - Other	-	250	(250)	-100%	144	(144)	-100%	1,000	783
Foundations & Other Agencies	108,525	170,913	(62,388)	-37%	66,477	42,049	63%	683,651	469,408
Client Fees	23,733	35,250	(11,517)	-33%	23,801	(68)	0%	141,000	102,570
Memberships, Donations & Bequests	2,500	25,000	(22,500)	-90%	20,173	(17,673)	-74%	100,000	43,082
Investment Income	64,023	5,675	58,348	1028%	16,509	47,514	236%	22,700	219,325
Property Rental Income	73,572	61,281	12,291	20%	59,258	14,314	87%	245,125	101,561
Other	4,229	22,500	(18,271)	-81%	4,986	(757)	-1%	90,000	200,581
	5,074,798	5,328,109	(253,311)	-5%	4,965,466	109,332	2%	21,312,435	20,921,965
EXPENSES									
Salaries	2,917,025	2,988,531	71,506	2%	2,892,799	(24,225)	-1%	11,954,124	11,908,431
Employee Benefits	668,672	631,084	(37,588)	-6%	486,010	(182,662)	-38%	2,524,336	2,115,942
Funded Contracted Services	50,810	74,350	23,540	32%	42,826	(7,984)	-19%	297,402	403,771
Professional Fees	955,075	1,036,775	81,700	8%	993,271	38,196	4%	4,147,099	4,024,967
Building Occupancy	255,577	270,797	15,220	6%	254,789	(788)	0%	1,083,187	1,040,805
Office	164,446	183,786	19,340	11%	185,953	21,507	12%	735,143	769,256
Transportation	29,725	27,789	(1,936)	-7%	5,311	(24,414)	-460%	111,158	41,605
Promotion	6,131	19,958	13,827	69%	33,287	27,156	82%	79,831	107,362
Education and Conferences	10,924	33,900	22,976	68%	13,248	2,324	18%	135,600	118,809
Other Expenses	15,020	61,088	46,068	75%	10,858	(4,162)	-38%	244,353	74,575
	5,073,404	5,328,058	254,654	5%	4,918,351	(155,053)	-3%	21,312,231	20,605,523
Excess of Revenue over Expenses before ACA	1,394	51	1,343		47,115	(45,721)		204	316,442
Allocated Central Administration	-	-	-		-	-		-	-
Total before client purchase of service	1,394	51	1,343		47,115	45,721		204	316,442
Revenue - client purchase of service	66,035,344	112,596,928	(46,561,584)		58,418,334	7,617,010		450,387,713	440,140,420
Expense - client purchase of service	(66,035,344)	(112,596,928)	46,561,584		(58,418,334)	(7,617,010)		(450,387,713)	(440,140,420)
Net Excess of Revenue over Expenses	1,394	51	1,343		47,115	45,721		204	316,442

FAMILY SERVICE TORONTO
Statement of Operations - Community Programs
2023-24

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REVENUE
Government
United Way - Base Allocation
United Way - Other
Foundations & Other Agencies
Client Fees
Memberships, Donations & Bequests
Investment Income
Other
EXPENSES
Salaries
Employee Benefits
Funded Contracted Services
Professional Fees
Building Occupancy
Office
Transportation
Promotion
Education and Conferences
Other Expenses
Excess of Revenue over Expenses before ACA
Allocated Central Administration
Total before client purchase of service
Revenue - client purchase of service
Expense - client purchase of service
Net Excess of Revenue over Expenses

Q1 Actual YTD	Budget YTD	Variance between Act.YTD vs. Budget YTD \$	Variance between Act.YTD vs. Budget YTD %
1,830,211	1,858,002	(27,791)	-1%
526,810	540,323	(13,513)	-3%
-	-	-	0%
95,192	170,913	(75,721)	-44%
23,733	35,250	(11,517)	-33%
1,975	5,000	(3,025)	-61%
-	5,000	(5,000)	-100%
1,449	-	1,449	0%
2,479,371	2,614,488	(135,117)	-5%
1,681,587	1,732,557	50,970	3%
384,969	364,375	(20,594)	-6%
46,879	69,291	22,412	32%
3,071	17,388	14,317	82%
136,682	165,737	29,055	18%
46,980	48,251	1,271	3%
29,625	26,665	(2,960)	-11%
(3,174)	8,608	11,782	137%
3,050	19,114	16,064	84%
10,940	53,373	42,433	80%
2,340,610	2,505,359	164,749	7%
138,761	109,129	29,632	
(138,761)	(154,025)	15,264	
(0)	(44,896)	44,896	
522,529	737,045	(214,516)	
(522,529)	(737,045)	214,516	
(0)	(44,896)	44,896	

