

# Niagara Regional Police Service

Finance Unit

Police Service Board Meeting

June 2024




# The Finance Unit – Mission Statement

The Finance Unit works in partnership with the Chief of Police, Senior Leadership, and all departments ***to provide operational and strategic financial management excellence for effective and responsible decision making.***




The mission of the Finance Unit is to develop and implement effective and efficient financial planning, reporting, and accounting systems that ensure proper oversight of all expenditures and revenue collections to successfully support the operations of the Service.

The Finance Unit promotes a culture of accountability, teamwork, fairness, competence, integrity and communication.

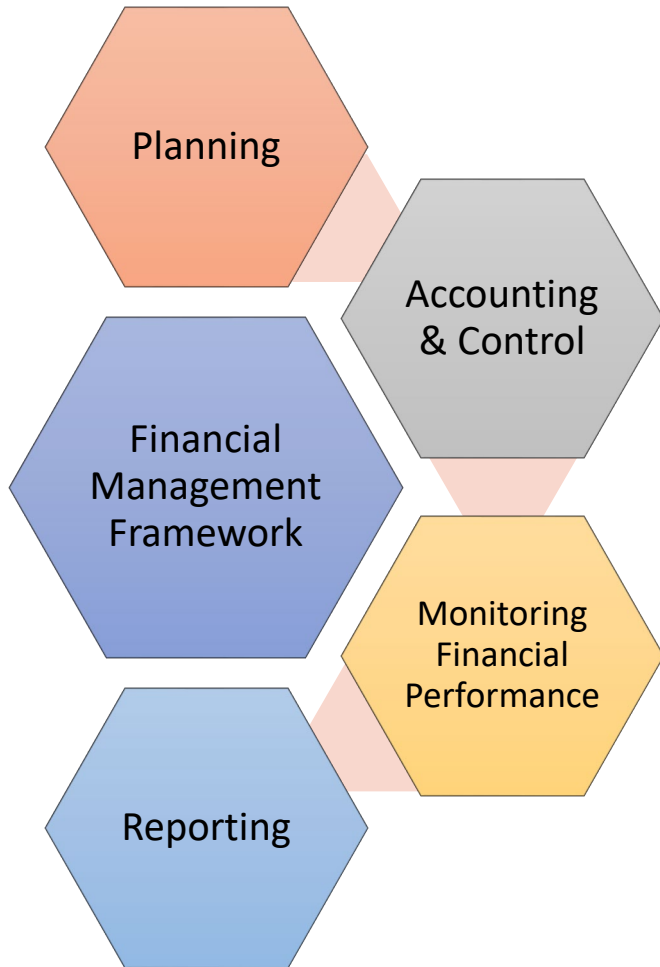
# Who We Serve: Our Client Base

- **Community** – affordable, sustainable and resilience of the services provided today and for the future.  Long term financial strategy development
- **Funding Agents** – accountable and transparent reporting of public funds and their expenditures, specifically to the Niagara Region, Grant Administrators and various partner agencies.  Expenditures are spent based on budget plans, memorandum of agreements or contracts.
- **Police Service Board** –safeguard the financial health of the Service as outlined in the Board Financial and Procurement By-Law 412-2024.  Adherence to statutory regulations, collective agreements and other contractual obligations, development of and monitoring of internal control processes

# Who We Serve: Our Client Base Continued

- **Executive Leadership Team** – support strategic goal setting and performance monitoring.  Financial expertise and guidance
- **Operational Program Managers** – financial controller to Program Manager for operating & capital budget development, monitoring variances, support change management.  Financial expertise and guidance
- **All NRPS members** – respond to inquiries related to payroll, travel & expense submissions, compliance to Collective Agreements and Service Policies  Payroll and Accounting inquiries, compliance inquiries, training and administration on KRONOS Timekeeper, Peoplesoft Financials

# What We Do: The Financial Management Framework



## Planning

- Capital and Operating Budget Preparation
- Evaluate and Secure Sources of Funding
- Decision Support –What if Analysis
- Financial Risk Assessment

