


# Parks Operations Audit

Audit Committee – October 2, 2023



# Agenda

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1. Audit Objective
  2. Scope and Methodology
  3. Audit Conclusion
  4. Management Action Plans
  5. Next Steps
  6. Questions

# Audit Objective

- ▶ To evaluate the adequacy and effectiveness of the internal controls, processes, and procedures in place related to Parks Operations, and that they are adequately designed and operating as intended to mitigate business risks.





# Audit Scope and Methodology

- ▶ Review of the strategic goals, objectives, and oversight of the department
- ▶ Review of relevant policies and procedures, service levels, and safeguarding of assets
- ▶ Use of technology
- ▶ Interviews with staff and management
- ▶ The scope of the audit covered Parks Operations activities for the period of June 2021 to October 2022





## Audit Conclusion

The audit has identified opportunities for improvement to ensure risks related to Park Operation's activities are efficiently and effectively mitigated.

# Issues and Observations

The following opportunities were identified:

- 1 Develop a Strategic Resourcing Plan and enhance the Staff Training Program
- 2 Enhance Monitoring and Oversight of Acceptable Service Levels, Service Requests and Inspections Process
- 3 Appropriately Safeguard Assets, Equipment and Inventory





# Management Action Plans



# Management Action Plans

1

## Develop a Strategic Resourcing Plan and Enhance the Staff Training Program

- ▶ Staff to conduct a review to develop a strategic resourcing plan for the parks operations that will ensure that the division is positioned to meet the demands of a growing community. The review will include a jurisdictional scan of organizational structures in other municipal governments, right mix of in-sourcing vs. out-sourcing of services, staffing ratios, etc.
- ▶ The portfolio has created a new onboarding process for returning seasonals and new employees which will be formalized and used to ensure a consistent approach to training year-over-year and will also include a train-the-trainer curriculum. This will be accompanied by a sign-off process for key on-the-job activities.

### PROGRESS TO DATE:

- ✓ A Request for Proposal (RFP) is being issued this fall to develop a strategic resourcing plan
- ✓ New employee onboarding process which was piloted in 2023 will run in 2024 and be formalized as a consistent process for the future
- ✓ A digital form that tracks staff attendance at district health and safety meetings has been created



# Management Action Plans

2

## Enhance Monitoring and Oversight of Acceptable Service Levels, Service Requests and Inspections Process

- ▶ Staff will enhance data and analytics capabilities and work to support implementation of a the corporate work order management system which will enable the division to better monitor service levels and service targets through digitalization
- ▶ Staff will enhance the service request administration process by leverage existing training materials, reference guides and manuals to document standard operating procedures and ensure that all service requests are captured in the Customer Relationship Management (CRM) system

### PROGRESS TO DATE:

- ✓ Live dashboards are available that outline the nature of service requests and top concerns of residents
- ✓ During implementation of the Customer Relationship Management (CRM) system numerous training materials and resources were developed in coordination with the Office of the Chief Information Officer
- ✓ Staff are working closely with Service Vaughan to ensure that all service requests are logged

# Management Action Plans

2

## Enhance Monitoring and Oversight of Acceptable Service Levels, Service Requests and Inspections Process (cont'd)

- ▶ Staff are working closely with partners in Infrastructure Planning and Corporate Asset Management (IPCAM) to ensure that there is a baseline of park assets and will further integrate detailed asset components into the Standardized Operating Procedures
- ▶ Staff will further benchmark its inspections target and process against other municipalities and industry standards and balance risk versus cost for a more frequent inspections cycle, i.e., 14-days (City) versus 30-days (other municipalities)
- ▶ Staff will continue to champion employee health and safety by monitoring Crew Site Inspection Forms and setting targets

### PROGRESS TO DATE:

- ✓ Park assets baseline review initiative underway with partners in IPCAM
- ✓ Initial benchmarking of inspection targets indicate that Vaughan is a leading municipality
- ✓ A digitalized parks inspection form has significantly streamlined the inspections process
- ✓ Parks Operations has exceeded yearly targets for Crew Site Inspection Forms from 550 to over 753 to date

# Management Action Plans

3

## Appropriately Safeguard Assets, Equipment and Inventory

- ▶ Staff will create a baseline inventory of all Park Operations equipment and tool assets and develop a formal equipment and tool management system
- ▶ Staff will review and request appropriate budget for placing cameras and employee access readers in locations where equipment, tools and inventory are being stored to enhance the safeguarding of equipment

### PROGRESS TO DATE:

- ☑ In January 2023, a digitalized tool sign-in and sign-out process was piloted which will be rolled out to all districts in 2024
- ☑ Staff are working with the Facilities Management Department to determine the installation of cameras and preliminary estimates from a budget perspective have been provided





## Next Steps

- ✓ Action plans have been developed
- ✓ Implementation is underway or completed
- ✓ Internal Audit will follow up and report on the status of these action plans



# Questions?



# Thank you!