Prior Year Q1 Actual	Variance between Act.YTD vs. Prior Year Act. YTD \$	Variance between Act.YTD vs. Prior Year Actual YTD%
1,766,583	63,629	4%
366,684	160,127	44%
-	-	0%
62,449	32,743	52%
23,801	(68)	0%
436	1,539	353%
-	-	0%
3,242	(1,793)	-55%
2,223,195	256,176	12%
1,576,493	(105,094)	-7%
263,282	(121,687)	-46%
39,801	(7,078)	-18%
17,391	14,320	82%
135,529	(1,153)	-1%
42,068	(4,911)	-12%
5,311	(24,314)	-458%
33,282	36,456	110%
12,096	9,046	75%
12,316	1,375	11%
2,137,569	(203,041)	-9%
85,626	53,135	
(149,388)	10,627	
(63,762)	-	
495,119	27,409	
(495,119)	(27,409)	
(63,762)	-	

Annual Budget	Last Year Actual
7,432,007	7,884,139
2,161,293	1,763,969
-	-
683,651	379,696
141,000	102,570
20,000	33,624
20,000	-
-	13,366
10,457,951	10,177,364
6,930,229	6,818,739
1,457,500	1,190,376
277,162	390,154
69,550	71,802
662,947	597,616
193,005	220,063
106,658	41,280
34,431	92,280
76,457	88,792
213,492	41,344
10,021,431	9,552,446
436,520	624,918
(616,098)	(597,874)
(179,578)	27,044
2,948,181	2,441,633
(2,948,181)	(2,441,633)
(179,578)	27,044

FAMILY SERVICE TORONTO
Statement of Operations - PassportONE
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	Q1 Actual YTD	Budget YTD	Variance between Act.YTD vs. Budget YTD \$	Variance between Act.YTD vs. Budget YTD %	Prior Year Q1 Actual	Variance between Act.YTD vs. Prior Year Act. YTD \$	Variance between Act.YTD vs. Prior Year Actual YTD%	Annual Budget	Last Year Actual
REVENUE									
Government	2,242,900	2,424,238	(181,338)	-7%	2,386,956	(144,056)	-6%	9,696,952	9,084,453
United Way - Base Allocation	-	-	-	0%	-	-	0%	-	-
United Way - Other	-	-	-	0%	-	-	0%	-	-
Foundations & Other Agencies	-	-	-	0%	-	-	0%	-	9,834
Client Fees	-	-	-	0%	-	-	0%	-	-
Memberships, Donations & Bequests	-	-	-	0%	-	-	0%	-	-
Investment Income	63,561	-	63,561	63561%	16,262	47,299	291%	-	217,691
Other	-	-	-	0%	214	(214)	-100%	-	977
	2,306,461	2,424,238	(117,777)	-5%	2,403,432	(96,971)	-4%	9,696,952	9,312,955
EXPENSES									
Salaries	950,441	946,476	(3,965)	0%	1,056,888	106,446	10%	3,785,904	3,893,505
Employee Benefits	221,306	208,225	(13,081)	-6%	182,747	(38,559)	-21%	832,898	750,387
Funded Contracted Services	1,227	1,250	23	2%	743	(483)	-65%	5,000	1,953
Professional Fees	869,684	921,403	51,719	6%	871,769	2,085	0%	3,685,612	3,508,477
Building Occupancy	47,082	60,810	13,728	23%	47,392	310	1%	243,240	179,156
Office	3,792	24,915	21,123	85%	20,440	16,648	81%	99,658	69,741
Transportation	-	750	750	100%	-	-	0%	3,000	196
Promotion	8,315	9,425	1,110	12%	-	(8,315)	0%	37,700	13,993
Education and Conferences	661	8,563	7,902	92%	693	31	5%	34,250	4,249
Other Expenses	53	-	(53)	0%	-	(53)	0%	-	258
	2,102,561	2,181,817	79,256	4%	2,180,672	78,111	4%	8,727,262	8,421,915
Excess of Revenue over Expenses before ACA	203,900	242,421	(38,521)		222,760	(18,860)		969,690	891,040
Allocated Central Administration	(203,900)	(242,421)	38,521		(222,760)	18,860		(969,690)	(891,040)
Total before client purchase of service	(0)	-	(0)		(0)	0		-	-
Revenue - client purchase of service	65,512,815	111,859,883	(46,347,068)		(57,923,214)	123,436,030		447,439,532	437,698,787
Expense - client purchase of service	(65,512,815)	(111,859,883)	46,347,068		57,923,214	(123,436,030)		(447,439,532)	(437,698,787)
Net Excess of Revenue over Expenses	(0)	-	(0)		(0)	0		-	-

