



# Social Development, RE: EX12.2q Finance & Administration Division

## Service Level Review

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Government Management Committee Presentation  
June 15, 2015



# Overview

- Recommended Service Levels by Program
  - Program Map
  - Program Overview - SDFA Financial Management
  - Service Levels and Performance Measures
  - Challenges and Opportunities
  - Strategies to Address Challenges & Opportunities



# Social Development, Finance & Administration

## 2015 Program Map

### Mission Statement:

The Social Development, Finance and Administration program provides leadership on the City's social inclusion and community safety agenda of building safe, strong neighbourhoods and communities. Through internal, inter-governmental and community partnerships, the Program leads integrated service planning and delivery, and responds to other community social needs through social policy research and analysis, to improve individual and neighbourhood outcomes. **The Division provides financial and program support and oversight, to operating programs to ensure Cluster A objectives are met.**

### Program Map

#### Social Development, Finance and Administration



# Financial Management

- FMS provides support to the Deputy City Manager and Division Heads of Cluster-A through financial management, oversight, compliance and internal control, and works with Corporate Accounting, Financial Planning and other corporate divisions.
- Provides consulting to Cluster-A Programs and supports continuous improvement in service delivery.

Level of services provided varies depending on:

- the support needed
- resource capacity
- corporate functions
- corporate initiatives
- operational risks
- efficiency considerations within each division.



# Financial Management Key Services

## Financial Management & Reporting:

- Centralized divisional purchase order management for Cluster-A programs
- Purchasing contract management oversight, procurement coordination, and training
- Consolidated petty cash management and TTC ticket issuance
- Cluster-level financial reporting
- Other financial/accounting services

## Revenue Management:

- Centralized Provincial/Federal subsidy claim for 6 cost-shared programs
- Ontario Works Financial Benefit Payments banking support
- Subsidy Financial and Audit Reports
- Overpayment Recoveries, Accounts Receivable, User Fees accounting and reconciliation, Long-Term Loan recoveries and Donation management

## Financial Planning & Coordination:

- Operating and Capital budget development, coordination, and oversight for Cluster-A programs

## Program Support:

- Strategic Cluster leadership, advice, consultation and support
- Support to Corporate initiatives and projects



# Key Service Levels – 2012 - 2015

## Service Levels Description

Financial Management & Reporting		2012	2013	2014	2015
Centralized Divisional Purchase Order Management for Cluster A Programs	Approved	Compliance to purchasing policies and procedures			
		91.0%	92.5%	93.0%	Aiming 100.0%
		2,895 DPOs valued \$15.3 million	2,983 DPOs valued \$16.8 million	2,648 DPOs valued \$16.5 million	2,700 DPOs estimated \$17.0 million
Purchasing Contract Management Oversight	Approved	597 Contracts \$318.1 million value	580 Contracts \$337.7 million value	583 Contracts \$358.4 million value	Estimated 600 Contracts \$385.0 million value
Cluster-Level Financial Reporting	Approved	Timely preparation of accurate financial reports in compliance to Corporate Reporting Guidelines			



# Key Service Levels – 2012 - 2015

## Service Levels Description

Financial Management & Reporting		2012	2013	2014	2015
Consolidated Petty Cash Management and TTC Ticket Issuance	Approved	Same or two-day turn around response			
		3,677 Petty Cash Vouchers and \$287.6 thousand value	3,743 Petty Cash Vouchers and \$264.2 thousand value	3,445 Petty Cash Vouchers and \$258.3 thousand value	3,300 Petty Cash Vouchers and \$240.0 thousand value
		888.6 thousand tickets and \$2.1 million value	699.8 thousand tickets and \$1.8 million value	700.2 thousand tickets and \$1.8 million value	700.0 thousand tickets and \$1.8 million value
Financial Planning & Coordination					
Budget development, coordination, oversight and support to Cluster Programs	Approved	Meeting corporate budget guidelines, support to FPARS, administrative and political budget review process - 100% of the time.			



