

Committee of the Whole (2) Report

DATE: Tuesday, September 22, 2020

WARD(S): ALL

**TITLE: INTERNAL AUDIT REPORT – BY-LAW & COMPLIANCE,
LICENSING & PERMIT SERVICES AUDIT: PHASE 1**

FROM:

Kevin Shapiro, Director of Internal Audit

ACTION: FOR INFORMATION

Purpose

To communicate the findings from the By-Law & Compliance, Licensing & Permit Services Audit: Phase 1.

Report Highlights

- Policy and Business Planning administers and provides client support for regulatory services and provides business support and policy development to all areas of the By-Law & Compliance, Licensing & Permit Services Department.
- While the department has made significant progress on several initiatives over the past number of years, further improvements will be required to ensure risks related to the execution of the City's By-Law strategy are efficiently and effectively mitigated, while continuing to support the needs of the community.
- Management has developed action plans which will mitigate the identified risks and address the recommendations outlined in the report.
- Internal Audit will follow up with management and report on the status of management action plans at a future committee meeting.

Recommendations

1. That the Internal Audit Report - By-Law & Compliance, Licensing & Permit Services: Phase 1 be received.

Background

Based on the variety and depth of the programs and activities that By-law Compliance, License and Permit Services (BCLPS) is responsible for, we have been conducting the BCLPS audit in phases. We started by reviewing the Policy & Business Planning business unit (Phase 1), followed by Enforcement Services (Phase 2). Animal Services (Phase 3), is anticipated to be included as part of the 2021 Internal Audit Risk Based Work Plan.

The objective of phase 1 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 of By-law Policy and Business Planning.

The audit approach included a review of the strategic goals, objectives and oversight of the business unit, review of relevant programs, legislation, policies and procedures, use of technology, and interviews with staff and management.

The audit scope included regulatory activities since inception of the 2014 By-law Strategy and other department related activities that occurred in January 2018 to May 2020.

Previous Reports/Authority

Not applicable.

Analysis and Options

The mission of BCLPS is to protect the health, safety and wellbeing of the community through community partnership and an educational and regulatory compliance framework that supports the quality of life for all citizens through the Term of Council Priorities. BCLPS realizes this mission through three core business units of Policy and Business Planning (PBP), Enforcement Services and Animal Services.

PBP administers and provides client support for regulatory services and provides business support and policy development to all areas of the department. PBP realizes this mission through its key business areas of Licensing & Permits, Administrative Monetary Penalties, By-law Services, Policy Development and Business Planning.

Financial Impact

There are no direct economic impacts associated with this report.

Broader Regional Impacts/Considerations

Not applicable.

Conclusion

While the department has made significant progress on several initiatives over the past number of years, further improvements will be required to ensure risks related to the execution of the City's By-Law strategy are efficiently and effectively mitigated, while continuing to support the needs of the community. The following opportunities were identified:

- Reevaluating and updating the By-law strategic framework, principles and deliverables to ensure they remain realistic and achievable.
- Ensuring parking permit processes comply with the City's Parking By-Law.
- Leveraging advances in technology to improve business processes.
- Establishing Key Performance Indicators to measure department performance.

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

Attachments

1. Internal Audit Report – By-Law & Compliance, Licensing & Permit Services:
Phase 1

Prepared by

Kevin Shapiro, Director of Internal Audit, ext. 8293

Approved by

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

Kevin Shapiro, Director of Internal Audit