FAMILY SERVICE TORONTO
Statement of Operations - Corporate Services
2023-24

ATTACHMENT 1
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REVENUE
Government
United Way - Base Allocation
United Way - Other
Foundations & Other Agencies
Client Fees
Memberships, Donations & Bequests
Investment Income
Property Rental Income
Other
EXPENSES
Salaries
Employee Benefits
Funded Contracted Services
Professional Fees
Building Occupancy
Office
Transportation
Promotion
Education and Conferences
Other Expenses
Excess of Revenue over Expenses before ACA
Allocated Central Administration
Total before client purchase of service
Revenue - client purchase of service
Expense - client purchase of service
Net Excess of Revenue over Expenses

Q1 Actual YTD	Budget YTD	Variance between Act.YTD vs. Budget YTD \$	Variance between Act.YTD vs. Budget YTD %
-	-	-	0%
198,294	184,677	13,617	7%
-	250	(250)	-100%
13,333	-	13,333	1333301%
-	-	-	0%
525	20,000	(19,475)	-97%
462	675	(213)	-32%
73,572	61,281	12,291	20%
2,780	22,500	(19,720)	-88%
288,965	289,383	(418)	0%
284,996	309,498	24,502	8%
62,397	58,484	(3,913)	-7%
2,704	3,810	1,106	29%
82,320	97,984	15,664	16%
71,813	44,250	(27,563)	-62%
113,674	110,620	(3,054)	-3%
99	375	276	73%
990	1,925	935	49%
7,213	6,223	(990)	-16%
4,027	7,715	3,688	48%
630,232	640,884	10,652	2%
(341,267)	(351,501)	10,234	
342,661	396,447	(53,786)	
1,394	44,946	(43,552)	
-	-	-	
-	-	-	
1,394	44,946	(43,552)	

Prior Year Q1 Actual	Variance between Act.YTD vs. Prior Year Act. YTD \$	Variance between Act.YTD vs. Prior Year Actual YTD%
-	-	0%
253,897	(55,603)	-22%
144	(144)	-100%
4,027	9,306	231%
-	-	0%
19,737	(19,212)	-97%
246	215	87%
59,258	14,314	24%
1,530	1,250	82%
338,839	(49,873)	-15%
259,418	(25,577)	-10%
39,981	(22,416)	-56%
2,281	(423)	-19%
104,112	21,792	21%
71,868	55	0%
123,444	9,770	8%
0	(99)	-994400%
5	(985)	0%
460	(6,753)	-1468%
(1,458)	(5,485)	376%
600,110	(30,122)	-5%
(261,272)	(79,995)	
372,148	(29,487)	
110,876	109,482	
-	-	
-	-	
110,876	109,482	

Annual Budget	Last Year Actual
-	-
738,707	1,228,021
1,000	783
-	79,879
-	-
80,000	9,458
2,700	1,634
245,125	101,561
90,000	186,237
1,157,532	1,607,573
1,237,991	1,196,195
233,937	175,179
15,240	11,664
391,937	444,688
177,000	264,033
442,480	479,391
1,500	180
7,700	1,090
24,893	25,768
30,861	32,974
2,563,539	2,631,162
(1,406,007)	(1,023,589)
1,585,788	1,312,987
179,781	289,398
-	-
-	-
179,781	289,398



FAMILY SERVICE TORONTO
For People. For Change.