# Key Service Levels – 2012 - 2015

## Service Levels Description

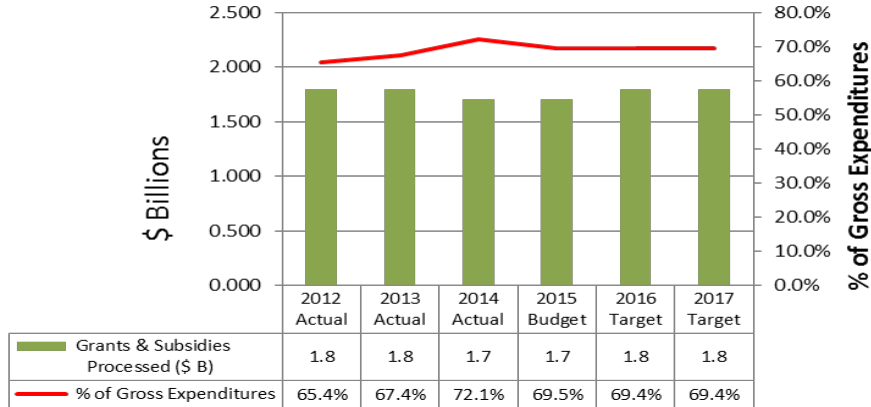
Revenue Management		2012	2013	2014	2015
Centralized Provincial/Federal subsidy claims for 6 cost-shared programs	Approved	Achieving 100% accuracy			
		\$1.8 Billion from 6 provincial and 5 federal ministries		\$ 1.7 Billion from 5 provincial and 4 federal ministries	
Ontario Works Financial Benefit Payments Support	Approved	1.45 million number of transactions - \$860 million	1.35 million number of transactions - \$804 million	1.26 million number of transactions - \$774 million	1.30 million number of transactions - \$830 million
Subsidy Financial & Audit Reports to Provincial, Federal ministries	Approved	18 Audited Financial Reports	17 Audited Financial Reports	16 Audited Financial Reports	
Overpayment Recoveries; Long-term Loans and Accounts Receivable Management; Accounting Donations and Reconciling User Fees	Approved	Target to 100 % accuracy - Monthly Average \$210.0 million			





# Performance Measures

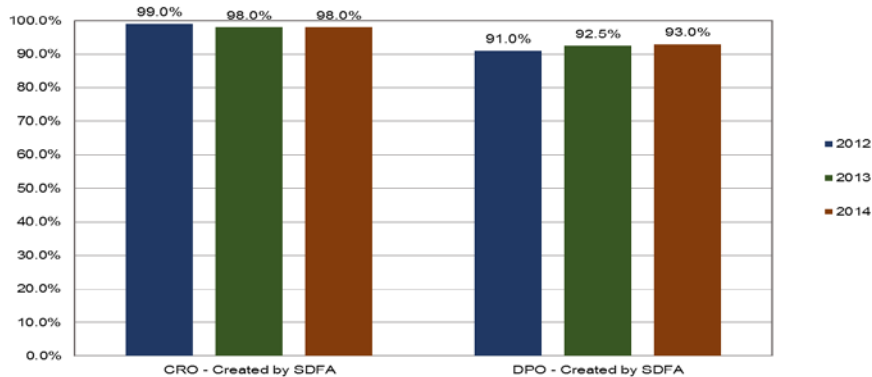
Grants & Subsidies in Cost Shared Programs  
Service Output



Trend:

- SDFA continues to provide centralized management of Provincial/Federal subsidies and grants to the tune of \$1.8 billion for cost-shared programs ensuring accuracy, compliance, internal control, and timely submission of claims to the provincial ministries and federal departments.

Compliance in Creating a Purchase Order Prior to Making a Purchase - Percentage by Document Type



Trend:

- FMS continues to work towards full compliance in cluster divisions with the best practice of issuing purchasing documents prior to purchasing.



# Challenges & Opportunities

- Challenges:

- ✓ Providing continuous high service demands with the current resources
- ✓ Adapting to the changes of ministry guidelines, funding for programs and financial systems

- Opportunities:

- ✓ Continue developing innovative automated systems and solutions to address increasing service demands
- ✓ Look for centralized services at cluster level for operational efficiencies



# Strategies to Address Challenges & Opportunities: Priority Actions Taken or Underway

Strategic Action/Service Objective: Improve Organizational Excellence #21; Implement Shared Services #22; Good Governance #12	
Actions	Results / Progress
Continuous improvement of financial services	Identify financial services that can be provided at the cluster level to achieve higher operational efficiencies
Clarification of Financial Services Roles and Responsibilities between FMS and Cluster Programs	Finalize Memorandum of Understanding (MOU) for Financial Services with Cluster Programs supported by SDFAs-FMS
Support to Corporate Strategies and Initiatives related to Financial Services	Continue supporting and representing Cluster-A programs in all Corporate Strategies and Initiatives related to Financial Services
Automation	Introduce further automation to financial services to achieve operational efficiencies and meet higher service demands





Thank You

