

Classification of Risk(s)	Description of Risk(s)	<u>Current Risk Score</u> May/23	<u>Previous Risk Score</u> Oct/22
1., Financial, Programs May 2015	Programs with Budgets that continue to decrease and/or have had status quo budgets since 2015 & Program/Service reductions	8	8
2. Legal, Financial May 2015	Crisis Management and Service Continuity Plans	7	8
3. Operational, Reputational November 2016	Increasing Competition	8	8
4. Legal, Financial November 2017	Cybersecurity Risks	8	8
5. Reputational April 2018	Countering Mainstream Negativity toward Immigration, Immigrants and Refugees via Social Media, FB, RODS Website	7	8
6. Programs, Financial, November 2019	Significant changes with IRCC's vision of how newcomer settlement services will be funded and delivered	8	9
7. Financial, Operational April 2020	COVID-19 CORONAVIRUS PANDEMIC	7	9
8. Operational, Reputational October 2021	Managing RODS Reception House and Fleet of Service Vehicles	7	8

The following chart reflects the process for the management of risks rated **6 – 9** (high level risks), **3 – 6** (medium level risks) and **1 – 2** (low level risks):

RODS' Risk Management Register (RMR)	Responsibility Centre:	Staff Responsibility Centre:	Reviewed, Updated by:	Date:
	Central Administration	Executive Director	Keith Karasin	04/05/23

RMR **High Level Risks** Colour Code: Green 5 **Resolved - Comes off of RMR**
 Yellow 6, 7 **In process of mitigating risk**
 Red 8, 9 **In process of mitigating risk (high priority)**

RODS' Strategic Plan Priorities: C-Clients
 I- Internal Processes
 P- People, Learning, Leadership
 S-Stewardship, Finance

1. High Level Risks (6 to 9) Executive Director Responsibility - Resolved at LT level with input from Board semi-annually through updated Risk Management Register (RMR)

Classification of Risks	Description of Risk	Risk Score	Reviewer's comments on identified actions & controls	Next steps to be taken	By Whom	By When	Associated Strat Plan Activities

2. Medium Level Risks (3 to 5) Leadership Team (LT) Responsibility - Resolved at LT level and does not usually go to the attention of the Board of Directors

Classification of Risks	Description of Risk	Risk Score	Reviewer's comments on identified actions & controls	Next steps to be taken	By Whom	By When

3. Low Level Risks (1 to 2) Staff Director or Manager Responsibility - Resolved at the department level (CAF, SFC, LEC)

Classification of Risks	Description of Risk	Risk Score	Reviewer's comments on identified actions & controls	Next steps to be taken	By Whom	By When

Classification of Risk(s)	Description of Risk(s) Added to Register May 2015	Risk Score			
Financial, Operational	1. Programs with Decreasing Budgets/Status Quo- October 2022 With the next IRCC CFP pending in 2023/24 for implementation in 2025, there remains uncertainty about the possible results of the CFP. Given the implementation of the Zones and agency specific case management responsibilities, efforts will be required to work with partners to seek a review of the new model, or build partnerships to better manage the reality. Provincially, Doug Rain from the provincial ministry of Immigration and Career Training has indicated that they will take our concerns regarding frozen levels of funding forward into their recommendations for the next provincial budget. Doug indicated that our concerns are echoed by many SPOs funded by ICT. May 2023 The timing for the next IRCC CFP is yet to be finalized, but it is anticipated that agencies will have lead time to adjust to any changes in contract funding within year 5 of the current CFP. Currently, in year 4 of the current IRCC CFP, LINC and OSN dollars have remained relatively stable, with minor increases. The RAP contract has increased from its placeholder budget of around \$400,000 to \$1.7 million dollars. This increase is driven by increased numbers of GAR arrivals and the Afghan Initiative. The United Way of Regina has notified member agencies that the funding for the historical services will end this current year. Declining fundraising, a shift in funding member agencies based on actual donations and not projected donations and a change in United Way funding priorities has already seen the end in support from the United Way. Provincially funded programs (ICT) have yet to be informed of any increases in funding for the 23/24 contracts. The 2023 Provincial Budget made reference to inflationary increase for CBOs.	8			
Reviewer's comments on identified actions & controls		Next steps to be taken	By Whom	By When	Related SP Initiatives
RODS LT members and staff have put concerted effort into maintaining and strengthening current relationships with traditional funders. The LT members have made progress with S1, S2 & S3 within the new Strategic Plan. Our relationship with RBC continues to deepen resulting in ongoing sponsorship funding and the ES dept. will be applying to renew YESS program funds from Service Canada. In Settlement, a part time TFW project continues. The Public Health Agency of Canada provided RODS a short term contract for COVID		Designated LT members will continue to engage and strengthen relationships with funders and partners to keep on top of change affecting our sector, and identify as well as act upon potential opportunities. RODS' LT will continue to focus on: S1 – Improve relationships with funders for long term funding. S2 – Strengthen proposal management and grant acquisition S3 - Explore non-government sources of funding	Leadership Team (LT)	The LT will address this risk on-going as needed and then more formally as the pandemic diminishes, as per the	S1 – Improve relationships with funders for long term funding. S2 – Strengthen proposal management and grant acquisition