Q1 Risk Report

Prepared by: Financial Services
Date: September 13, 2023



23-24 Risk Register

Type of Risk	Specific Risk	Likelihood (L,M,H)	Impact (L,M,H)	Risk Transfer	Mitigation/Monitoring	Residual Risk (L,M,H)	Primary Responsibility	Future Actions/Initiatives	Risk Status (Up,Down,Stable)	Q1 Report back
Governance										
1.	Culture	H	L	None	<ul style="list-style-type: none">Development of new FST collaborative intranet channelEmployee engagement team ongoing; townhalls; staff updates; giving good and bad news; regular meetings with Union.Many initiatives happening at once this year and potential to miss a communication is high.New employee recognition program, FST Connect Program, New Staff Orientation Program	M	ED Directors HR	<p>Event recognition committee has been reinstated to deliver the annual recognition event presentation and new FST awards.</p> <p>Enhance employee experience through implementation of new HRIS.</p>	Stable	<p>The staff engagement report was released in March 2023 and overall, staff reported to be more engaged, satisfied, and motivated than the 2019 response. 60% response rate in the survey.</p> <p>90% of staff would recommend FST as a place to work. 70% of staff rated FST as at least above average as a place to work.</p> <p>Next townhall scheduled for October 3, 2023.</p>
2.	Board	M	L	None	<ul style="list-style-type: none">Executive Director and Board understand their distinct roles to support effective working relationship.	L	Board ED	<p>Governance policies clearly delineate roles.</p> <p>Board recruitment process and annual orientation emphasize role differentiation.</p> <p>Executive Director position description emphasizes role differentiation.</p> <p>Regular ED performance appraisal in place</p>	Stable	<p>In the June 28 Board meeting introduced new board chair Olympia Baldrich.</p> <p>New members to the board were introduced in the June 28 meeting.</p>

23-24 Risk Register										
Type of Risk	Specific Risk	Likelihood (L,M,H)	Impact (L,M,H)	Risk Transfer	Mitigation/Monitoring	Residual Risk (L,M,H)	Primary Responsibility	Future Actions/Initiatives	Risk Status (Up,Down,Stable)	Q1 Report back
3.	Not meeting the legal compliance requirements	M	M	None	<ul style="list-style-type: none"> On-going monitoring; quarterly compliance reports to Board Annual compliance with legislation report to Board 	N	Board ED		Stable	Quarterly risk reports submitted to the board.
Business Risk: Financial Reporting										
4.	Fraud and financial misstatement	H	H	None	<ul style="list-style-type: none"> Internal controls designed and tested for effectiveness. Change in policies impacting financial reporting and financial management reviewed and approved by FAC and Board annually Annual PP1 audit by KPMG Auditor rotation considered via formal RFP process as FAC deems necessary. Auditor recommendations reviewed, and plan/execution of remediation discussed at FAC post-audit and approved PP1 staff undergo fraud training on hire and discuss during team meetings. OPAN Fraud/Mis-Use Fund Workgroup is co-chaired by FST and is developing a policy to streamline the processes across the province. 	M	ED Finance Director FAC Board		Stable	<p>The Financial Affairs Committee and the Board met with the Audit firm Deloitte in June and reviewed and approved FST's 22-23 Audited financial Statements. FST received an unqualified opinion and Deloitte did not identify any internal controls issues. (No management letter was issued)</p> <p>KMPG presented its PassportONE internal audit plan to members of FAC on May 10, 2023.</p>
5.	Operational Losses	M	M	None	<ul style="list-style-type: none"> Budgets and forecasts 	<ul style="list-style-type: none"> L 	ED Finance Director		Stable	For the fiscal year ending 22-23 the overall excess

