

Presentation to the Audit Committee
February 18, 2022
Agenda Item AU11.4

AUDITOR
GENERAL

TORONTO

Toronto Community Housing Corporation (TCHC)

Embedding Accountability into Service Delivery: **Lessons Learned from the Audit of Contracted Property Management Services**

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Auditor General

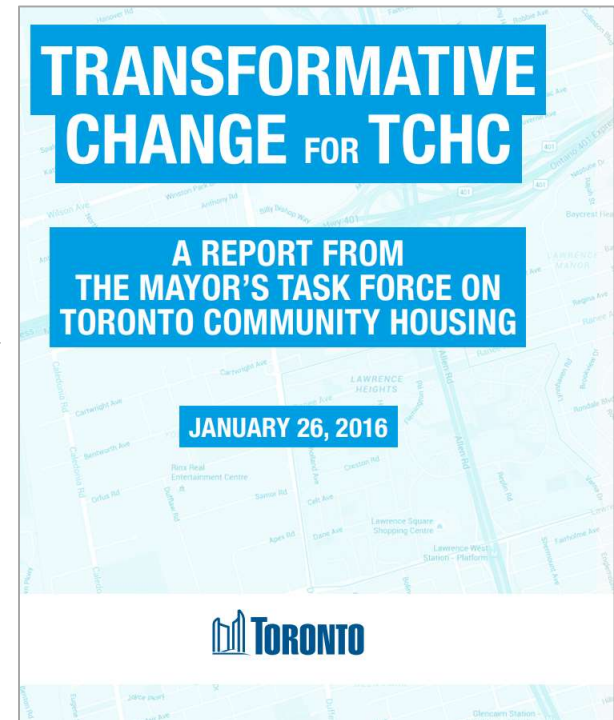
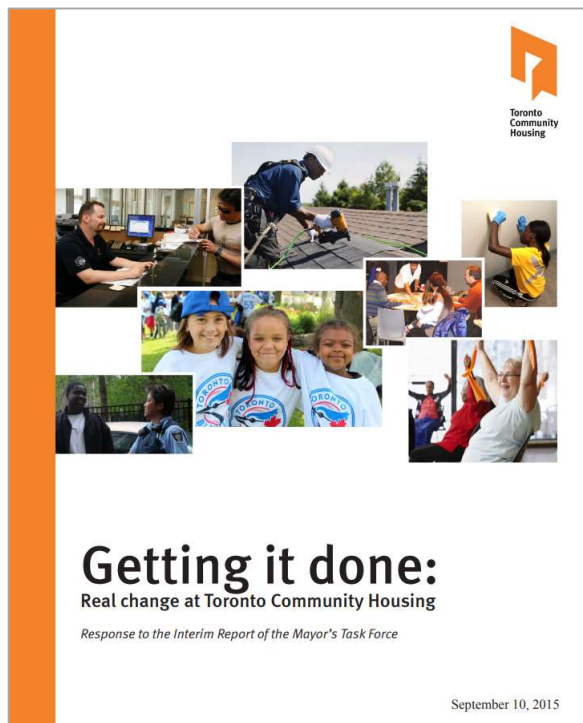
Ina Chan, CPA, CA, CISA
Acting Deputy Auditor General



Key reports

Mayor's Task Force

- *Improved Living at Toronto Community Housing: Priority Actions (2015)*
- *Transformative Change for TCHC (2016)*



- ▶ TCHC's *Getting it done: Real change at Toronto Community Housing (2015)*
- ▶ TCHC's *Evaluation of Contract Managed Properties (2016) and Contract Award: Property Management Services (2017)*

3 Lessons learned

▶ **Going forward the focus should be embedding accountability into service delivery by:**

1. Setting clear, consistent performance expectations and measures
2. Monitoring performance to hold service providers accountable for quality
3. Building trust and confidence through accurate, transparent, data-driven reporting

Lesson 1: Set clear, consistent performance expectations and measures

▶ Going Forward:

1. Set clear and consistent requirements for all TCHC buildings
2. Establish measures or KPIs that support desired outcomes
3. Gather reliable data to track performance and enhance reporting that will drive decisions to continuously improve

Lesson 2: Monitor performance and quality

▶ Going Forward:

1. Monitor and verify that:
 - expenses are valid
 - work is completed in accordance with specifications
 - work is of sufficient quality
 - contracts represent value for money
2. Independent reviews or internal audits to confirm monitoring controls are working
3. Implement process for documenting, escalating, and following up on performance issues

Lesson 3: Building trust and confidence – Accurate, transparent, data-driven reporting

▶ Going forward:

1. Embed accountability by clarifying expectations
2. Stronger oversight, monitoring, and management of service delivery is critical to earning and improving trust
3. Providing transparent, data-driven information to the Board will lead to increased confidence

Conclusion

*“The opportunity to work closely with the Auditor General and her team soon after assuming the role of CEO at Toronto Community Housing **provided critical insight** on how we can **drive accountability** and strive for **continuous improvement** to deliver **excellent tenant service.**”*

Jag Sharma, President and Chief Executive Officer
Toronto Community Housing Corporation

Conclusion

- ▶ 10 recommendations for embedding accountability into service delivery

Lesson learned from this audit are relevant, regardless of who delivers the service

- ▶ Management agreed with all 10 recommendations
- ▶ We express appreciation for the cooperation and assistance we received from TCHC management and staff and contacted property managers

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