vaccination and education and overall immunization, as of May 9, 2023 RODS has been provided another opportunity to apply for additional PHAC support for an omnibus vaccination and immunization program. Applications for funding are pending with Blue Cross and the COVID Recovery Initiative for CRM funding.		Discussions have taken place with Doug Rain from the provincial ministry of Immigration and Career Training and they have indicated that they will take our concerns forward into their recommendations for the next provincial budget. There have been recent conversations with Immigration & Career Training (ICT) about the impact of successive years of 0% increases, and on October 25, 2022, RODS received work that we will be receiving an increase of 4.37% on the current contract. We will be discussing a potential inflationary increase to ICT budgets in May as part of contract discussions.		Strategic Activities timelines in RODS’ new Strategic-Operational Plan.	S3 - Explore non-government sources of funding
Classification of Risk(s)	Description of Risk(s) Added to Register May 2015				Risk Score
Legal, Operational, Reputational	2. Crisis Management and Service Continuity Plan - With the onset of the pandemic in March 2020, efforts turned to managing the many risks associated with living and working in a safe, secure environment. Due to major changes occurring because of COVID-19, including the majority of staff working remotely, focus was placed on updating technology used by staff, updating/creating various policies and procedures for staff and clients, developing new safety procedures and a Transitioning Back to Our Office Space plan. While RODS’ programs and services were going online and staff were being set up to work remotely, the Leadership Team was simultaneously wading through an unprecedented amount of information and resources in order to implement new safety guidelines, begin transforming the physical office space into protective mode with physical distancing, plastic desk guards, PPE for staff, clients, volunteers..., researching, developing and rolling out new and updated HR policies adapted to the current situation. Business/Service Continuity plans are still under development as we have been focusing on crisis management during the pandemic and interim safety and security guidelines and plans The Transitioning Back to Our Office Space doc was completed and reviewed with all staff. May 2023. The organization rapidly introduced effective remote service models with the onset of the pandemic, with many of the measures providing key learnings and opportunities for ongoing alternative remote service models. Pandemic specific policies such as vaccine requirements/passports were effectively developed and implemented, with the Covid 19 Working Group providing an ongoing review of the pandemics effects on the organization, and making recommendations and providing direction on next steps. The pandemic response provided tremendous learning on the practicalities of a Business/Service Continuity Plan. RODS services and staffing models have returned to a post pandemic new normal with online/remote services now delivered based on client need. The Business Continuity Plan is in development with a final draft pending.				7

