

# Commercial Operations Performance Report Quarter Two 2019/20

## Progress in delivery of strategic outcomes

Commercial Operations continues to consider how it can transform in order to improve outcomes for our communities by contributing to the Council's short to long term priorities whilst taking into account the significant financial challenges ahead

To enable us to deal with future service demands of an increasing population the council needs to cut costs and redesign services. Progress in delivering outcomes across the key service areas that follow has been and will continue to be informed by applying the 'Delivering Excellence' continuous improvement approach (within the context of bottom up service reviews) of looking at how we do things with a focus on priorities and considering what could be changed or done differently.

In support of the Council's strategic approaches Commercial Operations are progressing the following transformational activities aimed at maximising the use of assets and creating flexibility across the workforce:

1. Development of the Street Scene/neighbourhood model for service delivery to involve local communities and/or the criminal justice teams.
2. Maximising the utilisation of the Council's fleet and passenger transportation arrangements (including third sector providers) by reducing costs and contributing to the environmental agenda in reducing the travel carbon footprint.
3. Changing the way that Council Staff travel on behalf of the Council.
4. Seeking commercialisation opportunities and trading with a wide range of organisations including the Private Sector and public sector partners.
5. Reducing the volume of waste managed and maximise recycling from all sectors with a clear focus on Municipal Premises as detailed within a developed waste strategy.
6. Developing community participation opportunities with local organisations and groups, particularly in our parks and open spaces.

All services continue to contribute to environmental responsibilities, providing opportunities for young people through positive destinations work placements, supporting the economic growth of Midlothian and working in partnership with Communities and Voluntary Organisations.

The structure of Commercial Operations is being geared towards co-location on one depot site in 2020. This will see a leaner management team (five senior managers reducing to three) and a workforce where job profiles will be more generic in nature allowing greater flexibility and cross skilling at all levels. The post of Waste Services manager and Risk, Health & Safety and Civil contingencies was merged in August, 2019. However, it is recognised that there are significant challenges in terms of recruiting into other skilled and professional positions particularly within the road services, vehicle maintenance and land service areas.

The development of the Waste Management Strategy will influence future direction of Waste Services and was considered in the programme of cross cutting services review meetings. Once approved, the Strategy will ensure that Waste Services has sufficient plans in place to meet legislative and policy requirements to achieve landfill reduction targets. Long term disposal outlets for residual, food and dry recycle waste streams are secured although the dry recycle market in particular continues to be volatile.

We will continue to explore options for future service delivery through partnerships (e.g. waste facilities with City of Edinburgh and work through the Edinburgh, Lothian, Borders, and Fife (ELBF) for Road Services, shared services (e.g. Health and Safety with East Lothian) and co-production with community partners (e.g. grounds maintenance, and winter service).

### Landscape and Countryside

Much of the focus continues within this service around securing funding and generating income to deliver on a range of measures to contribute to the Council's financial position.

The service are partnership working with Education to develop Midlothian Council's first Early years outdoor setting at Vogrie and other locations utilising our current facilities and staff resources. A service level agreement is being progressed. The team are also involved in progressing a possible site at Alderbank in Penicuik.

In contributing positively to the council's improved health outcomes, with several play areas installed at Gorebridge Primary school and Nursery. A play area was also installed at Woodburn Terrace and also at Mayfield Nursery extension which is going to be used as an exemplar by the care inspector and included in the best practice guide. St David's Nursery ongoing play area improvement works being progressed. At Lasswade Nursery the section has been involved in extending the play provision. Three additional Nursery improvements are at the design stage.

Rosewell Park wheeled sport facility ground investigations have been completed. The tender for this project has been issued. This project is being funded from developer contributions and a draft design has been completed for a wheeled sports facility in Auld Gala Park.

Two sites were awarded Green Flags, Kings Park and Straiton Pond. This success was the first submission for Straiton pond. Only two sites out of a possible six were submitted due to financial restrictions. Two different sites will be submitted each year going forward.

The Ranger Service has generated a total of 5,358 hours of volunteer time to maintain areas across Midlothian.

The majority of the Galas and Events have now been successfully completed.

### **Waste Services**

The pilot for a reuse cabin located at Stobhill recycling centre has been extended. The 'Making a difference' idea submitted by a member of the waste team offers local charities the chance to reuse furniture and other bulky items left in our recycling centre.

Subscriptions for the chargeable kerbside garden waste collection service closed on 30 September. The uptake for 2019 was 17,646 properties with 18,516 bins requested realising an income of £648,060.

SEPA has initially verified 2018 recycling rate at 58.2%. For 2018, Midlothian was the third highest performing Local Authority area in Scotland.

### **Travel and Fleet Services**

All drivers who require a Certificate of Professional Competence (CPC) have completed the necessary 35 hours training.

Utilising external funding from the Scottish Government, a new post of Sustainable Transport Project Officer has been approved and will be appointed during quarter 3. The project officer will continue the work began by the intern who was employed in previous quarter.

### **Road Services**

The Roads team have made good progress in quarter 2 of the 2019/20 capital programme for carriageway and footway improvement schemes. 33 individual schemes are being progressed in the programme and 15 have been completed at the end of quarter 2, representing a total of 3.29km and 1.47km of carriageway and footway resurfacing respectively.

