

ENFORCEMENT SERVICES MANAGEMENT AND SUPPORT AUDIT

RECOMMENDATION

That the October 21, 2022, Office of the City Auditor report OCA01512, be received for information.

Report Purpose

Information only.

Executive Summary

This report presents the results of the Enforcement Services Management and Support audit.

REPORT

The *Municipal Government Act* provides Edmonton's City Council the authority to create bylaws. Administration enforces these bylaws and other applicable legislation through Peace Officers and Municipal Enforcement Officers. Enforcement services include engagement, education, warnings, inspections, tickets, issuing court orders, executing search warrants and engaging in other enforcement services.

The objectives of the Enforcement Services Management and Support audit were to determine if the Community Standards and Neighbourhoods Branch:

- Developed guiding documents to support consistent enforcement services
- Managed enforcement staffing resources to meet expected service levels
- Has information systems to support operational needs

The Office of the City Auditor focused on the management and support of enforcement services. We did not evaluate the efficiency and effectiveness of enforcement services such as issuing warnings and tickets.

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The Office of the City Auditor found that the Branch has action plans that identify four service objectives and priorities - transit safety, animal welfare, homeless encampment and problem properties. However, not all service objectives have performance measures and targets. We also found that where the Branch does have performance measures, it did not have fully developed measures or targets and is not evaluating the results.

The Office of the City Auditor also found the Branch has established policies and procedures for their service objectives and priorities. They also identified training requirements and are tracking training completion for enforcement officers. However, a couple of the Branch's standard operating procedures have not been updated for a few years. We also found that some of the standard operating procedures do not reflect staff members' understanding or the current practice.

Finally, the Office of the City Auditor found that the Branch has information systems that support their operational needs. The Branch monitors and tracks officers regularly. However, the GPS system it uses to track an officer's location is not working well.

The Office of the City Auditor made the following recommendations to the Community Standards and Neighbourhoods Branch:

- Fully develop service objective performance measures and targets and evaluate if the program is achieving its objectives.
- Update enforcement policies and procedures to reflect current practices, resources and priorities.
- Implement a fully functional dispatch and GPS system.

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."

ATTACHMENTS

1. Enforcement Services Management and Support Audit Report