Reviewer's comments on identified actions & controls		Next steps to be taken	By Whom	By When	Related SP Initiatives
The onset of COVID-19 forced a major shift in our work resulting in much of the Leadership Team's time and energy focused on: crisis and risk management, safety, security, the continuation of programs online, face-to-face services for the vulnerable. Also, navigating & making decisions on safety and security concerning our staff and clients. Other items included writing policy concerning remote and online service delivery, the provision of on-going information and guidelines to staff and clients to assist them in identifying things such as phishing messages and fraudsters. The Transitioning Safely Back to the Office document has been implemented, as have numerous other safety and security related guidelines and policies. RODS services and staffing models have returned to a post pandemic new normal with online/remote services now delivered based on client need.		This item moves from a level 8 risk, to a 7. May 2023: The RODS COVID Committee has wound down. RODS LT will continue to monitor COVID in the community and organizational impact from increased infection rates. COVID provided tremendous learning on the practicalities of a Business/Service Continuity Plan, with that plan currently in development with a final draft pending.	The LT	Ongoing COVID monitoring/operational impact Business Continuity Plan Q3 2023/24	C1 – Improve the client experience through the implementation of a customer relationship management system (CRM)
Classification of Risk(s)	Description of Risk(s)				Risk Score
Operational, Reputational	3. Increasing Competition – Over the past number of years, IRCC has assertively implemented a new settlement and integration program delivery model that favours funding multiple organizations in mid and large sized cities. Rationale for the changes has varied including reasoning such as: The settlement sector needed to undergo a paradigm shift, more funded organizations will result in an increase in uptake of IRCC's programs, greater transparency & competition. This new reality has very much become one of the greatest risks facing long-term large settlement sector organizations like RODS. For the past 40-55 years, a number of long-term settlement agencies across the country have worked in collaboration to develop a program delivery model that met the various needs of newcomer families from diverse backgrounds settling across Canada. Like RODS, these organizations delivered a holistic array of settlement, family, community outreach, English language and employment programs. Despite our community and clients' support for RODS and the quality programs and pathways we offer(ed), IRCC duplicated the multi-agency service delivery model it has in Saskatoon and other mid-sized Canadian cities. While IRCC tells us not to duplicate programming, in reality the department has funded others to duplicate programs and services RODS offers/ed. Case in point is U of R that was funded to duplicate RODS' LINC program, targeting lower level learners.				8

Also, IRCC provided funds to others to deliver services Open Door offered for many years, such as adult language assessments (out of our NWC), Needs Assessments & Referrals (NARs) & Case Management (out of our settlement dept.). RODS must continue monitoring this change through a RM lens, as IRCC continues to slice and dice the program delivery pie.

The pathways to services and programs in Regina for all newcomers were once clear and community driven. It’s difficult to predict how long it will be before the dust settles on IRCC’s new service delivery model. Currently, staff would be challenged to explain the perceived advantages of the changes to the community at large, let alone to newcomer clients. During recent program funding negotiations, IRCC decided to introduce Zonal Outreach Services in 3 agencies in order to increase the uptake of eligible newcomers accessing IRCC funded programs. Following a decade of service, the Regina Newcomer Welcome Centre was well known by much of the community. It was designed to attract and welcome the vast majority of newcomers settling here, as it provided a comprehensive slate of initial services that the vast majority of new immigrants would need to access, such as language assessments for adults and school age youth and children, orientation to the SK education system, registering children & youth in school, the provision of settlement information and referrals, clear connections to other settlement and community agencies...). Because all families had to access NWC services to register their children in school, it was a unique opportunity to welcome, engage and inform the majority of recent newcomers of the many opportunities available in the community to meet their settlement needs and goals.

Just when IRCC seemed to achieve what they set out to in Regina, (having recently signed off on new 5 year funding agreements with multiple organizations), the **pandemic** hit. In addition to the **COVID-19** situation, we also learned during recent funding negotiations that the number of newcomers predicted to land in our region was much lower than expected. The main factor affecting IRCC’s regional funding allocation model, is newcomer landings, so just as IRCC signed off on working with more organizations in Regina, the overall amount of funding to the region was cut. Of course with **COVID-19**, everything has been turned on its head in terms of service delivery, meeting targets, activity outcomes and spending plans for budgeted program funds. However, even without the **pandemic**, due to IRCC’s prediction of landing numbers being way off, we now face a situation of more organizations competing for less dollars to serve potentially fewer clients than RODS used to serve as a stand-alone settlement agency.

In order to diversify and depend less on IRCC funds, RODS might consider a targeted scan of other funding sources and opportunities (all levels of government, private sector, foundations, partnering with business) to expand on work the agency does (or did in the past) in areas such as anti-racism, multiculturalism, cross-cultural awareness training, online training, teaching English and Canadian work culture in workplaces, etc. In the form of strategic objectives, could encompass: hiring a specialist on a short-term contract, a focused scan, the identification and selection of new funding sources, the preparation and submission of proposals. A few years ago, the RRLIP created a resource of potential sector funders, which would be a good starting point.