The team have also been successful in bidding for a support plus grant to the value of £20,680. This is for bike maintenance and bikeability in schools, a cycle training programme about gaining practical skills and understanding on how to cycle on today's roads safely and with confidence.

Recruitment of the grant funded post for an 'Active Travel Marketing Officer' took place during quarter 2 with an expected start date beginning of November 2019.

Street lighting took on a new apprentice electrician this quarter.

### **Health, Safety and Civil Contingencies**

The Health and Safety team have reviewed the Council's Health and Safety Policy and prepared the Health, Safety and Wellbeing Strategy covering the next 4 year period. These were presented to CMT on the 16th of October 2019 where they were approved. A revised audit/review programme for management arrangements were also presented and approved. Publication of both will be on the Council's intranet.

The Health and Safety team delivered a programme of training which includes driver CPC training to meet a training need for the Council and to avoid having to purchase this training from external suppliers at cost to the Council. This insourcing activity has gained cost savings for the Council. This resulted in all those requiring to be trained by the 9th of September 2019 deadline receiving the required five modules (5 days) training.

The team have been providing a lead to the preparations for a no-deal exit from the European Union. This has been supported by the full time Contingency Planning Officer and a Risk, Safety and Health Adviser supporting preparatory arrangements.

### Challenges and Risks

The services continue to progress through bottom up reviews, with Landscape and Countryside completed, which will endeavour to ensure that the services are best placed to meet financial challenges as well as the challenge of a growing population. These reviews consider all aspects of the internal and external environment and ensure due consideration is given to the optimum vehicle for service delivery.

As part of the decisions taken to achieve a balanced budget for 2018/19 a number of posts within Commercial Operations were deleted. This is exacerbated as there are a number of posts where the staff members are approaching expected retirement. It is crucial therefore that robust plans are in place to ensure that cross skilling continues to be promoted where appropriate and that all opportunities to increase the availability of new talent is explored which will include bringing in young people and making best use of sharing of expertise with other partners, albeit adjoining authorities are reporting the same issues.

Key service challenges include:

#### **Landscape and Countryside Services**

Resourcing staff to carry out the monumental safety work required this winter and in addition the recording system will also need to be upgraded to meet the new burials memorial legislation.

Improve the Playground inspection system and the knowledge of play inspectors.

Updating of the dated schedules used for recharging for Grounds Maintenance tasks and improvements also required to invoicing information.

Due to less burials and lair purchases than last year, burial income is well down compared to budgeted forecast.

An increase in weed complaints have been received from customers and residents due to the impact on the environment after weed killer restrictions were implemented and the weed growth is evident. Alternative control methods are being trialled to evaluate cost and their effectiveness in reporting any policy review to elected members.

Managing the change required to meet savings and communicating changes to Councillors, Staff and the Public. In addition, managing the closure of Vogrie Golf Course and seeking businesses to take over the running and marketing of the Golf Course and the redeployment of staff and increasing Vogrie Country Park income by £70,000. Further to this, the bottom up review has resulted in a number of changes within the service which will require the support of staff and communities alike. For example with the saving of £40,000 from shrub bed maintenance.

The service is continuing to work closely with local communities in an effort to mitigate some of the changes which will impact on the visual amenity of Midlothian. This includes floral displays, grass cutting, allied to the positive work carried out by various groups in the parks around Midlothian. In Quarter 1 the majority of communities have taken on some floral maintenance in their communities. The maintenance of Floral displays at war memorials has been continued at previous levels which will result in an estimated overspend of £25,000. In addition, grass maintenance standards have also been continued at previous levels which will result in an estimated overspend situation for the section in the region of £75,000.

Continued challenges with the general lack of suitably skilled labour is impacting the work in the hard landscape squad. The team have had challenges in recruiting suitable staff this year and have lost two staff.

Ensuring a more holistic approach to tree safety issues for the Council going forward and in addition there may be challenges ahead in dealing with the impact of Ash die back on the Midlothian Tree stock.

Difficulties in delivering the core path plan review with a reduction in staffing and dealing with community asset transfer requests and their implications consulting with Fields and Trust as well as resource to work with Easthouses community to develop proposals for Easthouses Park and secure funding for park proposals.

## **Waste Services**

Absorbing the increasing number of new build housing and the impact of capacity on all collection routes as indicated in the outcome of the recent service review where no additional savings were recognised.

The new charge for kerbside garden waste collections is expected to divert some garden waste to the residual waste stream and this may affect the recycling rate in 2019/20.

The increase in charges for kerbside trade waste collections may have an impact on customer retention and therefore projected income.

Non target materials being presented in the blue bins continues to impact on the additional processing cost charged for these materials.

Midlothian Council is required to have litter zoned all council's land according to the revised methodology, before this June. However it has been put on hold until clarification on the use of OS maps and licencing agreement with Scottish Government for use of Ordinance Survey data and derived data.

Sickness Absence and staff reductions are challenging along with the Medium term Financial Position and impending Management Restructure.

## **Travel and Fleet Services**

Recruitment of vehicle technicians is still a challenge to ensure maintenance of fleet. Challenge to reduce revenue spend across the whole of the services provided by the Travel Team and assist other services to reduce transport and vehicle operating costs.

