

APPENDIX III
Niagara Region - Internal Control and Organization Performance
Children’s Services Risk Assessment – Centre Based Services

Risk Registry

Risk Number	Risk Category	Risk Statement	Risk Description (incl. consequences)	Action Plan	Timelines	Risk Champions
1	Administrative Pressures	The risk that administrative pressures continue to affect the Children Services Centers ability to keep up with excessive Ministry of Education’s documentation requirements	<ul style="list-style-type: none">Highest non-compliance rate is in documentation (signatures, initials), affecting the rating of Regional Child Care Centers.Need to lobby the provincial government regarding the use of technology in procedure documentation as most documentation issues involves errors in paperwork and manual procedures.	<p>1. Current activities:</p> <ul style="list-style-type: none">Created the position of Program Assistant (1 person that rotates between the 5 sites) to alleviate administrative positions from site supervisors. This is a unionized position so there some areas of work that this person can not perform.Another non-union position was added on a temporary basis to support more confidential work.Due to increased MoE administrative a new Lead Registered Early Childhood Educator (RECE) job (1 per centre) was posted to be on the floor to support supervisors in their absence and help with administrative/support duties. This position can also perform HQ duties when work allows.Created the ‘six-sided’ file to make retrieval of documents much easier and simpler. Accessing client files are easier to chronological filing, etc. <p>2. Future activities:</p> <ul style="list-style-type: none">Add a second Program Assistant that can focus on St. Catharines and Niagara Falls and the other Program Assistant would focus on the southern locations.Looking at adopting a version of NoteFinder, a software system used by SAEO which would make all templates electronic	<ul style="list-style-type: none">Decision on Program Assistant will be made in Q3 for possible implementation in 2020NoteFinder is very preliminary. Still scoping for implementation in 2020 if it is determined feasible.	<p>Darlene Edgar, Director, Children’s Services</p> <p>Laura Rasmussen, Manager, Children’s Operations, with the support of site supervisors to conduct pilot testing.</p>
2	Operations Management. i.e. Facilities	Risk of not completely utilizing latest facility and security upgrades.	<ul style="list-style-type: none">Need for more child development additions to the centers, i.e. developing naturalized play grounds in all direct operation child care centers.Need for security cameras around all Regional Child Centers.	<ul style="list-style-type: none">2 of 5 sites (Port Colborne and Fort Erie) already installed naturalized playgrounds and 3rd (Welland) is making in-house changes which will up to code.St Catharines is changing as the new build is being completed (in progress)Niagara Falls has plans but needs funding.2 of 5 sites have cameras installed and St Catharines has ongoing talks to have them installed during the current capital build.Once implemented in St. Catharines it could be expanded to the remaining 2 sites.	<ul style="list-style-type: none">2020 for completion of St Catharines.Niagara Falls has no firm date for completion2020 for installation in St. CatharinesOngoing discussions for remaining sites.	<p>Laura Rasmussen, Manager Children’s Operations and site supervisor (Terry Barkley)</p> <p>Nicole Menard, Project Manager, Facilities along with Terry Barclay, Supervisor, Child Care Centre</p>
3	Staff Development and Morale	The risk that staff could lack the required training and skills to respond to various situations	<ul style="list-style-type: none">New ECEs staff within the child care centers are currently being exposed to family issues affecting the parents of children within the child care centers. Some ECEs may not be able to properly respond to these issues.	<ul style="list-style-type: none">Looking at developing ECE mentorship program for new hires being looked at but definitive timeframe.Hands on orientation for new hires where a supervisor will discuss the policy manuals instead of just asking them to read it.	<ul style="list-style-type: none">Ongoing discussions	<p>Laura Rasmussen, Manager, Children’s Operations</p>

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				<ul style="list-style-type: none">Ongoing support reviews to build strong work relationships and proactively manage operational issues.		
4	Improved Access to Children Services and Information	Risk of insufficient vacancies for child care centers and information pertaining to regional child care centers.	<ul style="list-style-type: none">A need to review enrollment prioritization procedures.What measures are taken to consider effective Integration of services (i.e. NRH to Child Services) to work toward further integrations of services working toward a hub model.Management need to have measures in place to increase its offering of infant spaces within Child Services direct operations.	<ul style="list-style-type: none">Registry listing is based on submission of the application.Concessions will be made for special circumstances.	<ul style="list-style-type: none">Given the current waitlist, client demand and accommodations for special circumstances there is little need to change the process.	Laura Rasmussen, Manager, Children's Operations
5	Expense Management	The risk of not having adequate expense management processes in place in regards to food expenses.	<ul style="list-style-type: none">Management should continue to improve on procedures that provide effective oversight on food expenses.Management should improve monitoring of prices and continue to look for ways to capitalize on volume discounts.	<ul style="list-style-type: none">Ongoing review of expenses and purchasing policies though the support of the Program Financial Specialist.Monthly variance analysis over food budgets will continue to be reviewed my management.	<ul style="list-style-type: none">Ongoing	Laura Rasmussen, Manager, Children's Operations John Pickles, Program Financial Specialist