



AUDITOR GENERAL'S REPORT ACTION REQUIRED

Toronto Animal Services - Licence Compliance Targets Need To Be More Aggressive

Date:	October 5, 2011
To:	Audit Committee
From:	Auditor General
Wards:	All
Reference Number:	

SUMMARY

The Auditor General's Work Plan included a review of Toronto Animal Services. The objective of this review was to assess the effectiveness of certain administrative practices with particular emphasis on the processes relating to Animal Licences. This audit did not include a review of revenue controls as this area was the subject of a review by the City Manager's Internal Audit Division in 2009.

This report contains 11 recommendations along with a management response to each of the recommendations. The implementation of these recommendations will improve the overall effectiveness of the City's Animal Services program, strengthen controls, improve efficiency and accountability and generate additional revenue.

RECOMMENDATIONS

The Auditor General recommends that:

1. City Council request the Executive Director, Municipal Licensing and Standards to revisit the 2005 Dog and Cat Licensing Strategy Report and provide Council with an updated plan of action. This process be part of the upcoming review of licensing revenues due in 2012. Realistic but aggressive licence compliance targets for 2012 and onwards be established. Such compliance rates be incorporated into future operating budgets. Comparisons of actual compliance rates to target rates be monitored and reported to City Council annually.

2. City Council request the Executive Director, Municipal Licensing and Standards review best practices particularly the practices currently used by the City of Calgary in order to evaluate the options available to increase the rate of compliance for dog and cat licensing. Such a review consider the possibility of introducing a rewards incentive program in order to encourage compliance.
3. City Council request the Executive Director, Municipal Licensing and Standards to review options to expand animal licence sales City-wide including developing partnerships with the Toronto Humane Society, veterinary clinics and pet supply stores. These options be incorporated into the upcoming 2012 report on licensing revenues being prepared by the Executive Director of Municipal Licensing and Standards. Further, formal agreements with those partners participating in the animal licence program should be developed.
4. City Council request the Executive Director, Municipal Licensing and Standards formalize a plan to expand Toronto Animal Services' ability to provide animal adoption services by increasing the number of partnerships with veterinary clinics and pet supply stores.
5. City Council request the Executive Director, Municipal Licensing and Standards develop additional performance measures in Toronto Animal Services and periodically report to the Licensing and Standards Committee on performance using measures established.
6. City Council request the Executive Director, Municipal Licensing and Standards ensure compliance with the Field Services Policy requiring consistent, complete and accurate information entered into activity logs and provide evidence of supervisory review.

Further, City Council request the Executive Director Municipal Licensing and Standards in consultation with the Chief Information Officer expedite the implementation of the Animal Services Electronic Communications Capital Project by the end of 2012.

7. City Council request the Executive Director, Municipal Licensing and Standards, and the Director of 311 Toronto to expedite the expansion of 311 services to Toronto Animal Services. Once integrated, the current staffing resource requirements at the Toronto Animal Services Call Centre be evaluated.
8. City Council request the Executive Director, Municipal Licensing and Standards ensure staff complete the controlled substance registry in accordance with the Ontario Veterinarians Act and Toronto Animal Services policy. Controlled substances should be stored in a secure location. The Executive Director, Municipal Licensing and Standards review the need to replace current manual registry system with an automated system.

9. City Council request the Executive Director, Municipal Licensing and Standards review the current practice of each shelter having staff pick up dead animals and review the possibility of assigning designated staff and vehicles to pick up and transfer dead animals City-wide.
10. City Council request the Executive Director, Municipal Licensing and Standards to evaluate whether or not a change in shift schedules would reduce overtime. Supervisors should regularly monitor and authorize overtime and standby reports.
11. City Council request the City Manager ensure that audit recommendations made as a result of work conducted by the Internal Audit Division are implemented on a timely basis. Follow up audits should be conducted annually in order to verify that recommendations have been implemented. Results be reported to the City Manager. Further, as part of the follow up the Internal Audit Division should review the controls relating to donation revenue.

Financial Impact

The implementation of recommendations in this report will improve the delivery of services at Toronto Animal Services. More aggressive licence compliance targets has the potential to increase revenue by \$1.3 million.

COMMENTS

The Auditor General's report entitled "Toronto Animal Services – Licence Compliance Targets Need To Be More Aggressive", contains eleven recommendations and is attached as Appendix 1. Management's response to each of the recommendations contained in this report is attached as Appendix 2.

CONTACT

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SIGNATURE

Jeff Griffiths, Auditor General
10-ASD-01

ATTACHMENTS

Appendix 1: Toronto Animal Services, Licence Compliance Targets Need To Be More Aggressive

Appendix 2: Management's Response to the Auditor General's Review of Toronto Animal Services, Licence Compliance Targets Need To Be More Aggressive