## **Road Services**

Ongoing pressure on Midlothian's existing road network as housing development and population increase continues. Ongoing constraints on the road maintenance budget will prove a significant challenge to maintain the road network at current condition levels. Currently 35% of the road network in Midlothian is deemed to be in need of maintenance treatment.

New legislation and government requirements, to improve coordination of roadworks, will be rolled out over the next 12 months, including a new Transport Bill, a One Scotland Gazetteer from the Improvement Services, and a new version of the Scottish Road Works Register. Existing internal systems will require to be updated or replaced as appropriate and training provided for relevant staff, whilst maintaining the Service level provision.

Flood risk associated with a privately owned culvert carrying the Loanburn in Penicuik is ongoing. At the end of Q2, a privately appointed contractor began work to repair the partially collapsed culvert, however the risk of flooding to upstream properties remain whilst the repairs are carried out. As required by legislation, the Service will continue to monitor water levels in the Loanburn and take appropriate action (e.g. provision of pumps and personnel) to mitigate flood risk to surrounding properties during periods of heavy rainfall. The Council will seek to recover our costs associated with this service provision.

Concern over the turnover of transportation planning responses and road construction consents. This is due to the large increase in development and limited resources in the current climate.

## **Health, Safety and Civil Contingencies**

The capacity of the team to deliver against all of our priorities have been impacted as a result of a need to increase capacity in CPC driver training beyond the original programme in order to meet a greater element of the demand than had been envisaged at the outset of setting the team up to take on this new area of training.

The team re-established the EU exit working group with the purpose of planning Council responses, in the event of a no deal on the 31st of October 2019 following the UK Governments extension to article 50. The group has been meeting weekly from August onwards as the countdown to the 31 October continues, unless conditions change.

The level of resourcing within the team presents an ongoing challenge to provide the desired income stream, adequately monitor health and safety performance and provide the range of support services provided by the team. A revised audit programme and management arrangement review programme have been developed to help manage workload and respond to the Health, Safety and Wellbeing Strategy highlighted above.

# Commercial Operations



## Successes and Challenges

Corporate Performance Indicators (latest)

● 5 ✓ 8 ? 0 📄 6

Service Plan Actions (latest)

▲ 1 ✓ 18 ? 0

Service Plan PIs (latest)

● 5 ✓ 10 ? 2 📄 0

Service Risks (latest)

▲ 15

**Corporate PIs Off Target as at 31st October 2019**

PIs ● 5

- Performance against revenue budget
- % of invoices paid within 30 days of invoice receipt (cumulative)
- % of Service PIs that are on target/ have reached their target. (does not include Corporate PIs)
- Percentage of complaints at stage 1 complete within 5 working days
- Percentage of complaints at stage 2 complete within 20 working days

**Service Plan Actions Off Target as at 31st October 2019**

Actions ▲ 1

- Develop additional workstreams to achieve income for the Council

**Service Plan PIs Off Target as at 31st October 2019**

PIs ● 5

- Number of volunteer hours in countryside sites
- Income secured by sourcing third party opportunities through Land and Countryside working on hard and soft landscaping
- Income achieved by providing additional training courses to external organisations (cumulative)
- Income achieved by Commercialisation
- Reduce by £150,000 expenditure on Travel costs

**High Risks as at 31st October 2019**

Risks ▲ 0

**15 Risks at Medium and 0 Risks are high**

Key PIs

- Off Target
- ✓ On Target
- 📄 Data Only Indicator
- ? Data is not yet available

Key Actions

- ▲ Off Target
- ✓ On Target/Complete
- ? Data is not yet available

Key PIs

- Off Target
- ✓ On Target
- 📄 Data Only Indicator
- ? Data is not yet available

Key Risks

- ▲ High Risk / Medium Risk
- ? Data is not yet available

# Commercial Operations PI summary 2019/20

## Making the Best Use of our Resources

Priorities	Indicator	2018/19	Q2 2018/19	Q1 2019/20	Q2 2019/20			Annual Target 2019/20	Feeder Data	Value
		Value	Value	Value	Value	Status	Note			
01. Manage budget effectively	Performance against revenue budget	£14.700m	£14.213m	£13.563m	£13.678m		<b>Q2 19/20: Off Target</b> The projected overspend shows £655,000 (5%) which will be addressed through financial monitoring and reporting.		£13.020m	
02. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	13.26	6.15	4.27	8.32		<b>Q2 19/20: On Target</b> The HR team continue to work with Managers to offer support and guidance to address levels of sickness absence. 6 weekly meetings are in place with key service managers and HR where sickness levels are high. Further and more detailed data analysis was carried out during quarter 2 to identify sickness trends across 2018 and 2019 to the end of Q2. Types of absence was compared to the use staff were making of occupational health and physiotherapy allowing the most appropriate actions to be identified to effectively manage attendance.  In conjunction with other local authorities and the University of Edinburgh, Human Resources are piloting an 'Absenteeism in Waste Services' project to enable access to expertise to better understand trends and factors influencing absence across local authorities. The aim being to improve understanding of absence with a view to develop strategic or policy solutions.		9.82	Number of days lost 2,776.65  Number of FTE in service 333.65

## Corporate Health

Priorities	Indicator	2018/19	Q2 2018/19	Q1 2019/20	Q2 2019/20			Annual Target 2019/20	Feeder Data	Value
		Value	Value	Value	Value	Status	Note			
03. Complete all service priorities	% of service actions on target / completed, of the total number	84.21 %	94.74 %	94.44 %	94.44 %		<b>Q2 19/20: On Target</b>		90%	Number of service & corporat 18

