

**CITY OF HAMILTON
OFFICE OF THE CITY AUDITOR
CHILDREN’S SERVICES – RISK ASSESSMENT**

APPENDIX B – LIST OF IDENTIFIED RISKS

No.	Potential Risk Category	Risk Statement
1	Change Management	Lack of a robust change management strategy could potentially result in insufficient stakeholder engagement, enhanced resistance to change, and increased costs and risks.
2	Change in Political Environment/Government	Unable to achieve overall objectives due to changing political climate.
3	Financial Controllorship	Insufficient financial oversight resulting in potential financial/operational losses; inability to meet the enhanced accountability measures of the Ministry.
4	a) Availability of Child Care b) Availability of Early Years Services	Parents and caregivers do not have access to high quality services that support them in their role as their children’s first teachers, enhance their well-being, and enrich their knowledge about early learning and development.
5	Technology Support and Tools	Unable to achieve overall objectives due to insufficient/inadequate technology support and tools.
6	Child Care System Manager (Consolidated Municipal Service Manager or CMSM), role held by Children’s Services at the City of Hamilton	CMSM is not performing the required tasks as stated in the strategic/operational plans.
7	Municipally Operated Service Provider (Red Hill Family Centre)	Risk of being unable to provide a safe and healthy environment for children.
8	Human Resources	Objectives are not achieved due to Divisional staff’s HR related risks: training and development, pay and compensation, unclear/changing roles and responsibilities, and talent acquisition and management.
9	Strategic Alignment	A misaligned strategy increases the possibility that, even if successfully executed, the organization may not realize its mission and vision.

No.	Potential Risk Category	Risk Statement
10	Child Welfare and Safety	Unsafe workplace/environment resulting in children not experiencing positive developmental health and well-being.
11	Stakeholder Management	Key stakeholders not being provided with timely, relevant and up to date information about community and specialized services.
12	Service Provider Risk	Local service providers do not collaborate and integrate services to meet community needs in an efficient and accessible way.
13	Measurement and Reporting	Inadequate/ineffective measurement/reporting may lead to ineffective/flawed (internal) decision making, allocation of funds etc., and may not meet Ministry reporting requirements.
14	Financial Planning	Inefficient financial planning can diminish an organization's ability to safeguard its assets, use its resources economically and efficiently, and produce accurate and reliable financial information.
15	Information Security	Do we have sufficient controls in place to manage data privacy of information collected from soft/hard copy submissions/paper documents?
16	Fee Subsidy	Inaccurate calculations may lead to under/over payments of fee subsidies; and non-adherence to Ministry accountability measures.