May 2023 -Moving into year 4 of the 5 year CFP, the impact on client services and organizational roles has become much clearer. With the creation of the 3 Regina Zones, client referrals based on zone is often made complicated by case management that exist unrelated to the zones. Families and their members can often have 3 different case managers, from 3 different organizations. Zones were intended to be an added dimension of client recruitment to increase the number of overall newcomers accessing settlement services, but has resulted is unregulated agency promotion regardless of zone. The allocation of zones without prior consultation or understanding of community distribution of affordable housing has resulted in dramatic shifts in client caseloads. RAP providers struggle to assist GAR arrivals beyond the initial 12 weeks given that the clients are referred on to other case managers at other agencies, having to tell their stories of trauma yet again. The possible unintended consequences of the zones and case management assignments has further strained cross organizational relationships, emphasized competition for clients to meet contractual targets, and has lessened the client focus of the service delivery continuum.

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	During 2022/23 IRCC has been made aware of the complications that have resulted from a centralized NARS, implementation of zone beyond service promotion, services by zone as well as the client confusion that has resulted from case management referrals. Given that Zones and case management referrals were a pilot project within the current CFP, IRCC has commenced an external review of the pilot to potentially inform the next call for proposals.				
Reviewer’s comments on identified actions & controls	Next steps to be taken	By Whom	By When	Related SP Objectives and/or Activities	
RODS staff and management continued to work respectfully and collaboratively with IRCC and other IRCC funded agencies as it’s.’ new service model unfolds. Our staff are inclusive, but not afraid to lead. The RRLIP project staff, as appropriate, lead and facilitate community wide sector related collaborative activities, events and consultations, resulting in IRCC funded agencies working more closely together.	This item remains at a level 8. Build strong lines of communication and cooperation with partner agencies, funders, explore and expand other sources of revenue. This is an opportunity to use more of our expertise in areas such as fee for service training (Cross-cultural understanding, diversity and inclusiveness training, anti-racism workshops and possibly projects such as language in the workplace). May 2023: As discussed at the Strategic Planning Retreat earlier in October 2022, RODS must work closely with SODS and other providers who share the same concerns regarding Zones and case management, and bring those concerns to IRCC. RODS must also work hard to find common ground with other service providers, building key relationships and alliances. RODS must also re-engage at the local, provincial and national level to once again become part of the dialogue and discussion that can influence change.	Leadership Team (LT) Directors, C & M Manager, LT	On-going	S1 – Improve relationships with funders for long term funding. S2 – Strengthen proposal management and grant acquisition S3 - Explore non-government sources of funding I2. Strengthen Relationships with partners and community stakeholders. C2. Establish a welcoming community for Newcomers.	

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Classification of Risk(s)	Description of Risk(s) Added to Register <i>November 2017</i>				Risk Score
Legal, Financial, Reputational	4. Cybersecurity Post pandemic, the risk of a cyberattack have increased, partly as a result for the increased demand for and use of remote network access and new remote service delivery models. Within the industry, it is described as a 'not if but when an organization will be subjected to an attack. More sophisticated strategies and tactics around phishing, insertion of malware and outright scams have created a heightened sense of risk in many organizations.				8
Reviewer's comments on identified actions & controls		Next steps to be taken	By Whom	By When	Related SP Objectives and/or Activities
Designated management and staff members continue to work closely with MicroAge to mitigate threats and online issues. With the migration to the new active directory and shift to the new domain, all staff now have access to RODS' VPN (Virtual Private Network). This ensures that their online communications are encrypted		This area of risk remains at level 8 May 2023: RODS continues to work with our vendor MicroAge to manage network security, backups and servers.	Overseen by CAF: Led by the ED working closely with IT staff member & MicroAge.	On-going	I1. - Maximize internal capacities and process efficiency.