										Number of service & corporate priority actions on tgt/completed	17
04. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	81%	86%	76%	80%		<p><b>Q2 19/20: Off Target</b> Analysis shows that for all late invoices, 27% are paid in days 31-35 and 23% are paid in days 36-40. Extra effort to authorise and process invoices could make a significant improvement and bring this indicator on target.</p> <p>Assuming the implementation of Invoice Approval and associated costing processes works well in Property Maintenance then suppliers with large volumes, particularly within Fleet Maintenance could be targeted for future.</p>		90%	Number received (cumulative)	2,252
										Number paid within 30 days (cumulative)	1,803
05. Improve PI performance	% of Service PIs that are on target/ have reached their target. (does not include Corporate PIs)	60%	80%	82.35 %	70.59 %		<p><b>Q2 19/20: Off Target</b> Actions in place to bring performance indicators on target where possible. See performance indicator report for more detail.</p>		90%	Number on tgt/completed	12
										Total number of PI's	17
06. Control risk	% of high risks that have been reviewed in the last quarter	0%	0%	0%	0%		<p><b>Q2 19/20: On Target</b> All risks reviewed by service managers and no high risks identified this quarter.</p>			Number of high risks reviewed in the last quarter	0
										Number of high risks	0

### Improving for the Future

Priorities	Indicator	2018/19	Q2 2018/19	Q1 2019/20	Q2 2019/20			Annual Target 2019/20	Feeder Data	Value	
		Value	Value	Value	Value	Status	Note				Short Trend
07. Implement improvement plans	% of internal/external audit actions progressing on target.	80%	73.33 %	100%	100%		<b>Q2 19/20: On Target</b>		90%	Number of internal/external audit actions on target or complete	15

											Number of internal/ external audit actions in progress	15
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# Commercial Operations Complaints Indicator Summary

## Commitment to valuing complaints

Indicator	2018/19	Q2 2018/19	Q1 2019/20	Q2 2019/20			Annual Target 2019/20
	Value	Value	Value	Value	Status	Note	
Number of complaints received (quarterly)	4,124	2,199	1,165	1,342		Q2 19/20: Data only	
Number of complaints closed in quarter	4,095	2,150	1,156	1,340		Q2 19/20: Data only 1,342 complaints received and all but 2 completed. Complaints open are currently being investigated further.	
Number of complaints upheld (quarterly)	3,313	1,752	1,009	1,170		Q2 19/20: Data only	
Number of complaints partially upheld (quarterly)	90	29	29	20		Q2 19/20: Data only	
Number of complaints not upheld (quarterly)	283	166	53	13		Q2 19/20: Data only	
Average time in working days to respond to complaints at stage 1	3.64	2.36	2.19	2.8		Q2 19/20: On Target Commercial Operations continues to respond to most complaints at stage 1 and at first point of contact.	5
Average time in working days to respond to complaints at stage 2	18	18	21	0		Q2 19/20: On Target	20
Average time in working days for a full response for escalated complaints	30.17	23.8	12.4	5		Q2 19/20: On Target	20
Percentage of complaints at stage 1 complete within 5 working days	89.72%	91.16%	92.26%	87.29%		Q2 19/20: Off Target Performance Officer will continue to work with services to look at training requirements to extend stage 1 complaints where complex in nature and more time is required to investigate fully. Meetings held with Service Managers and Performance Officer surrounding the use of the complaints handling system to update completed complaints in a more timely manner.	95%
Percentage of complaints at stage 2 complete within 20 working days	100%	100%	0%	0%		Q2 19/20: Off Target Investigation into complaints required longer than 20 days.	95%
Percentage of complaints escalated and complete within 20 working days	55.56%	70%	80%	100%		Q2 19/20: On Target All escalated complaints dealt with within timescale.	95%
Number of complaints where an extension to the 5 or 20 day target has been authorised (quarterly)	1	1	0	0		Q2 19/20: Data only	

# Commercial Operations Action report 2019/20



## 01. Fewer people are victims of crime, abuse or harm

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CO.P.1.1	Identify accident cluster sites and implement engineering measures to reduce risk of future accidents	31-Mar-2020		50%	<b>Q2 19/20:</b> On Target Sites have been prioritised and works have commenced.


## 02. People feel safe in their neighbourhoods and homes

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CO.P.2.1	Undertake a programme of works to improve lighting levels in communities	31-Mar-2020		40%	<b>Q2 19/20:</b> On Target Capital programme ongoing.


## 03. Environmental limits are better respected, especially in relation to waste, transport, climate change and biodiversity

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CO.P.3.1	Continue development of asset management plan (including data collection and system update) through SCOTS	31-Mar-2020		50%	<b>Q2 19/20:</b> On Target This is an ongoing project over several years. We continue to attend SCOTS workshops and receive regular updates to documents used to make up the RAMP.
CO.P.3.2	Undertake a programme of work to improve the standard of the road network	31-Mar-2020		50%	<b>Q2 19/20:</b> On Target 33 programmed carriageway and footway schemes progressing for 2019/20. 15 Schemes completed to end of quarter 2.
CO.P.3.3	Fully implement quality plans for Midlothian Parks	31-Mar-2020		100%	<b>Q2 19/20:</b> Complete Green flags achieved for six sites.



