

Tip: Data is from the TPON Enhanced Risk Template Module Questionnaire. Select an agency to view its risk ratings and distribution. The agency drop-down syncs with 'Internal Notes.' To export as a PDF, go to **Export ► PDF ► Only export current page.**
Please clear the "Risk Package Year" slicer if you do not see your Agency Name in the 'Agency Name' slicer.

Agency Name
 Catholic Children's Aid Society of Toronto

Risk Package Year
 MCCSS Budget Package 2024-25

Risk Rating Score - Weighted % of Hs

Overall system generated risk rating is based on sum of 'Weighted % of Hs'. See tables below for detail.

10.4%

Overall System Generated Risk Rating

This 'Overall Risk' score reflects the rating generated from TPON

Medium

Recommended Overall Risk Rating

This 'Recommended Risk' score reflects the rating assigned by the Ministry

Risk Rating Scoring

Chart displays question distribution across risk ratings. Overall system generated risk rating is based on sum of 'Weighted % of Hs'. Refer to legend. (Weighted % of Hs = % of Criteria * Weight)

Criteria Risk Rating	Questions	% of Criteria	Weight	Weighted % of Hs
Medium	13	31.7%	0.25	7.9%
High	1	2.4%	1.00	2.4%
Low	27	65.9%	0.00	0.0%
Total	41	100.0%		

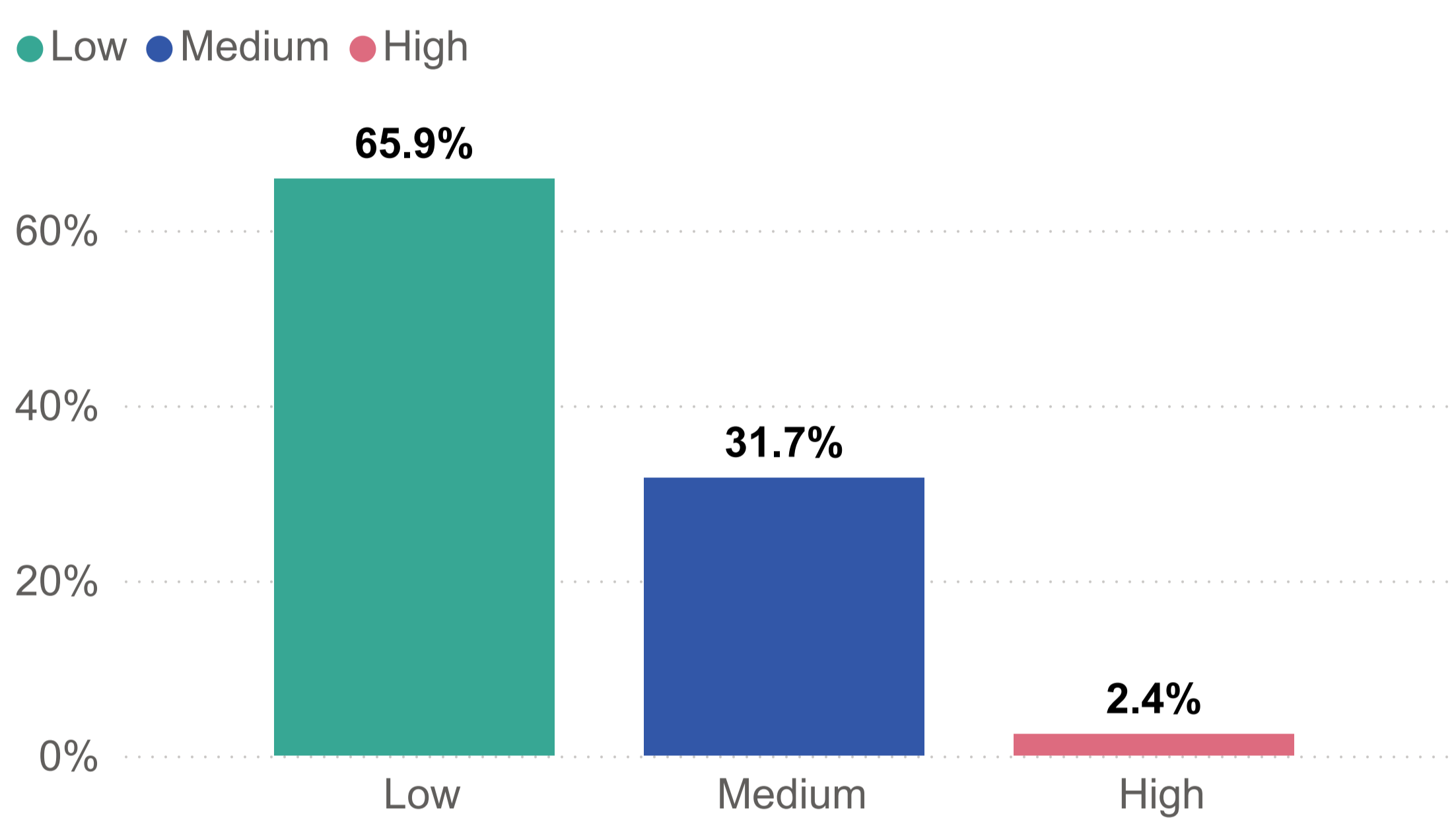
Legend: Risk Rating Scoring

This table describes the Overall system generated risk rating scoring range.