and confidential. RODS' primary IT technician on staff and our provider MicroAge continue to pay close attention to the increased risk of cyber-attacks. On-going information and training, including training on Phishing has been provided to all staff help manage this risk.	Strategic Objective I1. <i>Maximize</i> internal capacities and process efficiency. The risk of phishing and cyber-attacks remains ever present, MicroAge and RODS IT staff continue to maintain security protocols and monitoring to manage ongoing elevated risk. RODS will be submitting an application to 2 insurance carriers through our broker Knight Archer Insurance for optional Cyber Insurance.			
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Classification of Risk(s)	Description of Risk(s) Added to Register <i>April 2018</i>	Risk Score
Reputational, Communications	5. Countering Mainstream Negativity toward Immigration, Immigrants and Refugees via Social Media, FB, RODS' Website Despite the huge success of the Syrian Initiative and the groundswell of support at that time for immigration, refugee protection and newcomer settlement agencies, as we've witnessed time and again, as soon as there is a downturn in the economy, immigration and immigrants/refugees quickly become scapegoats. Due to the unprecedented number of refugees and displaced people in the world due to war, violence, poor economic conditions, and so forth, we've all witnessed the rise of right wing politicians stoking the fears and playing upon the ignorance of those who are anti-immigrant, uninformed, uncaring, racist and/or xenophobic. The COVID-19 pandemic saw an increase in negative attitudes and violent episodes against particular ethnic groups being blamed for the creation and spread of the virus, This search for blame and the public displays of dissent from far right organizations against vaccine mandates and masking, have fallen away with the focus on restarting the economy, and for our sector, the Afghan Operation and Displaced Ukrainians May 2023: Environics polling done in the fall of 2022, prior to the Federal Levels announcement, found 69% of Canadians surveyed support current levels of immigration. Statista Research in May 2022 stated that 67% of Canadians believed that refugees contributed positively to Canada. Canadian attitudes reflect a willingness to accept more Ukrainian refugees/Displaced Ukrainians, two times higher than the support for accepting refugees from other countries.	7

Reviewer's comments on identified actions & controls	Next steps to be taken	By Whom	By When	Related SP Objectives and/or Activities
Countering Mainstream Negativity toward Immigration, Immigrants, and Refugees: Embracing Diversity and Fostering Community Engagement In light of the growing negative attitudes and sentiments surrounding immigration, immigrants, and refugees, it is important to proactively address these issues and promote a more inclusive and welcoming society. The following highlights the proactive measures undertaken by our organization to counter mainstream negativity through effective social media strategies, community engagement, and a powerful visual representation of our mission. Positive Media Outreach: We recognize the significance of positive storytelling in shaping public opinion and countering negative narratives. We are constantly engaging with media outlets to pitch positive stories that shed light on the successes of immigration, refugee protection, and our programs and services. By showcasing inspiring programs and heartwarming stories of our clients, we aim to challenge misconceptions and foster empathy among the wider public. Social Media Strategy: Our social media strategy plays a vital role in promoting our programs and events while simultaneously emphasizing our collaborations with other community organizations. By amplifying success stories of our clients and staff, we aim to generate awareness of the positive contributions immigrants and refugees make to our society. Through engaging content and thoughtful messaging, we strive to counterbalance the fears stoked by right-wing politicians and encourage informed and compassionate discussions around immigration-related issues. Community Engagement: To bridge the gap between our organization and the community, we actively participate in and support various	This risk moves from an 8 to a 7. RODS C & M Manager continuously to works with the LT to manage source, develop and publish/promote success stories of the organizations clients and agency efforts through social media, mainstream media channels and community engagement The C & M Manager will also focus on adding RODS' voice as appropriate to other environmental factors and events (social, political, economic...) such as Black Lives Matter, World Refugee Day events, Orange Shirt Day & Truth and Reconciliation activities. In addition, projects such as <i>I'm Glad we are Neighbours</i> that encourage dialogue, acceptance, understanding and friendship at the community level.	C & M Manager, LT	Ongoing	C2. Establish a welcoming community for newcomers.

