



Governance and Priorities Committee Report

For the Meeting of October 22, 2015

To: Governance and Priorities Committee **Date:** October 9, 2015
From: J. Jenkyns, Deputy City Manager
Subject: Review of Bylaw Enforcement Services

RECOMMENDATION

THAT Council direct staff to bring forward a policy for service reviews, and identify two areas per year to audit.

EXECUTIVE SUMMARY

Earlier this year the City undertook a staff led initiative to engage the City of Vancouver's Internal Audit Team to deliver a value for money audit on the Bylaw Enforcement Services in response to a desire to benchmark this area with best practices; to improve the service delivery; and enhance the connection with the City's overall strategic direction. There are 17 recommendations in the Review. These have been reviewed and discussed internally, and staff concur with both the findings and the recommendations.

Recent staff changes create an opportunity to implement positive improvements by actioning the recommendations from the review, and to better align the service delivery with the City's strategic direction. Recruitment for these vacancies, most significantly, the Manager of Bylaw Services position, will impact the speed of the implementation schedule in the short term. The Manager's foundational involvement with the development of these important fundamentals is considered integral to the success of both the implementation of the changes, as well as the ongoing ownership of them going forward.

PURPOSE

The purpose of this report is to outline the Implementation Plan resulting from the City of Vancouver audit team's findings and recommendations.

BACKGROUND

During the 2015 budget sessions earlier this year, Council expressed concerns around the level of service of the bylaw enforcement function. During those sessions, staff advised Council that a review of the function would occur in 2015 and it was incorporated in the Operational Plan.

7) Facilitate Social Inclusion and Community Wellness								
	Action	Primary Lead	Comments	Q1	Q2	Q3	Q4	
104	Review Bylaw enforcement	LRS	Operational review		Audit June to October	Audit report review		☺

In order to achieve Council's direction, Finance staff approached the City of Vancouver to determine if they had capacity to undertake this review as they have an established internal audit team. Fortunately for the City of Victoria, Vancouver undertook this work on a cost-recovery basis. Staff remain hopeful that Vancouver staff can continue to provide audits of services on an ongoing basis. Given the results of this audit, staff recommend that Council adopt a policy considering undertaking two reviews of City services on an annual basis with the results being provided to Council.

Over time, and with the advent of changing strategic direction, there appears to have been an increased separation between the execution of the Bylaw Enforcement Services function, and the strategic direction of the City at a higher level. In particular, the strategic direction of the "One City" approach along with the overarching value of service to residents, suggests that a demonstrable approach to working with residents to resolve conflicts is a priority. This existing gap produces circumstances that have required increasing attention over time.

ISSUES & ANALYSIS

The Review is attached for reference. It is very thorough, the findings and 17 recommendations are generally concise, and accurate as noted by staff's acceptance of the both the findings and recommendations in each case. They illustrate both existing areas for improvement throughout the function, as well as timelines for implementation. Recognizing the recent staffing changes/vacancies, these timelines are essentially not achievable as outlined. However, the timelines do provide clear insight into sequencing, significance and priority moving forward.

The Implementation Plan noted below reflects the estimated implementation time after the engagement of the new Manager of Bylaw Services. This position is currently being actively recruited. The new Manager will play a leading role in formulating the new approach. While the timelines may need adjusting depending on the circumstances in play at the time, including workload and start date for the new Manager, the overall Implementation Plan mirrors the Vancouver Review by using the established priorities and deliverables to work toward. It is anticipated that this information should also significantly assist the recruitment process because of the clear direction.

Staff have already started implementing the recommendations, and recommendations 7.1 (payments at Public Service Centre), 7.2 (process for cancelling tickets) and 8.1 (suspense account for payments) have already been completed. However, the remaining timelines identified in the review are proposed to be extended by approximately three months in order to hire a new manager who will lead the implementation. It should also be clear, that over-achieving on the timelines will be actively pursued.

IMPLEMENTATION PLAN

Define and Communicate the Bylaw Office's Mandate

1. Recommendation F.1.1 - Define Mandate and Mission
Completion: February 15, 2016
2. Recommendation F.1.2 - Ensure Internal and External Messaging Reflects Mission and Mandate
Completion: February 15, 2016

Review Scope and Focus Enforcement Activities

3. Recommendation F.2.1 - Clearly Established Enforcement Priorities
Completion: March 15, 2016
4. Recommendation F.2.2 - Establish Service Level Objectives for Enforcement Priorities
Completion: March 15, 2016

Enhance Management Oversight of the Bylaw Services Function

5. Recommendation F.3.1 - Ensure Mangers Role Includes Oversight in File Review, Case Management and Performance Management
Completion: March 15, 2016

Establish Metrics To Measure and Drive Performance

6. Recommendation F.4.1 - Establish Comprehensive Performance Metrics
Completion: March 15, 2016

Enhance Accessibility of the Bylaw Office

7. Recommendation F.5.1 - Review Administrative Resources for Improved Phone Coverage
Completion: February 15, 2016
8. Recommendation F.5.2. - Review Operational Requirements for Tracking Field Officers
Completion: March 15, 2016

Standardize Customer Communication Protocols

9. Recommendation F.6.1 - Establish Guidelines for Enhanced Citizen Interaction
Completion: March 15, 2016

Ticket Cancellation Controls

10. Recommendation F.7.1 - Ticket Payments at Public Service Counter Determination
Completion: **Completed**
11. Recommendation F.7.2 - Revise Process for Identifying Cancelled Tickets in System
Completion: **Completed**
12. Recommendation F.7.3 - Clear Approval Process for Ticket Cancellation
Completion: April 15, 2016

Streamline Ticket Issuance and Payment Process

13. Recommendation F.8.1 - Investigate Use of Suspense Account for Payments
Completion: **Completed**
14. Recommendation F.8.2 - Investigate Use of Handheld Ticket Generation Devices
Completion: March 15, 2016
15. Recommendation F. 8.3 - Investigate Online Ticket Payment Option
Completion: March 15, 2106

Improve Integration and Cooperation

16. Recommendation F.9.1 - Establish Internal Communications Protocols for Enhancing Communications Amongst Bylaw Services Staff
Completion: March 15, 2016

Skills and Training


17. Recommendation F.10.1 - Establish Formal Training Plan
Completion: April 15, 2016

CONCLUSIONS

This Review identified areas for improvements throughout the service area, along with providing a clear approach to implementing enhancements. With the commitment of all of the personnel involved in moving this forward, the end result should provide for significant enhancements for the service itself and for those involved in its delivery.

Staff will report back to Council on the progress of the implementation as part of the next quarterly reporting on the Operational Plan.

Respectfully submitted,



Jocelyn Jenkyns
Deputy City Manager

Report accepted and recommended by the City Manager

Date:



October 16, 2015

List of Attachments

City of Vancouver Review of Bylaw and Legislative Services Division