#### 04. Communities take a positive role in shaping their future

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CO.P.4.1	In partnership with volunteers develop and maintain walking/cycling routes, publicising and promoting opportunities for co-production with communities.	31-Mar-2020		50%	<b>Q2 19/20: On Target</b> Currently developing and updating the core path plan. Community involvement with floral displays ongoing at Penicuik, Bonnyrigg, Gorebridge, Rosewell, Loanhead, Pathhead and Newtongrange.


#### 05. Children and young people are supported to be healthy, happy and reach their potential





Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CO.P.5.1	Progress play area and park improvements works to ensure access for all abilities to Midlothian's Town Parks and Play Areas	31-Mar-2020		50%	<b>Q2 19/20: On Target</b> Play area improvements ongoing at St David's and stage two of Mayfield Nursery now complete.

#### 06. Reduce the volume of waste managed and maximise recycling from all sectors with a clear focus on Municipal Premises





Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CO.P.6.1	Increase Public awareness of recycling, continue to work within schools and the wider community, attend events and promote achievements and publicise changes in service delivery	31-Mar-2020		50%	<b>Q2 19/20: On Target</b> Community waste activities this quarter have focused on supporting the reuse cabin at Stobhill Recycling Centre. A presentation was also made to St Mungos' after-school club.
CO.P.6.2	Monitor the number of fly tipping incidence on council land and remove within 5 working days	31-Mar-2020		50%	<b>Q2 19/20: On Target</b> 83 incidents of fly-tipping reported, all removed within 5 days.

#### 07. Develop and implement a programme of continuous improvement and efficiency to develop additional capacity

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CO.P.7.1	Develop additional workstreams to achieve income for the Council	31-Mar-2020		50%	<b>Q2 19/20: Off Target</b> Additional work will take place in quarter 3 to forecast likely income and establish costs. We have future works secured for £472,000 however timescales for the projects is uncertain i.e. Play kit installation in Education sites and the Campus continues to slip.  £67,000 of work has been completed and achieved to date.  The section is still suffering from recruitment issues to the Hard Landscape Squad which limits the amount of work we can take on and in addition two staff have recently left the Council.

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
					Additional income has been generated from Fairgrounds at Vogrie. However, the Fire and light annual event has been cancelled which generated £6,000 of income last year.
CO.P.7.2	Deliver the health and safety audit programme as agreed by CMT	31-Mar-2020		50%	<b>Q2 19/20: On Target</b> Revised future audit/review programme presented to CMT on the 16th of October 2019 and approved.
CO.P.7.3	Support the delivery of the Councils Health and wellbeing strategy	31-Mar-2020		50%	<b>Q2 19/20: On Target</b> Health, Safety and Wellbeing Strategy reported to CMT for approval on the 16th of October 2019.
CO.P.7.4	Approve and implement recommendations of the Waste management strategy to influence the future direction of Waste Services	31-Mar-2020		50%	<b>Q2 19/20: On Target</b> The Waste Strategy is being prepared for approval.
CO.P.7.5	Explore shared opportunities, services and knowledge with the partners in the Edinburgh, Lothian, Borders and Fife group	31-Mar-2020		50%	<b>Q2 19/20: On Target</b> The Edinburgh Lothians Borders and Fife (ELBF) collaboration on procurement of Winter Service Weather Forecasting to inform decision making is well established. The consortium continues to discuss other opportunities for collaborative working including the development of emergency plans.

**08. Maximise the utilisation of the Councils fleet and passenger transportation arrangements by reducing costs and contributing to the environmental agenda to reduce carbon footprint**

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CO.P.8.1	Ensure Council fleet orders for plant and vehicles is placed in line with Council Policy and Divisional timetables	31-Mar-2020		90%	<b>Q2 19/20: On Target</b> Majority of vehicles and plant have been ordered. Issue with vehicle type for roads and meeting has been arranged with body builder. Two mini sweepers also to be ordered.
CO.P.8.2	Work towards reducing travel costs council wide	31-Mar-2020		50%	<b>Q2 19/20: On Target</b> Work ongoing and monitoring usage of vehicles in pilot areas continues. A Sustainable transport Project Officer will be appointed in Q3, utilising external funding from Scottish Government. This person will continue the work began by the intern post of Alternative Travel Implementation Officer.
CO.P.8.3	Review all Council transport uses to reduce cost base	31-Mar-2020		50%	<b>Q2 19/20: On Target</b> Work is ongoing to reduce costs across the Council. Education has been identified as an area where costs are increasing primarily due to increasing demand for ASN transport and pressure from additional house building. Travel Team staff meet with Education colleagues on a regular basis to monitor and implement alternative delivery where possible.
CO.P.8.4	Review operation of fleet and management plant in order to ensure smooth transition to Hopefield	31-Mar-2020		35%	<b>Q2 19/20: On Target</b> Specification has been drafted and is now with performance and improvement for comment and development to ensure that any software meets with the current suite of applications within in finance, stores and fuel.

