

Waste Services Audit

Recommendation

That the February 9, 2018, Office of the City Auditor report CR_5555, be received for information.

Executive Summary

This report presents the results of the Waste Services audit.

Report

The overall objective of this audit was to assess whether or not the Waste Services Branch is able to achieve its vision, mission, and desired outcomes in an efficient, effective, and economical manner. Through our risk assessment process, we identified four specific audit objectives for this audit.

The **first** objective of this audit was to assess the effectiveness of the City's waste processing services. We made two recommendations to improve this. We recommended that the Waste Services Branch Manager develops and implements a formal Performance Management Framework procedural document, reviews performance measure targets, and reviews calculation methodologies to ensure they provide reliable, comparable, and consistent information to support management decision-making and demonstrate achievement of Corporate and Branch goals.

In addition, we recommended that the Waste Services Branch Manager works with Council and/or other levels of government to develop new waste prevention strategies to ensure better alignment with the waste management hierarchy, and considers program components of other municipalities with similar waste reduction and diversion goals.

The **second** objective of this audit was to determine if Waste Services is monitoring and managing the cost-effectiveness of waste processing operations. We made two recommendations to improve this. We recommended that the Waste Services Branch Manager develops and implements a formal process to regularly monitor and receive reports on the operational performance of the waste processing facilities.

In addition, we recommended that the Waste Services Branch Manager develops a formal regulated versus non-regulated cost and revenue allocation methodology and

procedural document to ensure the cost and revenue allocation is reasonable, reliable, and consistent.

The **third** objective of this audit was to determine if Waste Services has an effective process to plan for and manage waste processing projects. To improve the process, we made two recommendations. We recommended that Waste Services Branch Manager designs and implements a process to ensure that information presented in business cases is complete, accurate, supported and retained to ensure Council and/or Utility Committee can make informed decisions impacting waste services.

We also recommended that Waste Services Branch Manager ensures branch project management processes align with the corporate processes to ensure projects provide value-for-money and demonstrate sound stewardship.

The **fourth** objective of this audit was to assess if Waste Services has efficient and effective processes in place to manage and maintain the Edmonton Waste Management Centre, the waste processing facilities, and the on-site mobile equipment. We made two recommendations to improve this. We recommended that the Waste Services Branch Manager defines and documents a condition assessment and data verification procedures.

In addition, we recommended that the Waste Services Branch Manager establishes formal maintenance process documentation and clarifies maintenance roles and responsibilities in accordance with Administrative Directive “Maintenance of City Owned Facilities.”

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.”

Public Engagement

Public engagement was not required for this report.

Attachment

1. Waste Services Audit Report