community events. By attending these gatherings, we hope to establish meaningful connections with community members and share information about our work and its positive impact on the community. This direct engagement allows us to address concerns, dispel misconceptions, and foster dialogue that promotes understanding and inclusion. Mural Project: Building a Welcoming Community: as a way to make our mission visible and tangible, we are embarking on a mural project that brings together indigenous, newcomer, and local artists. The theme of the mural, "Building a Welcoming Community," showcases the beauty of diversity and the importance of inclusivity. We are particularly intentional about incorporating indigenous artwork and acknowledging the land on which we reside. This visually captivating project serves as a powerful representation of our commitment to creating a welcoming environment for all. Upon completion, we will host an unveiling ceremony and media event to draw attention to the mural's message and encourage further community dialogue. “I’m glad we are neighbours” project: We continually expand and update the welcoming signs, incorporating new languages to ensure representation for everyone. Collaborating with schools, we have installed large-scale versions of these signs, fostering a sense of belonging among students. Additionally, in partnership with the Graphic Communications program at Saskatchewan Polytechnic, we have transformed the welcome signs into wearable art—hoodies. The design features the word "welcome" in multiple languages, on the back and the phrase "I'm glad we are neighbors" on the front, symbolizing the warmth and inclusiveness of our community. Through this project, we aim to foster pride, unity, and acceptance, allowing individuals to express their commitment to a welcoming society. The hoodies serve as conversation starters, encouraging discussions about embracing diversity and promoting inclusivity. Conclusion: Countering mainstream negativity toward immigration, immigrants, and refugees requires a multifaceted approach. Our organization recognizes the significance of positive storytelling,				
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effective social media strategies, community engagement, and visually impactful initiatives. By sharing success stories, building partnerships, attending community events, and unveiling a meaningful mural, we strive to combat ignorance, racism, and xenophobia, fostering a society that embraces diversity and celebrates the contributions of immigrants and refugees. Please see Hootsuite report (Metrics Data Report March 31, 2023) included with the Board documents.				
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Classification of Risk(s)	Description of Risk(s) Added to Register November 2019	Risk Score
Programs, Operational, Financial	6. Significant changes with IRCC's vision of how newcomer settlement services will be funded and delivered Despite having a RODS' LT member working at the national level on the National Settlement Council (NSC) for 3 decades, and designating Leadership Team members to work closely with IRCC at all levels and with sector colleagues in leadership roles across Canada, the federal government obviously had a plan in place to use CFP2019 to make major changes with the delivery of settlement services in Regina and other locations, moving to a program delivery model that favours funding multiple organizations. Using CFP 2019 as a means to affect change in our region, IRCC moved rapidly forward with its new vision of how newcomer settlement services will be funded and delivered in the future. In addition to the vision and program changes, many of which are mentioned in this Register, we've seen major on-going IRCC staff turnover with program officers, at times changing monthly with our files being reassigned to IRCC officers (sometimes in other provinces). Relationship development is more challenging due to the high IRCC staff turnover, but also due to their arm's length, top-down style of management. The program officers are usually great to work with and appreciative of all that we do, however they no longer make decisions as in the past, perhaps in an effort to reduce conflicts arising between sector staff and IRCC officers. All items and issues are presented by the officers to their management table for final decisions, making the officers messengers of information and final decisions. May 2023: The RODS LT are keenly aware of the challenges of not only not having an IRCC office and staff in Regina, but of the unique Saskatoon dynamic that has developed. With many of the IRCC Officers located in Saskatoon, as well as SAISIA and senior staff from ICT with the Province of Saskatchewan, the opportunity for regular in person contact and discussions with funders and agencies has seen Saskatoon become the hub for dialogue and discussions that end up impacting RODS downstream. The importance of I2. Strengthen relationships with partners and community stakeholders & S1 Improve relationships with	8

	fundors for long term funding within the new Strategic Plan will hopefully work to address this issue.				
	An evaluation of the Zone, Case Management and Centralized NARS piloted during the current CFP will be undertaken during 2023, we anticipate that key learnings form the evaluation may inform changes in the terms deliverables within the upcoming 5 year CFP.				
Reviewer’s comments on identified actions & controls		Next steps to be taken	By Whom	By When	Related SP Objectives and/or Activities
IRCC’s changes to program delivery has been managed through meetings between all local IRCC funded agencies. There has definitely been a lot of frustration trying to reach consensus on numerous items such as referral processes and everyone’s interpretation concerning who does what and serves whom. There continues to be a lack of client focus amongst the agencies, with an ongoing focus on independent interpretations of their contracts and increasing client contacts. RODS staff continue to work professionally and collaboratively with the funder and other service provider organizations to implement the changes. The importance of I2. Strengthen relationships with partners and community stakeholders & S1 Improve relationships with funders for long term funding within the new Strategic Plan will hopefully work to address this issue.		This risk moves from a 9 to an 8. RODS’ LT members will continue to watch for and take advantage of new funding/service delivery opportunities with IRCC and/or other funders that will support the organization in achieving its mission, goals and objectives. RODS’ Strategic Objectives I2. Strengthen relationships with partners and community stakeholders & S1 Improve relationships with funders for long term funding within the new Strategic Plan will hopefully work to address this issue. May 2023: The Province of Saskatchewan has not provided sustained budget increases to the organization for many years, with 0% increase the norm. Special pandemic funding provided by the Federal Government to the Province did allow the organization to acquire much needed capital assets related to remote delivery and learning. There have been conversations with Immigration & Career Training (ICT) about the impact of successive years of 0% increases, and today, October 25,	ED, Staff, LT	Ongoing	I2. Strengthen relationships with partners and community stakeholders & S1 Improve relationships with funders for long term funding