23-24 Risk Register										
Type of Risk	Specific Risk	Likelihood (L,M,H)	Impact (L,M,H)	Risk Transfer	Mitigation/Monitoring	Residual Risk (L,M,H)	Primary Responsibility	Future Actions/Initiatives	Risk Status (Up,Down,Stable)	Q1 Report back
7.	IT Integrity, Security and Availability	H	M	None	<ul style="list-style-type: none"> Cyber security training for staff Increase system monitoring Regular review and update of technology policies Review additional insurance coverage Move away from single service provider (ECRS) 	M	ED IT Department Directors	<p>Multi factor authentication for staff sign-in to FST environment to be implemented 22-23.</p> <p>Micro-network-segmentation to be implemented in Fiscal 22-23</p>	Stable	<p>Security First has been successfully rolled out with a new VPN utilizing multi factor authentication as well as micro segmentation of the network for an additional layer of security.</p> <p>Cyber Security Insurance is in place until September 2023. The renewal process is in place and the renewal will be from October 2023 to September 2024.</p>
8.	Vendor Management	H	L	None	<ul style="list-style-type: none"> Review and revise vendor management policies Centralize vendor management. 	M	ED Finance Director Directors Managers	Finance Department to be responsible for centralized contract management database.	Stable	A tracking procedure has been developed and put in place to track contract invoices to ensure that the contract values are not exceeded.
9.	Property, Plant and Equipment	H	L	None	<ul style="list-style-type: none"> Develop systems and processes to be effective landlord. 	M	ED Facilities Department		Stable	<p>The doors have been open to the public and the new commons area is welcoming FST and partner clients.</p> <p>FST has subleased space at 128 Sterling to Newcomer Women's in May 2023 to replace</p>

23-24 Risk Register										
Type of Risk	Specific Risk	Likelihood (L,M,H)	Impact (L,M,H)	Risk Transfer	Mitigation/Monitoring	Residual Risk (L,M,H)	Primary Responsibility	Future Actions/Initiatives	Risk Status (Up,Down,Stable)	Q1 Report back
										CARE who vacated the space in 22-23. Additional offices on the 3 rd floor have been licensed to Newcomer Women’s and Hard Feelings.
10.	Data Protection and Privacy	H	L	None	<ul style="list-style-type: none">Reducing privacy breeches was a factor in selecting new ECRS; review and modification of business practicesAdditional funding from MCCSS for additional staff in Passport program extended until March 2023 (to reduce workload related breeches)	M	ED IT Department Directors BIC Department	<p>Confidentiality and privacy training for all client facing staff will be held in November 2022 and will cover key learnings since we instituted Treat.</p> <p>All incoming staff in CLFV meet with the Privacy officer to review policy; to be extended to other teams.</p> <p>Huddles held if there is a breach and mitigation strategies identified.</p> <p>Legal counsel sought if needed.</p>	Stable	<p>Privacy breeches at Q1 were less than Q1 last fiscal.</p> <p>For Q1 22-23 there were 3</p> <p>For q1 23-24 there were 2</p>
11.	Loss or corruption of data	M	M	None	<ul style="list-style-type: none">New backup solution means all data backed up nightly to cloud through managed service level agreement with vendor; IT infrastructure documented, updating disaster recovery plan.Satellite offices – procedures reviewed.Insurance coverage	M	IT Department Directors		stable	<p>FST has not experienced any issues of data loss and backups continue to be performed.</p> <p>Security First has been successfully rolled out with a new VPN utilizing multi factor authentication as well as micro segmentation of the network for an</p>

23-24 Risk Register										
Type of Risk	Specific Risk	Likelihood (L,M,H)	Impact (L,M,H)	Risk Transfer	Mitigation/Monitoring	Residual Risk (L,M,H)	Primary Responsibility	Future Actions/Initiatives	Risk Status (Up,Down,Stable)	Q1 Report back
										<p>additional layer of security. Training for new onboarded staff is in place and will continue into fiscal 23-24.</p> <p>Cybersecurity insurance is in place and no claims have been made against the policy.</p>
Business Risk: HR/Labour										
12.	Recruitment and Retention	H	M	None	<ul style="list-style-type: none"> Quarterly reporting of vacancies Developing FST employer of choice branding; changed recruitment platform to LinkedIn; need to deepen EDI recruitment strategies; extending contracts early (sometimes ahead of Ministry funding approvals) Providing enhanced pension plan to staff and modified benefits plan to contract staff. Revision of Recruitment & Selection Policy to accelerate process. 	M	HR Department ED	<p>HR exploring other retention strategies;</p> <p>Automating and accelerating recruitment processes through Applicant Tracking System (STS)</p>	stable	<p>Focus is on EDI strategies.</p> <p>Implemented employee retention strategies as recommended by employee engagement team.</p>
13.	Employee Communication	H	L	None	<ul style="list-style-type: none"> Development of new FST collaborative intranet channel Employee engagement committee ongoing; townhalls; staff updates; giving good and bad news; regular meetings with Union 	M	ED HR Department Communications Department Directors Managers	Implementation of new HRIS to enhance employee communication at an individual, team and organizational level.	Down	Monthly staff updates welcoming new team members including staff recognition acknowledgements.

