

FACILITY MAINTENANCE SERVICES AUDIT

Recommendation

That the November 29, 2024, Office of the City Auditor report OCA02768, be received for information.

Report Purpose

Information only.

Executive Summary

This report presents the results of the Facility Maintenance Services audit.

REPORT

Facility Maintenance Services (FMS) is part of the Fleet and Facility Services Branch, within the City Operations Department. FMS maintains around 900 facilities valued at over \$7 billion. These facilities include recreation centres, City Hall, LRT facilities, libraries, office towers, the zoo, waste management facilities, fire halls, police stations, and many more.

FMS completes maintenance work to ensure that each facility is safe, functional, and compliant with all regulatory and legislative requirements. Maintenance services include both planned and unplanned work.

- Planned work follows a defined schedule and includes preventive maintenance tasks that are either legislated or non-legislated.
- Unplanned work includes both breakdown work to repair failed equipment and demand work for services, maintenance, or installation of equipment that are requested by clients.

The objective of this audit was to determine if the Fleet and Facility Services Branch performs facility maintenance services effectively to meet client needs. This audit focused on the planning and delivery of maintenance work. Custodial services were not included in the scope of this audit.

Overall, the Office of the City Auditor (OCA) found that FMS is committed to providing maintenance services to ensure City facilities are safe, functional, and compliant with regulatory

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and legislative requirements. FMS created over 253,000 work orders over the past 4 years to maintain City facilities. FMS records the work orders accurately for financial purposes and has adequate processes in place to monitor in-house trade staff and defined processes for meeting safety requirements. However, the OCA found areas where FMS can improve its effectiveness in performing facility maintenance services:

- There were a variety of documents which state their mandate. These documents were not consistent with regards to completing capital work.
- Staff were not consistently providing a detailed description of the work performed and FMS uses a variety of statuses to mean that a work order is complete.
- FMS does not have an adequate way to measure its workload capacity in order to accept new demand work.
- The monitoring of forepersons and contract inspectors' time coding, hybrid work arrangement, and location can be enhanced to improve accountability.
- FMS staff were not always completing and reviewing the required safety forms.

The OCA made the following five recommendations to the Fleet and Facility Services Branch:

1. Update its governing documents to reflect current practices, including a clear and consistent mandate and communicating this to FMS clients.
2. Provide staff with clear guidelines on how to document work performed and close work orders and monitor whether staff are complying with this guidance.
3. Develop indicators to track workload capacity and use that information to determine if they can accept new demand work.
4. Improve how it monitors the accountability of forepersons and contract inspectors for:
 - The hours worked.
 - Compliance with the hybrid work arrangement.
 - Consistent use of location monitoring for safety purposes.
5. Consistently completes the required safety forms and verifies that they are completed to meet safety requirements.

Policy

Bylaw 16097, Audit Committee Bylaw, section 14(d) states that "Committee will review all reports from the City Auditor dealing with completed audit projects."

Attachment

1. Facility Maintenance Services Audit Report