	2022, RODS received work that we will be receiving an increase of 4.37% on the current contract. The Provincial Budget did make reference to inflationary increases to the CBO sector, to date we have not be made aware of any additional funding but we are in the budget submission phase with ICT for 23/24.			
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Classification of Risk(s)	Description of Risk(s) Added to Register April 2020				Risk Score
Programs, Operational, Financial, Reputational	7. COVID-19 PANDEMIC – The organization updated the Board on escalation or de-escalation measures in response to the pandemic. With the emergence of variants of the original strain of Covid 19, the organization has maintained many measure longer that initially anticipated. During the spring of 2022, an increased number of staff and direct service programs were available on site. RODS was able to remove the vaccine passport and vaccine requirements, and wind down the contracts of our Screening Ambassadors. As of October 2022, plans are in place to return additional in person language and employment classes, settlement programming and staff. With the support of the Covid Working Group, Departments have formulated plans to safely return to more on site delivery. As of May 2023, RODS services and staffing models have returned to a post pandemic new normal with online/remote services now delivered based on client need. Mask requirements have moved to mask optional based on personal choice.				7
Reviewer's comments on identified actions & controls		Next steps to be taken	By Whom	By When	Related SP Objectives and/or Activities
Throughout the pandemic, the Covid Committee and LT were active in assessing and managing the risk to clients, staff, services and organizational reputation. Actions and controls were taken including:		This risk has been reduced to level 7 from level 9. LT met regularly as we have throughout the pandemic, to discuss and manage as needed identified risks and threats). This includes on-going	Leadership Team	On-going provision of info, updates, guidelines,	P2 – Improve workplace experience and

- Covid Committee and LT meeting regularly to mitigate COVID related risks, issues, challenges and opportunities. - Covid Committee and LT seeking out and providing up-to-date safety, security and sector updates to all stakeholders. - Provided our staff with safe, secure, up-to-date technology devices and systems to support their abilities to work with confidence remotely and when delivering programs and services online. - LT was successful in providing an on-going supply of PPE for staff and others as needed. We continued to update safety guidelines and provide resources to transform RODS' physical office space into protective mode - The <i>Transitioning Back to Our Office Space</i> plan was completed and provided to all staff via an online meeting. - RODS LT hired temporary screening ambassadors using foundation funds. IRCC decided not to provide funds, as they were concerned that other agencies would also request funds for such a purpose.	open communication with staff and other stakeholders, to keep them up-to-date on the ever-changing COVID related guidelines, restrictions, new or enhanced/revised policies and procedures, safety and security measures such as active cases, mandatory masking, The LT supported staff through the provision of information and resources that will assist in taking care of their physical health and mental well-being. Staff will in turn provide such supports to clients in general, and more often to those who express their fears, anxieties, uncertainties, feelings of isolation, loneliness, etc. Following the go ahead from our lawyer, for everyone's safety and well-being, <i>RODS Vaccine Passport Policy will be communicated to our staff and other stakeholders on or before November 1, 2021, followed by full policy implementation by December 1, 2021.</i> May 2023: The LT team now meets bi-weekly, and the RODS COVID Committee has wound down. RODS LT will continue to monitor COVID in the community and organizational impact from increased infection rates. Building entry screening and vaccine requirements have been lifted. Mask requirements have moved to mask optional based on personal choice.		supports and resources.	employee retention
Classification of Risk(s)	Description of Risk(s) Added to Register <i>April 2020</i>			Risk Score
Facilities, Transportation,	8. RODS' Reception House and Fleet of Service Vehicles – In 1984, RODS opened the first Refugee Reception House in Canada, a model that was duplicated across the country. With the passing of time, our current Reception House has deteriorated significantly despite numerous on-going renovations.			7