Overall Risk Rating	Weighted % of Hs - Range
High	30+%
Medium - High	20 to 30%
Medium	10 to 20%
Low	0 to 10%

Risk Ratings by Proportion

Each bar reflects the proportion of risk ratings for each agency selection.



Risk Ratings by Risk Category

This chart illustrates how risk ratings are distributed across risk categories.

Risk Category	High	Medium-High	Medium	Low
EMERGENCY MANAGEMENT			3	1
Financial	1		2	5
Governance			2	5
Human Resources / People			2	4
Information & Information Technology				4
Legal			3	2
Program Design & Delivery			1	3
Reputational				3
Total	1		13	27

Questionnaire Details

Risk Assessment Questionnaire Details

This table provides a granular response/risk rating breakdown of the questionnaire criteria for the selected agency

-- RiskCategory	Criteria	Risk Rating	Impact	Likelihood
1 Financial	Financial health, and viability based on ministry analysis	High	Critical	Almost Certain
3 EMERGENCY MANAGEMENT	Business Continuity Plan	Medium	Critical	Unlikely
3 EMERGENCY MANAGEMENT	Business Continuity Plan Review Process	Medium	Major	Unlikely
3 EMERGENCY MANAGEMENT	Frequency/impact of service disruptions	Medium	Critical	Rare
3 Financial	Complete and timely financial reports to the ministry	Medium	Critical	Rare
3 Financial	Financial policies and procedures to support prudent resource management	Medium	Moderate	Unlikely
3 Governance	Board effectiveness, capability and capacity	Medium	Critical	Unlikely
3 Governance	Roles, responsibilities, mission and mandate	Medium	Major	Unlikely
3 Human Resources / People	Bargaining Agent Relationship	Medium	Major	Unlikely
3 Human Resources / People	IPAC Training	Medium	Moderate	Unlikely
3 Legal	Legal Concerns or Alleged Improprieties	Medium	Moderate	Unlikely
3 Legal	Licensing and Legislation	Medium	Critical	Rare
3 Legal	Pending Legal Actions	Medium	Major	Unlikely
3 Program Design & Delivery	Continuous improvement of client outcomes to protect the health, safety, and wellbeing of clients	Medium	Major	Unlikely
4 EMERGENCY MANAGEMENT	IPAC Policies and Procedures	Low	Major	Rare
4 Financial	Financial controls, forecasts, and planning	Low	Major	Rare
4 Financial	Financial risk raised by third party reviews	Low	Major	Rare
4 Financial	Funding from other funders that affect MCCSS service delivery	Low	Major	Rare
4 Financial	Manage funding in regards to recoveries/deficits	Low	Major	Rare
4 Financial	Protocols to identify fraud or misconduct	Low	Major	Rare
4 Governance	Board orientation/training	Low	Minor	Rare
4 Governance	Board performance assessment	Low	Minor	Rare
4 Governance	ED/CEO performance assessment	Low	Minor	Rare
4 Governance	Role differentiation between Board and ED/CEO	Low	Moderate	Rare
4 Governance	Strategic Planning	Low	Moderate	Rare
4 Human Resources / People	Competencies and Skills	Low	Moderate	Rare
4 Human Resources / People	Staffing Recruitment and Retention	Low	Major	Rare
4 Human Resources / People	Succession Planning and Change Management Strategies	Low	Minor	Unlikely
4 Human Resources / People	Training Policies	Low	Minor	Rare
4 Information & Information Technology	Data Security, backup & retention	Low	Moderate	Rare
4 Information & Information Technology	Data Security, breaches	Low	Major	Rare
4 Information & Information Technology	Data Security, cyber-crime	Low	Moderate	Rare
4 Information & Information Technology	Operational Stability	Low	Moderate	Rare
4 Legal	Fines, Penalties and Liabilities	Low	Major	Rare
4 Legal	Policies and Procedures (Legislation)	Low	Minor	Rare
4 Program Design & Delivery	Accessibility and Inclusion	Low	Minor	Rare
4 Program Design & Delivery	Program reporting and performance measures	Low	Moderate	Rare
4 Program Design & Delivery	Service policies for continuous improvement	Low	Moderate	Rare
4 Reputational	Collaboration with other organizations and local community partners	Low	Minor	Rare
4 Reputational	Media inquiries and releases	Low	Moderate	Rare
4 Reputational	Response to complaints	Low	Moderate	Rare

CCAS

Action Plan

Category: Financial

Question:

Question 6: Based on the TPRs regular ministry submissions (e.g., Interim and Final Report Back), are there any financial health concerns that pose a risk to service delivery?

Please provide Action Plan below:

Pertains to reported liabilities primarily for post retirement benefits and other accruing employee long service and sick benefits, as computed by an actuary. A multi year plan, CCAS is examining alternatives to reduce the liabilities available within collective bargaining and employment law constraints. Thus far the liability has been reduced from \$32.5M to \$28.2M, a saving of \$4.3M resulting from changes to certain employee related entitlements.

TPR Recommended Completion Date: April 1, 2029