# Commercial Operations PI Report 2019/20







## 02. People feel safe in their neighbourhoods and homes

PI Code	PI	2018/19	Q2 2018/19	Q1 2019/20	Q2 2019/20			Annual Target 2019/20	Benchmark	
		Value	Value	Value	Value	Status	Short Trend			Note
CO.P.2.1a	Number of lighting columns replaced (cumulative)	911	200	0	348			<b>Q2 19/20:</b> On Target Work progressing to plan.	700	
BS.CO.P.2.1b	Percentage of all street light repairs completed within 7 days (cumulative)	100%	100%	100%	100%			<b>Q2 19/20:</b> On Target 116 out of 116 faults recorded were repaired within 7 days.	100%	Scottish Average 3.07 days
CO.P.2.1c	% of the footpath network resurfaced (cumulative)	0.7%	0.2%	0.1%	0.21%			<b>Q2 19/20:</b> On Target 1.47km in total of footway resurfaced to end of Q2.	0.65%	Internal programme of works - benchmark against target


## 03. Environmental limits are better respected, especially in relation to waste, transport, climate change and biodiversity




PI Code	PI	2018/19	Q2 2018/19	Q1 2019/20	Q2 2019/20			Annual Target 2019/20	Benchmark	
		Value	Value	Value	Value	Status	Short Trend			Note
BS.CO.01	Number of environmental awards e.g. Green flags	2	2	2	2			<b>Q2 19/20:</b> On Target Green Flags awarded to Kings Park and Straiton Pond. Limited to 2 due to budget restrictions.	2	
BS.CO.P.3.2f	% of total road network resurfaced (cumulative)	1.67%	0.83%	0.17%	0.48%			<b>Q2 19/20:</b> On Target 3.29km in total of carriageway resurfaced to end of Q2.	1%	
CO.P.3.3a	Number of parks for which quality plans have been implemented (cumulative)	6	6	6	6			<b>Q2 19/20:</b> On Target All plans for year complete. i.e. for the six Green Flag sites	6	

#### 04. Communities take a positive role in shaping their future





PI Code	PI	2018/19	Q2 2018/19	Q1 2019/20	Q2 2019/20			Annual Target 2019/20	Benchmark	
		Value	Value	Value	Value	Status	Short Trend			Note
BS.CO.4.1b	Number of individuals involved in Community Schemes	2,431	2,036	949	1,744			<b>Q2 19/20:</b> On Target 1744 participants, 116 groups.	2,450	
CO.P.4.1a	Number of volunteer hours in countryside sites	10,728	5,532	2,594	5,358			<b>Q2 19/20:</b> Off Target Although we are slightly off target for the year. The team continue to have high volumes of volunteers dedicating time to countryside sites and have increased volunteer numbers compared to Q2 last year. Breakdown as follows:  Conservation charities/ volunteers where 2538 hours of time was dedicated. Friends of Roslin Glen environment team where 624 hours of time was dedicated. Dalkeith Rotary where 624 of time was dedicated. Walking festival volunteers where 792 was dedicated. Midlothian Criminal Justice Team 780 hours of time was dedicated.	11,000	



#### 06. Reduce the volume of waste managed and maximise recycling from all sectors with a clear focus on Municipal Premises

PI Code	PI	2018/19	Q2 2018/19	Q1 2019/20	Q2 2019/20			Annual Target 2019/20	Benchmark	
		Value	Value	Value	Value	Status	Short Trend			Note
CO.P.6.1a	Total tonnes of biodegradable municipal waste (BMW) sent to landfill (quarterly)	4,052	1,765	63	N/A			<b>Q2 19/20:</b> Data not available for Q2. Awaiting information from our contractors, returns into waste data flow will be available Q3 2019/20. Q4 returns were 66 tonnes and Q1 19/20 returns were 63 tonnes.	5,000	





PI Code	PI	2018/19	Q2 2018/19	Q1 2019/20	Q2 2019/20				Annual Target 2019/20	Benchmark
		Value	Value	Value	Value	Status	Short Trend	Note		
BS.CO.P.6.1b	% of waste going to landfill per calendar year (quarterly)	N/A	34.8%	9.9%	N/A			<b>Q2 19/20:</b> Data not available for Q2. Awaiting information from our contractors, returns into waste data flow will be available at Q3 2019/20. In Q1 9.95% of Mixed Municipal Waste was landfilled.	35.0%	
CO.P.6.2a	Proportion of fly tipping incidents removed within 5 working days (quarterly)	100%	100%	100%	100%			<b>Q2 19/20:</b> On Target 83 incidents of fly-tipping reported, all removed within 5 days.	100%	

**07. Develop and implement a programme of continuous improvement and efficiency to develop additional capacity**



PI Code	PI	2018/19	Q2 2018/19	Q1 2019/20	Q2 2019/20				Annual Target 2019/20	Benchmark
		Value	Value	Value	Value	Status	Short Trend	Note		
CO.P.7.1a	Income secured by sourcing third party opportunities through Land and Countryside working on hard and soft landscaping	£350,000	£632,000	£60,000	£67,000			<b>Q2 19/20:</b> Off Target Additional work will take place during quarter 3 to forecast likely income and establish costs. To date the team have achieved income to the value of £67,000 and have future works secured for £472,000 however timescales for projects is uncertain. i.e. Play kit installation in Education sites and the Campus continues to slip. The section is still suffering from recruitment issues to the Hard Landscape Squad which limits the amount of work we can take on. Two staff have recently left the Council.	£500,000	
CO.P.7.1b	Income achieved by providing additional training courses to external organisations (cumulative)	£53,273	£20,866	£11,605	£14,485			<b>Q2 19/20:</b> Off Target Income position of the Health and Safety team has largely been driven by the new driver CPC training. The postponement of the NEBOSH training planned for November 2019 has reduced projected income at this point.	£54,600	