Reputational	This is in partly due to when it was built, but also exacerbated by the wear and tear caused by clients (and especially their children) who due to their backgrounds of living in refugee camps for years, lacked the life skills to respect the property by cleaning it effectively and not causing damage.				
	The original funding model for the Reception House established by RODS & IRCC has changed significantly since its inception. A monthly base fee as a virtual holding fee on the facility, and additional IRCC approved expenses for utilities, cleaning and basic maintenance have greatly impacted the organizations ability to address significant renovation and repair issues. The original vision of what a refugee reception house or centre should be (clean, in good repair at all times, well-furnished and decorated, with staff on hand to provide on-going orientation sessions, teach life skills, and visit with clients to ensure they feel safe and welcomed) has not been reflected in the financial support.				
	Essential repairs resulting from water damage have been completed and the Reception House is back in operation. While the challenges with the current Reception House and the funding model continue to exist, with the next CFP set for 2024, there is a significant risk associated with making a change prior to that time. IRCC has expressed a desire to expand the capacity of RODS to accommodate temporary accommodation of GAR Arrivals and has agreed to fund up to six 2 bedroom suites on a month to month basis for the 2023/24 fiscal year.				
	Over the years, RODS’ has not acquired new fleet vehicles with the exception of the KidsFirst Program. Prior to the current 5 year IRCC contract, RODS received funding from IRCC to undertake repairs to the vehicles, unfortunately that funding has ceased. RODS and Central Admin & Finance have paid for ongoing repairs to the vehicles.				
	As the vehicles age and we will continue to struggle to maintain, repair, insure and replace the vehicles without dedicated funding. Improper repairs and maintenance present the risk of staff members getting into accidents, damaging vehicles and potentially causing injury to clients and themselves. Many sector agencies have gotten away from maintaining a fleet of vehicles, using taxis, rented busses and/or public transportation as needed to transport clients. The next 5 year CFP will require RODS to implement a sustainable plan for client transport not reliant on owned fleet vehicles.				
Reviewer’s comments on identified actions & controls		Next steps to be taken	By Whom	By When	Related SP Objectives and/or Activities
May 2023: In an effort to down size the number of the vehicles have sold 2 of the older vehicles and have had 2 vehicles written off by SGI following accidents. One additional vehicle, a 2000 Ford 15 passenger van has been taken out of service with its sale pending. The next 5 year CFP will require RODS to develop and implement a sustainable plan for client transport not reliant on owned fleet vehicles.		This risk has been reduced from a level 8 to a level 7. Continue to assess and review the operating viability of the Reception House and fleet vehicles, manage risk, prepare alternate plans for implementation following the next CFP or potentially execute prior sooner if so determined by the Board.	ED, Settlement Leadership. Finance Committee External Real Estate expertise.	Ongoing Upcoming CFP in 2024.	S.1. Improve relationships with funders for long term funding

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ACRONYMS

- APPR – Annual Project Performance Report
- BAU – Business as Usual
- C&M – Communications & Marketing
- CFP – Call For Proposals
- CTS –Simple CTS – Simple Client Tracking System
- ED – Executive Director
- FB – Facebook
- FC – Finance Committee
- HR/HRC – Human Resources/Human Resources Committee
- iCare – IRCC database for program reporting
- IRCC – Immigration, Refugees and Citizenship Canada
- KIMS – KidsFirst Information Management System
- LMS – Labour Market Services (Province)
- LARC – Language Assessment and Referral Centre
- LIPs – Local Immigration Partnership
- LT – Leadership Team (ED, Staff Directors, Senior Managers, Managers)
- MOU – Memorandum of Understanding
- MT – Management Team
- NSC – National Settlement Council
- RCC - Regina Community Clinic (Partner in Refugee Health Care)
- RFP – Request For Proposals
- RMR – Risk Management Register
- RODS – Regina Open Door Society
- RRLIP – Regina Region Local Immigration Partnership
- SAISIA – Sask. Association of Immigrant Settlement and Integration Agencies
- SODS – Saskatoon Open Door Society
- SSCF – South Saskatchewan Community Foundation

RODS' Departments

- CAF – Central Administration and Finance
- LEC – Language, Employment and Child Care services
 - CCC – Child Care Centre
 - ES – Employment Services
 - LINC – Language Instruction for Newcomers to Canada
 - PTA – Provincial Training Allowance
- SFC– Settlement, Family and Community services
 - FIT – Families in Transition
 - NWC – Newcomer Welcome Centre
 - OSN – Orientation Services for Newcomers
 - RAP – Resettlement Assistance Program (Refugees)
 - SSWIS – Settlement Support Workers in Schools
 - TIP – Translation & Interpretation Program
 - WCN – Welcoming Community for Newcomers