## Accounting & Control

- Payroll
- Billing
- Payments
- Risk Assessment – Internal Control

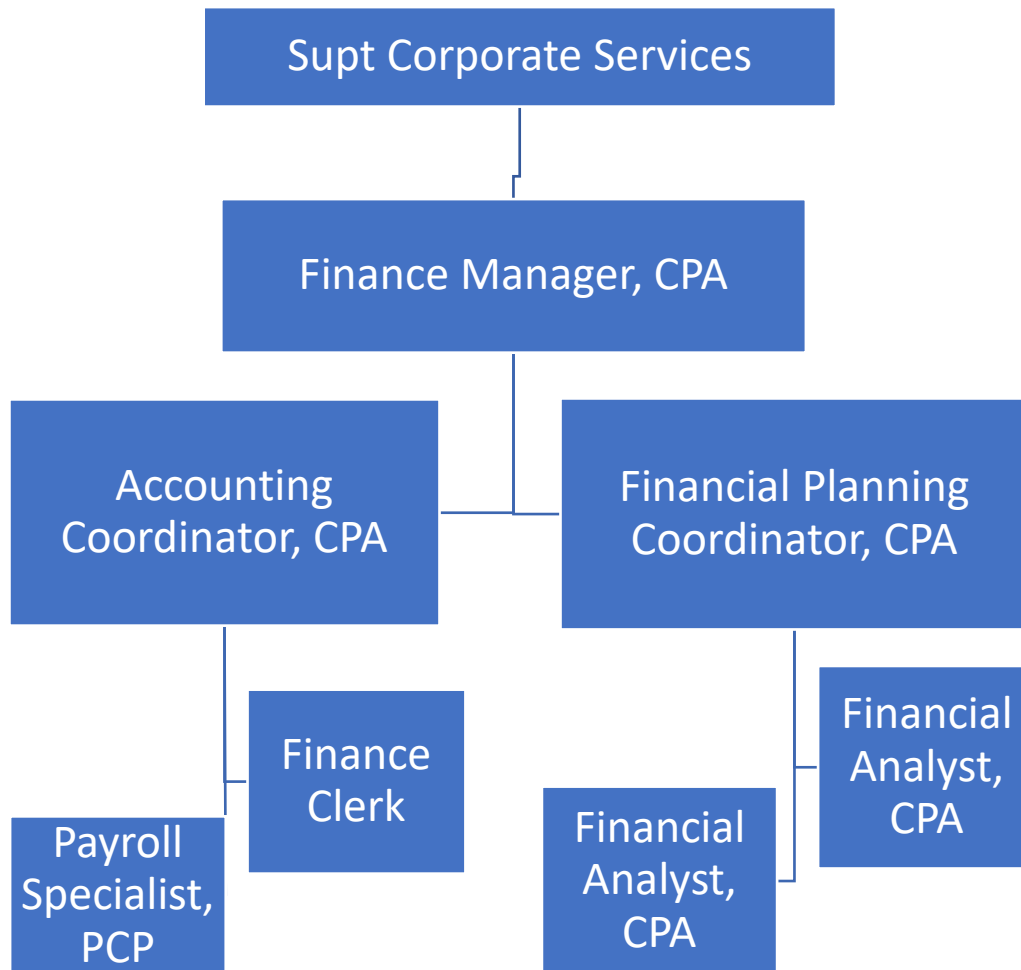
## Monitoring Financial Performance

- Budget to Actual Variance Analysis
- Forecasting
- Risk Assessment - Evaluation

## Reporting

- Police Service Board Reports
- Government Agencies
- External Auditors
- Region partners

# Who Performs the Work:



## Skilled Professionals

- Regulated by the Canadian Payroll Association and Chartered Professional Accountant –Ontario
- Strong understanding of ethical responsibilities.
- Demonstrates objectivity and impartiality in all aspects of role.
- Trained to approach decision strategically, with an unbiased lens by utilizing decision support tools and reliable data.
- Strong degree of commercial awareness, evaluate motivations of partners.
- Trained in risk assessment and mitigation strategies.

# Workload Metrics– 2023 Year

## General Accounting: (3 FTE)

- **Billing Invoices Issued** – approx. 500 invoices processed; dollar value \$17,859,037 – for Special Duty, Secondment Agreements, Vehicle Leases, OPVTA membership, Casino, Grants, etc.
- **Payroll** –
  - Total expenditure = \$176.2M, represents 91% total operating expenditure
  - Annual Number of pay cheques = 30,706, 1181 per pay period.
  - Number of audit checks performed = 1,586 per annum (60 per pay)
  - Number of Payline or KRONOs entries = 16,094 or (619 per pay)
  - Number of ROEs incl terminations, leaves of absence = 104 per annum; 4
- **Workload activities:** including Payroll, System updates,
  - **Number of inquiries** – approx. 7,800 per annum; avg 150 per week.

# Workload Metrics– 2023 Year – Continued

## **Financial Planning, Reporting & Analysis (3 FTE):**

### ➤ **Budgets :**

#### ➤ Operating Budget

➤ 112 Cost Centres, approx. 56 per Analyst

➤ 120 sub account categories; 2,088 total accounts.

➤ 51 Program Managers & Department Leads, approx. 26 per Analyst

### ➤ **Reporting:**

➤ 40 Board Reports

➤ 17 Grant Interim, Final Reports

➤ 24 Region reporting

### ➤ **Financial Statement Preparation**

➤ Prepared monthly, with Quarterly reporting

➤ Adjusting journals 592 per annum including payroll adjusting journals.

### ➤ **General Inquiries:** approx. 2,000 per annum



# Purchased Financial Services

- The Police Service Board purchases financial services from the Region.
- Some of these services are charged back within the Indirect Allocations section of the Police Budget.
- The Financial services include:
  - Peoplesoft Payroll System, Hyperion Budget and KRONOS timekeeper; chargeback operating expenses related to systems ie licenses.
  - Payroll services – transaction type processes completed post bi-weekly payroll close.
  - Accounts Payable services – payment processing of invoices, cheque processing, bank reconciliation.
  - Accounts Receivable services – banking clerks, payment receipt, account statement issuance.
  - Capital and Operating budget support, debt financing issuance

# Challenges and Mitigation Strategies

## Challenges

Trained professional staff difficult to recruit and cover for short term absences

Competing Priorities– budgets, grant reporting, year- end, financial statement prep, audit testing, responding to inquiries

Balancing between the Service Delivery Model and resource constraints

## Mitigation Strategies

Cross train, working with HR on strategies for recruitment & short-term absence.

Continuous review of activities to ensure staff are focused on value added activities

Greater focus on financial analysis, decision support, and external scan for funding opportunities

# Questions?

Laura Rullo

Finance Manager

[Laura.Rullo@niagarapolice.ca](mailto:Laura.Rullo@niagarapolice.ca)