

**CITY OF HAMILTON
OFFICE OF THE CITY AUDITOR (OCA)
CHILDREN'S SERVICES OCA CONSULTING REPORT**

MANAGEMENT RESPONSES

Recommendation	Action Plan	Timeline
City Guidelines for General Operating Grant (GOG) Funding Needs to Be Strengthened and Revised	<p>Revise distribution guidelines to be more prescriptive to ensure a fair and equitable distribution to the appropriate positions.</p> <p>Limit the amount that can be used for administrative positions.</p>	Revised guidelines have been completed and were distributed in the October 2019 to be used for the 2020 General Operating Grant.
Conflict of Interest Needs to Be Monitored	<p>Develop guidelines and definitions to assist operators in understanding the conflict of interest policy.</p> <p>To be posted on the child care operator section on the City website.</p> <p>Create a form for operators to use to declare conflicts.</p>	<p>Guidelines to be completed and posted in Q4 of 2019.</p> <p>Operators to be notified of tools and form to be sent to all operators with existing contracts.</p>
The Mid-Year and Annual Reconciliation Process Needs to Be Formalized	A new mid-year reconciliation template has been created to incorporate the Wage Improvement application process and mid-year reconciliation.	<p>Implemented July 2019 for the Jan – June 2019 mid-year review.</p> <p>Will include a sample review of supporting documentation.</p>
Program Analysts Require Training	<p>Program Analyst posting will include increase financial expectations.</p> <p>Hold a training session on the requirements of the annual review.</p>	<p>Program Analyst position will be filled by end of Q4, 2019.</p> <p>Training session to occur in March 2020 before next year end review starts.</p>

Recommendation	Action Plan	Timeline
	Review and update fee subsidy per diem calculation policy to include limits on acceptable operating expense.	Per diem calculation review to be complete by April 2020.
Record of Attendance Requires Review	Remind operators on the importance of completing accurate attendance. Send out email with link to the definitions and processes for completing attendance.	September 2019
Management Oversight of The Reconciliation Process Requires Improvement	Manager to review reconciliations when the annual services contract review is approved. Early Years Contract Coordinator position was created from an existing FTE – position is non-union and will include oversight of the audit program, as well as review of reconciliations and training and support for Program Analyst position.	August 2019 Position filled in November 2019.