PI Code	PI	2018/19	Q2 2018/19	Q1 2019/20	Q2 2019/20			Annual Target 2019/20	Benchmark	
		Value	Value	Value	Value	Status	Short Trend			Note
CO.P.7.1c	Income achieved by Commercialisation	£2,000	£0	£0	£0			<p><b>Q2 19/20: Off Target</b> Main item of income through the financial year has taken longer to progress than had been expected, roadside advertising. This has been as a result of not being able to draw down on a framework contract and then reductions in Procurement support to procure a supplier of service. Prior Information Notice (PIN) exercise complete. The next phase had been delayed until Procurement Team in a position to support the next phase of the process.</p>	£25,000	


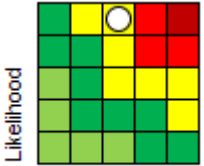
**08. Maximise the utilisation of the Councils fleet and passenger transportation arrangements by reducing costs and contributing to the environmental agenda to reduce carbon footprint**


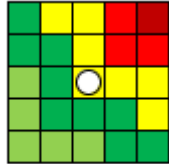
PI Code	PI	2018/19	Q2 2018/19	Q1 2019/20	Q2 2019/20			Annual Target 2019/20	Benchmark	
		Value	Value	Value	Value	Status	Short Trend			Note
BS.CO.P.8.1a	The percentage of Council fleet which is 'Green' (cumulative)	5.34%	5%	7.1%	8.2%			<p><b>Q2 19/20: On Target</b> Currently 22 Ultra Low Emission Vehicles (ULEV) which is based on 267 vehicles on fleet. 2 vehicles are due to be returned to leasing company and future increases in ULEV vehicles will be dependent on funding and available budget.</p>	6%	
CO.P.8.2a	Reduce by £150,000 expenditure on Travel costs	£520,003	£262,000	£120,578	£229,662			<p><b>Q2 19/20: Off Target</b> Total miles expenses claimed £229,662.</p> <p><u>Claim per directorate:</u> Education Communities &amp; Economy: £55,136 Health &amp; Social Care: £133,650 Resources: £40,876</p> <p>Overall 12.35% decrease compared to Q2 18/19.</p> <p>Monitoring will continue.</p>	£370,000	


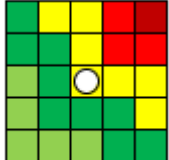


PI Code	PI	2018/19	Q2 2018/19	Q1 2019/20	Q2 2019/20				Annual Target 2019/20	Benchmark
		Value	Value	Value	Value	Status	Short Trend	Note		
CO.P.8.3a	Achieve 5% reduction in travel / transport costs (cumulative)	£5,683,000	£1,070,200	£974,500	£1,950,000			<b>Q2 19/20: On Target</b> At period 6 £18,673 on external hire for home to school transport, £304,962 for other taxis across the all services, £782,358 for external hire of vehicles (including contract vehicles, £280,089 on fuel and £563,362 for internal recharges.	£5,398,850	


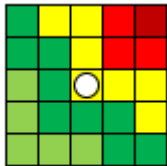
# Commercial Operations Service Risks

Code & Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note	Current Risk Matrix	Risk Score
CO.IR.01 Ironmills Landslip	<p><b>Risk Cause:</b> Loose ground material on top of hard rock surface on steep incline and potential water ingress.</p> <p><b>Risk Event:</b> The hillside opposite Dalkeith cemetery containing the footpath to Ironmills park has slipped repeatedly</p> <p><b>Risk Effect:</b> Resulting in the footpath having to be closed for public safety.</p>	<p><u>Established controls:</u>- 01 - Midlothian Council's Landscape Service have closed the area at risk to members of the public by using hedges fencing.</p>		Remedial work at Ironmills	<p><b>Q2 19/20:</b> The site continues to be monitored however due to staff reductions this will now be on a quarterly basis. There continues to be movement of the slope and subsidence adjacent to the Larch retaining wall. We have met with the local community who are exploring other route options. We met with the Community Council representatives on site again in quarter 2 to provide an update and to discuss options and possible alternative routes. The following was noted;</p> <ul style="list-style-type: none"> <li>. The banking was last photographed in May 2019 but visually the L&amp;C Manager could see there had been more slippage.</li> <li>. Midlothian Council will continue to monitor the area every quarter.</li> <li>. When there is a 3 month period without slippage, the L&amp;C Manager will consider</li> </ul>	 <p>Likelihood</p> <p>Impact</p>	15


