

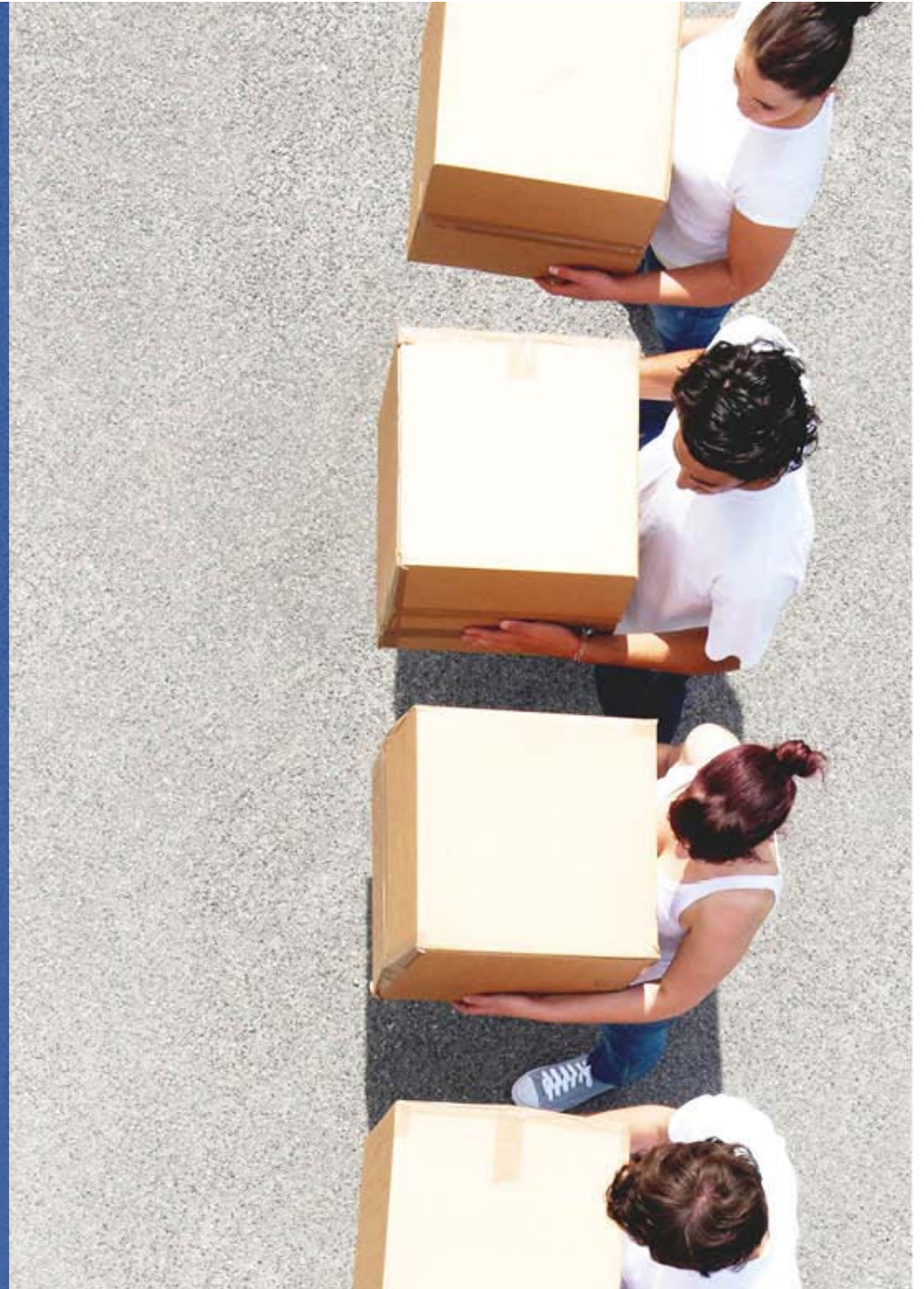


County of Lambton

Social Services Division Review

Final Report Presentation
to County Council

Nov. 26th, 2020



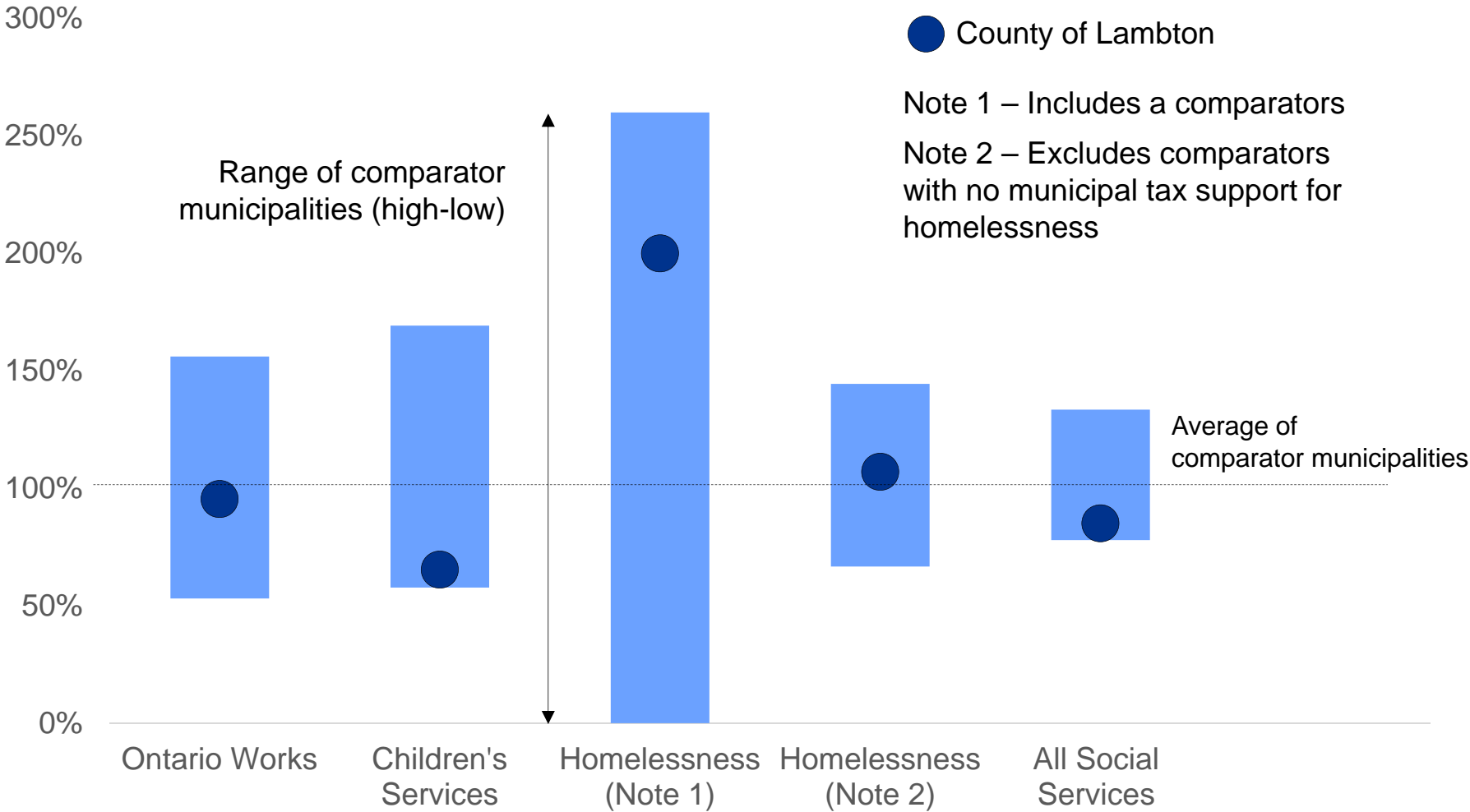
Introduction

- In September 2020, KPMG was requested by the County to assist with a review of its human and social services, including:
 - Social assistance (Ontario Works)
 - Housing services
 - Children's services
 - Homelessness prevention
 - Circles
- Over the past ten weeks, KPMG has worked with County staff on the key deliverables for the review:
 - Service profiles that provide details on the County's human and social services, including the rationale for its involvement in the delivery of the service
 - Comparative analysis involving other service managers
 - Process mapping that broke down processes into individual work elements and identified areas for potential enhancements and operating efficiencies

Introduction

- The nature of the County's services and the associated costs and Provincial funding limits the ability to realize significant cost reductions
- The County's operations reflect a strong focus on client service for vulnerable residents, with innovative strategies to achieve positive outcomes
- The cost of delivering human and social services and the associated level of taxation support is low in comparison to the selected service managers included in our analysis
- Notwithstanding the positive findings from our review, we have identified a number of areas where potential improvements have been identified:
 - Reduced reliance on paper documentation
 - Increased coordination and collaboration between functional units
 - Potential efficiencies stemming from organizational redesign and allocations of responsibilities
 - Increased use of technology, including better systems integration and automation of processes
 - Reduced instances of low value work where the cost of performing the work exceeds the value
 - Enhancements with respect to certain financial functions

Comparative Analysis



Potential Courses of Action

- Three priorities have been identified for future implementation efforts
 1. Digitization of documentation and processes
 2. Streamlining of administrative processes
 3. Increase inter-functional collaboration
- The County may also wish to consider changes to its ongoing administration of Circles Canada
- The County may wish to consider applying for the current intake of Municipal Modernization Funding (due December 18th) to support implementation of the opportunities identified through the review