23-24 Risk Register										
Type of Risk	Specific Risk	Likelihood (L,M,H)	Impact (L,M,H)	Risk Transfer	Mitigation/Monitoring	Residual Risk (L,M,H)	Primary Responsibility	Future Actions/Initiatives	Risk Status (Up,Down,Stable)	Q1 Report back
										Townhall is planned for October 3, 2023
14.	Lack of adequate succession planning at executive management level	H	M	None	<ul style="list-style-type: none"> FST invested significantly as an organization in manager level to ensure succession planning. Formal process of ED back-up implemented. Creation of Team Leads as crosswalk positions for BU/EXCL staff to management roles 	M	ED HR Department Directors		Stable	Stage 2 Reorganization continued in Q1 and revised management team structures and Senior Leadership team assignments to joint committees to begin in stage 3 starting in Q2.
15.	Staff morale	M	M	None	<ul style="list-style-type: none"> Regular staff satisfaction survey provides information on morale and brings needs to the surface Management considers results of survey and develops action plan in consultation with staff Annual staff day provides opportunity for staff to get together and celebrate the year Employee Engagement Team is underway Annual service achievements and retirements are celebrated by the organization Collective agreement is mature and embeds best practice i.e., three-year collective agreement 	M	ED HR Department Directors		Stable	<p>There have been no grievances in Q1 and over the last 2+ years.</p> <p>Implementation of EAP Fridays focusing on health and wellness of staff.</p> <p>Annual staff day content is now developed by a staff led committee.</p> <p>Accomplishments are recognized annual service achievements and annual recognition nominated and given by peers.</p> <p>The staff update regularly identifies and acknowledges diversity in the community.</p>

23-24 Risk Register										
Type of Risk	Specific Risk	Likelihood (L,M,H)	Impact (L,M,H)	Risk Transfer	Mitigation/Monitoring	Residual Risk (L,M,H)	Primary Responsibility	Future Actions/Initiatives	Risk Status (Up,Down,Stable)	Q1 Report back
										The staff Survey identified that 90% of respondents would recommend FST as a place to work.
Business Risk: Reputational										
16.	Corporate / Community Communication	H	M	None	<ul style="list-style-type: none"> Provide additional resources and review use of existing resources. Develop comprehensive corporate community communication strategy 	M	ED Communications Department Directors		Stable	<p>An internal and external communication audit was conducted in Q4, and the results of that work will drive the development of the FST communication strategy in the new Fiscal.</p> <p>The results of the communication were received in Q1 and plans to continue the development of communication strategy commenced.</p> <p>Collaborative work sessions with the Senior Leadership team have been planned in Q2.</p>
17.	Adverse publicity – issue specific	L	M	None	<ul style="list-style-type: none"> Centralized media calls and use of website/social media to clarify and provide dialogue 	L	Communications Department Directors		Stable	FST has not been contacted by the media other than in a positive manner.

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Type of Risk	Specific Risk	Likelihood (L,M,H)	Impact (L,M,H)	Risk Transfer	Mitigation/Monitoring	Residual Risk (L,M,H)	Primary Responsibility	Future Actions/Initiatives	Risk Status (Up,Down,Stable)	Q1 Report back
18.	Poor service to clients if staff are not culturally competent	M	M	None	<ul style="list-style-type: none"> Foundational strategies exist for EDI and leadership/staff development to support ongoing learning and growth in this capacity. Interviews for recruitment include assessment of EDI. Complaints process provides opportunity to be made aware of service issues and to identify improvements as needed Board receives annual report on client complaints 	M	HR Department Directors		Stable	<p>FST has a complaints policy.</p> <p>There is 1 complaint.</p> <p>Management began implementing and integrating EDI learning and understanding into their 23-24 operational plans and team meetings.</p>
19,	Acceptable client wait-times	M	M	None	<ul style="list-style-type: none"> Manage wait time Seek ST approval to close wait list Teams have ways of prioritizing. Process to respond to urgent calls All callers requesting to go on to a wait list are streamed to the Walk-In at a time of contact to provide immediate support regarding why people are requesting service. 	M	Program Directors		Stable	<p>The counselling wait list is open and actively managed.</p> <p>At the end of June, the wait list for Families in transition (FIT) was closed for the summer.</p>