Agenda – Executive Policy Committee – October 21, 2015

AUDIT COMMITTEE

Item No. 5 Community By-law Enforcement Services Audit

WINNIPEG PUBLIC SERVICE RECOMMENDATION:

That the Community By-law Enforcement Services Division Audit be received as information.

ADMINISTRATIVE REPORT

Title: **Community By-law Enforcement Services Division Audit**

Critical Path: **Audit Committee - Council**

AUTHORIZATION

Author	Department Head	CFO	CAO/COO
L. Klimchak	B. Mansky Acting City Auditor		

RECOMMENDATIONS

That the Community By-law Enforcement Services Division Audit be received as information.

REASON FOR THE REPORT

The report is being submitted in accordance with the City Organization By-law 7100/97 section 19(d)(iv) that the Audit Committee will "receive and review audit reports, and table such reports with its recommendations at a regular meeting of Executive Policy Committee."

EXECUTIVE SUMMARY

The objectives of the audit were:

- To assess the efficiency and effectiveness of the Community By-law Enforcement Services Division.
- To assess whether adequate systems, processes, practices and controls are in place for the Division to achieve its goals and objectives.

The most significant observations of the audit include:

1. The Community By-law Enforcement Services Division is operating efficiently and effectively, and has implemented systems to achieve their goals and objectives.
2. Community By-law Enforcement Services Division management has successfully made numerous improvements to the operations of the Division, has significantly decreased the number of vacant and derelict buildings in the city, and has achieved a customer satisfaction rating of 87% (2013).
3. Effective systems have been developed to support the achievement of the Division's continually evolving strategic plan. The plan contains clearly defined objectives, goals, risk assessments, and strategies for service. The Division's objectives and strategies are clearly connected to the City planning documents *OurWinnipeg*, and the City's LiveSAFE crime prevention strategy.

4. A robust performance measurement system is in place that Division management regularly improves. Community outreach has been made a service priority, and relationships with community groups have been strengthened.
5. The Division significantly exceeded the ten day response time goal for a brief period in September and October 2013. This was due to a combination of factors that occurred during the summer months. Numerous strategies have been developed to address increasing workloads and the corresponding increases in response times.
6. The Division meets the requirements for public reporting as given by Council.
7. Division management has placed high priority on providing staff with good direction, job and safety training, and opportunities for advancement, and adequate management systems are in place to enable staff to do their jobs effectively. Management recognizes the need to refresh conflict resolution training to mitigate limited risks of aggression from the public.
8. To increase officer safety, and promote community awareness, it would be appropriate for the Division to provide conspicuously marked operations vehicles to officers on duty, rather than to require officers to use their own personal vehicles.
9. Operational efficiencies may be achievable through the use of mobile tablet technology; however, the Division needs to analyze the potential capacity increases that can be achieved before such an investment is made.

IMPLICATIONS OF THE RECOMMENDATIONS

The most important component of an audit recommendation is its implementation. The Public Service is responsible for the implementation of appropriate actions to address the recommendations. Key recommendations from the report include:

1. Further refine the performance measurement system by creating outcome measures and targets relating to community group partnerships.
2. Ensure that 311 service scripts take into account expected seasonal fluctuations in service demand.
3. Develop a retraining schedule for Community By-law Enforcement Officers and opportunities for officers to practice de-escalation and conflict resolution techniques related to their enforcement duties.
4. Continue to pursue leasing conspicuously marked enforcement vehicles for Community By-law Enforcement Officers to perform their duties.
5. Continue to explore the deployment of tablet technology by analyzing the extra capacity in service that employing tablets can achieve.

HISTORY

The Community By-law Enforcement Services Division of the Community Services Department was established in November 2008. At that time Council identified inefficiencies and red tape in the City's approach to by-law enforcement that could be eliminated by creating an identifiable, stand-alone enforcement unit. An audit of the Community By-law Enforcement Services Division was endorsed by the Audit Committee in the City Auditor's Audit Plan 2011-2014.

FINANCIAL IMPACT

This report is submitted as information and as such there is no associated financial impact.

(Original Signed by B. Mansky)
B. Mansky
Acting City Auditor

CONSULTATION

Community Services
Winnipeg Fleet Management Agency

OURWINNIPEG POLICY ALIGNMENT

01-3 Prosperity - Direction 1 - Provide Efficient and Focused Civic Administration and Governance

This report supports the demonstration of accountability through reporting and to continuously pursue innovative, streamlined service delivery and decision-making processes.

SUBMITTED BY

Department: Audit Department
Prepared by: L. Klimchak
Date: September 18, 2015

ATTACHMENT:



CBES Audit - Final Sept 2015.pdf