

COUNCIL REPORT – OFFICE OF THE CITY AUDITOR

Edmonton

ENTERPRISE PERFORMANCE MANAGEMENT AUDIT REPORT

RECOMMENDATION

That the February 13, 2023, Office of the City Auditor report OCA01665, be received for information.

Report Purpose

Information only.

Executive Summary

This report presents the results of the Enterprise Performance Management audit.

REPORT

In 2018, the City adopted a policy which established its Enterprise Performance Management framework. The goals for the Enterprise Performance Management framework are to prioritize, measure, report, and improve the City's performance relative to what is important to Council and citizens.

The Service Innovation and Performance Branch is responsible for developing and overseeing the framework. The Service Innovation and Performance Branch relies on Department Strategy Sections to implement the framework in their respective departments.

The objectives of the audit were to determine whether the:

- Service Innovation and Performance Branch implemented an effective framework for performance management to continuously improve City services.
- Departments have adopted the Enterprise Performance Management framework and are effectively measuring and reporting performance to improve City services.

Overall, the Enterprise Performance Management framework is well-designed and aligns with good practices. Service Innovation and Performance Branch provided guidance and training to

ENTERPRISE PERFORMANCE MANAGEMENT AUDIT REPORT

the departments, and the departments created measures that are specific, measurable, achievable, relevant, and time bound.

However, Service Innovation and Performance Branch is not monitoring the departments' implementation of the framework. This has led to inconsistencies in departments identifying targets and updating measures with actual results in the Enterprise Performance Management software. There has also been limited analysis of performance measures.

The Enterprise Performance Management procedures document provides guidance for reporting performance results. It acknowledges that different internal and external stakeholder groups require different information. However, we found limited reporting on performance measures through the City's online dashboard. Service Innovation and Performance Branch has not reported on the majority of the performance measures to Council, citizens, Administration, and other stakeholders.

We made the following recommendations to the Service Innovation and Performance Branch:

- Work with each Department Strategy Section to gather and input performance measurement data in the enterprise performance management software.
- Monitor the departments' gathering and inputting of performance measurement data.
- Work with each Department Strategy Sections to regularly evaluate performance measures to assess their achievement of goals.
- Enhance operational and public reporting on performance measures to inform decision makers.

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. Enterprise Performance Management Audit Report