



**Report
Staff Report**
The Corporation of the City of Brampton
4/24/2024

Date: 2024-04-08

Subject: **Recommendation Report - Enforcement Operational Review Findings and Recommendations**

Contact: Robert Higgs, Director, Enforcement and By-law Services

Report number: Legislative Services-2024-328

RECOMMENDATIONS:

1. That the report from Robert Higgs, Director, Enforcement and By-law Services to the Committee of Council Meeting of April 24, 2024, re: **Enforcement Operational Review Findings and Recommendations** be received;
2. That staff be directed to design a phased plan for implementing the recommendations outlined in the AtFocus Consulting report; and,
3. That staff be directed to report back to Council with a detailed implementation plan including the associated financial implications.

OVERVIEW:

- On December 7, 2023, a motion was proposed to direct staff to conduct a comprehensive operational review of Enforcement and By-law Services to enhance the efficiency, effectiveness, and consistency of operations.
- Staff engaged the services of an external management consultant to conduct the work, aiming to bring an impartial perspective to the review process.
- The operational review assessed the current state of service delivery within Enforcement and By-law Services, specifically focusing on the complete complaint resolution process.
- AtFocus Consulting prepared a report of their findings and a series of recommendations for implementation (Attachment 1).
- Staff will report back to Council with a comprehensive phased implementation plan with the associated resource requirements and financial implications.
- Implementing recommendations for long-term change will require support, effective change management, time for execution, and alignment with other corporate initiatives including the CX Strategy and accompanying action plan.

- The new Commissioner of Legislative Services and the Director of Enforcement have proactively undertaken initiatives that address the key areas for improvement identified in the recommendations.
- There is no financial impact resulting from the adoption of the recommendations in this report. All costs associated with the implementation plan will be identified in a future report for Council's consideration.

BACKGROUND:

At the Special Council Meeting held on December 7, 2023, a motion was proposed to direct staff to "conduct a comprehensive operational review of Enforcement and By-law Services to enhance efficiency, effectiveness, and consistency of operations, with a focus on optimizing use of resources, identifying potential service improvements (incl. proactive enforcement strategies), and establishing standard operating procedures and metrics to assess performance and promote accountability, and report back to Council in Q1 of 2024." Staff engaged the services of an external management consultant, AtFocus Consulting, to conduct this work, aiming to bring an impartial perspective to the review process.

AtFocus Consulting is an experienced firm assisting organizations to achieve enterprise-wide continuous improvement. AtFocus has completed over 75 service delivery reviews and plans and has experience working with over 35 municipalities, towns, and regions across Canada. Their work includes strategic and business planning, process design and improvement, service delivery optimization, and customer relationship management. Their experience with the City of Brampton includes business planning with the Policy and Planning division and the Customer Experience Channel Strategy.

CURRENT SITUATION:

Scope of Review

Work began in January 2024, and concluded in March 2024. The review included a thorough examination of service request trends, 311 and enforcement data, customer complaints, and end-to-end business processes. Stakeholder engagement was achieved through interviews, web surveys, and focus groups with officers, supervisors, management, commissioners, business partners, and Councillors. The key focus areas of the review were mapping service levels, resource allocation, and business processes.

The findings of this review will aid the development of a comprehensive roadmap setting future actions and targeted improvements to service delivery. Improvements will also aim to strategically position enforcement processes to effectively address escalating service delivery demands and maintain high-quality customer service standards.

Overview of Findings

The report prepared by AtFocus highlights the intricate and complex nature of the challenges faced, including:

1. Increasing service requests;
2. Resource capacity for optimal enforcement response; and,
3. High number of callbacks and escalations to Councillors (as a result of 1 and 2)

The report recommends increasing staffing immediately to stabilize the organization and to bring relief to the current high pressure and increasing demand. The report also identifies that increasing full-time equivalents alone, over the long term, will not address the root causes affecting current customer issues. To address the root causes, AtFocus proposes that actions also be taken to:

1. Improve the culture;
2. Advance the use of technology; and,
3. Re-engineer key policies and processes.

Report Recommendations

The report provides 28 recommendations, categorized into Culture, Advancements, and Practices. Based on the review's scope, some recommendations require further analysis to ensure their effectiveness and implementation feasibility. The report recommends a comprehensive, phased approach to implementation, including specific implementation mechanisms. For a detailed analysis of the recommendations, see Attachment 1, "Recommendations".

Alignment with Other Corporate Initiatives

During the 2018-2022 Term of Council, staff were directed to develop a Customer Experience (CX) Strategy. This strategy emphasizes a customer-centric approach that aligns business goals and customer needs. Currently, the strategy and accompanying action plan are still being developed. The recommendations made in the Enforcement Operation Review align with and support the main ideas of this strategy.

Internal Audit is also currently undertaking its By-law Enforcement - Property Standards audit. The audit will review processes and controls related to Property Standards enforcement to ensure proper oversight is in place and processes are functioning as intended. This review will identify additional areas for improvement not addressed in the AtFocus operational review and propose solutions to address control issues or enhance processes.

Next Steps

Short-term implementation actions may commence without delay. However, mid-and longer-term implementation may require broader corporate investment and future budget consideration. Considering the impact, effort, and interdependencies of recommendations and other corporate initiatives, staff will develop a phased implementation plan. This comprehensive action plan, including a staffing analysis and associated financial and resource implications, will be reported back to Council in Q2 2024.

In recognition of the increasing demands on service delivery, the Commissioner of Legislative Services and the Director of Enforcement and By-law Services had already begun implementing some improvements prior to the final report. These improvements address the key areas for improvement subsequently identified in the report recommendations, including:

- Standard Operating Procedures and Process Improvements: An Enforcement and Service Delivery Committee was initiated in each service branch to address their specific portfolios with these items as core deliverables.

- Evaluate 311 Support: A 311 Working Group has been revitalized and tasked with specific directions to review how communications and efficiencies can be enhanced to improve the customer experience.
- Staff Morale: The new Director and Commissioner's active engagement within the work environment helps foster a positive narrative. Incorporating frontline personnel in committees aims to both enhance effectiveness and boost morale.
- Expand on Automatic Licence Plate Readers (ALPR): A second ALPR was put into service in April 2024 with enhanced capacity to be operated during night conditions. Further deployments are anticipated but have not yet entered the budget cycle.

CORPORATE IMPLICATIONS:

Financial Implications: There is no financial impact resulting from the adoption of the recommendations in this report. All costs associated with the implementation plan will be identified in a future report for Council's consideration.

STRATEGIC FOCUS AREA:

The work undertaken and the implementing actions support the City's strategic focus areas and priorities. Enhancing operational efficiency, effectiveness, and consistency fosters service excellence, innovation, efficiency, effectiveness, accountability, and transparency (Government and Leadership).

CONCLUSION:

The findings from the operational review underscore the value and importance of enhancing operational efficiency, effectiveness, and consistency. However, enforcement cannot be the sole solution in isolation from the other influencing factors, and implementing actions will require significant internal and Council support.

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Attachments:

- Attachment 1 – AtFocus Enforcement Review Final Report

- Attachment 2 – AtFocus Enforcement Review Final Report Electronic Appendix A, Process Maps