

Audit Committee Report

DATE: Monday, September 19, 2022

WARD(S): ALL

TITLE: SERVICE VAUGHAN AUDIT

FROM:

Kevin Shapiro, Director of Internal Audit

ACTION: FOR INFORMATION

Purpose

To communicate the findings from the Service Vaughan Audit.

Report Highlights

- In June 2022, Council approved the rebranding of Access Vaughan into Service Vaughan. The rebranding formalizes a strategy to enhance the citizen experience by timely service delivery and increasing first contact resolution.
- Service Vaughan is the City's contact centre for telephone, email, and in-person inquiries and service requests.
- In general, the audit has identified opportunities to improve the operational efficiency and effectiveness of Service Vaughan.
- Management has developed action plans which will mitigate the identified risks and address the recommendations outlined in the report.
- This audit was conducted in conformance with the *International Standards for the Professional Practice of Internal Auditing*.
- Internal Audit will follow up with management and report on the status of management action plans at a future Audit Committee meeting.

Recommendations

1. That the Internal Audit Report on Service Vaughan be received.

Background

The objective of the audit was to evaluate the adequacy and effectiveness of the internal controls, processes, and procedures in place to mitigate the business risks associated with managing Service Vaughan.

The audit approach included assessing:

- That strategic plans are appropriately developed, implemented, and monitored, and align with the City's strategic initiatives and priorities.
- There is adequate management oversight, ensuring the proper execution of Service Vaughan's operations and services.
- Key performance indicators have been developed and management tracks, monitors, and reports on the critical success factors of the department.
- Budgetary and financial records appropriately reflect operational and capital objectives.
- Policies and procedures are regularly reviewed, updated, and applied consistently.
- Information Technology systems are being leveraged and used to their maximum capabilities.

The scope of the audit covered Service Vaughan's activities for the period of January 2021 to June 2022.

Previous Reports/Authority

Not applicable.

Analysis and Options

Service Vaughan, formerly known as Access Vaughan, was launched in 2006 as the City of Vaughan's contact centre. Since then, Service Vaughan has received more than 3 million phone calls. The average monthly call volume is more than 16,000 and the average monthly email volume is more than 2,000 inquiries.

In May 2022, City Hall was reopened to the public after being closed for more than two years in response to the pandemic. Service Vaughan has been the lead department for overseeing improvements for in-person services.

In June 2022, Council approved the rebranding of Access Vaughan into Service Vaughan. The rebranding formalizes a strategy to enhance the citizen experience by timely service delivery and increasing first contact resolution. Service Vaughan has recently joined the Office of Communications and Economic Development portfolio to provide accurate and timely information and consistent messaging.

Financial Impact

There are no direct economic impacts associated with this report.

Broader Regional Impacts/Considerations

Not applicable.

Conclusion

The audit has identified opportunities to improve the operational efficiency and effectiveness of Service Vaughan by:

- Developing effective operational and staffing strategies, and optimal performance measures.
- Leveraging technology to enhance information retrieval, manage call volume and capture citizen feedback.
- Developing standard operating procedures and improve Citizen Service Representative training.
- Implementing corporate-approved guidelines, including but not limited to corporate policies and service level agreements, to enhance service offerings, two-way communication and relationship management with departments across the corporation.

For more information, please contact Kevin Shapiro, Director of Internal Audit, ext. 8293

Attachments

1. Internal Audit Report – Service Vaughan Audit
2. Presentation Materials

Prepared by

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Approved by

A handwritten signature in black ink, appearing to be 'K. Shapiro', with a long horizontal flourish extending to the right.

Kevin Shapiro, Director of Internal Audit