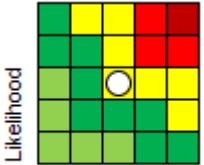

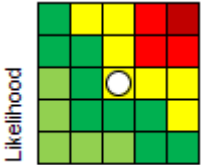
Code & Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note	Current Risk Matrix	Risk Score
					<p>opening the access but would actively seek funding to do so after a 6 month period without slippage.</p> <p>. There are thoughts on an alternative route involving a new bridge over the river. It would cost in the region of £175k but there is no current funding available for this project.</p> <p>. The L&amp;C Manager will chase up the repair to the cemetery wall.</p> <p>. The L&amp;C Manager will consider removing some of the Heras fencing at the top of the hill where potential falls are low risk.</p> <p>. ENCC agreed to include multiple alternative access route options to the park in its Active Travel Programme.</p>		
CO.RR.01-01a Fraud – Landscape & Countryside Services	<p><b>Risk Cause:</b> Fuel is a valuable commodity and loose fuel such as petrol in cans can readily be stolen. Considerable quantities are used over the summer months and exact usage is difficult to estimate.</p> <p><b>Risk Event:</b> Theft of loose fuel or diesel within vehicle.</p> <p><b>Risk Effect:</b> Theft of fuel between 1k- 20k</p>	<p><u>Established controls:-</u></p> <p>01 - Fuel Management System and Monitoring of Usage, linked to Vehicle Tracking system</p> <p>02 - Financial Directives made available to all officers involved with finance/assets</p> <p>03 - Stores Controls in terms of orders, issues and returns of stocks</p> <p>04 - Management supervision of assets use</p>		Consideration for future audit		 <p>Likelihood</p> <p>Impact</p>	9

Code & Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note	Current Risk Matrix	Risk Score
		05 - Budgetary Control may spot fraud, waste and error, as may 'Financial Discipline' 06 - Control of contracts - within budget, on time, meeting objectives (performance monitoring) 07 - Code of Conduct issued to all staff 08 - Within Land and Countryside the bills are monitored monthly with loose fuel usage being closely monitored.					
CO.RR.01-01b Fraud - Waste Services	<p><b>Risk Cause:</b> Fuel is a valuable commodity and loose fuel such as petrol in cans can readily be stolen. Considerable quantities are used over the summer months and exact usage is difficult to estimate.</p> <p><b>Risk Event:</b> Theft of loose fuel or diesel within vehicle.</p> <p><b>Risk Effect:</b> Theft of fuel between 1k- 20k</p>	<p><u>Established controls:-</u>            01 - Fuel Management System and Monitoring of Usage, linked to Vehicle Tracking system            02 - Financial Directives made available to all officers involved with finance/assets            03 - Stores Controls in terms of orders, issues and returns of stocks            04 - Management supervision of assets use            05 - Budgetary Control may spot fraud, waste and error, as may 'Financial Discipline'            06 - Control of contracts - within budget, on time, meeting objectives (performance monitoring)            07 - Code of Conduct issued to all staff            08 - Fuel monitoring linked to tracking system.</p> <p><u>Controls recently developed:-</u>            01 - Vehicle tracking systems (which is an action</p>				 <p style="text-align: center;">Impact</p>	9


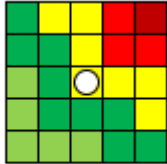
Code & Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note	Current Risk Matrix	Risk Score
		under risk COO1-05) 02 - Planned Internal Audit of fuel management systems in 2011-12 (see action). This was completed in October 2012 and reported to the CMT on 22.10.12 and Audit Committee on 30.10.12. 22 recommendations in improving control to be managed into place over the coming months.					
CO.RR.01-01c Fuel Fraud – Road Services	<p><b>Risk Cause:</b> Fuel is a valuable commodity and loose fuel such as petrol in cans can readily be stolen. Considerable quantities are used over the summer months and exact usage is difficult to estimate.</p> <p><b>Risk Event:</b> Theft of loose fuel or diesel within vehicle</p> <p><b>Risk Effect:</b> Theft of fuel between 1k- 20k</p>	<p><u>Established controls:-</u></p> <p>01 - Fuel Management System and Monitoring of Usage, linked to Vehicle Tracking system</p> <p>02 - Financial Directives made available to all officers involved with finance/assets</p> <p>03 - Stores Controls in terms of orders, issues and returns of stocks</p> <p>04 - Management supervision of assets use</p> <p>05 - Budgetary Control may spot fraud, waste and error, as may 'Financial Discipline'</p> <p>06 - Control of contracts - within budget, on time, meeting objectives (performance monitoring)</p> <p>07 - Code of Conduct issued to all staff</p> <p>08 - Vehicle tracking systems</p>	⚠			<p>Likelihood</p> <p>Impact</p>	9
CO.RR.01-03a Health & Safety – Landscaping	<p><b>Risk Cause:</b> Use of machinery, vehicles, chemicals and arboriculture work particularly at height.</p> <p><b>Risk Event:</b> Staff not following instruction, training or guidance provided</p>	<p><u>Established controls:-</u></p> <p>01 - Activities and operations risk assessed and recorded on SPHERA</p> <p>02 - Safe systems of work recorded on SPHERA</p>	⚠			<p>Likelihood</p> <p>Impact</p>	9


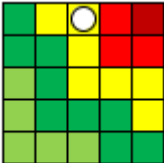

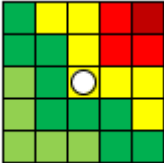
Code & Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note	Current Risk Matrix	Risk Score
	<b>Risk Effect:</b> Accidents could cause injury or fatality	03 - HAVs exposure monitored along with staffs physical symptoms 04 - Health surveillance scheme in place. 05 - Majority of staff are Banks man trained to guide reversing vehicle etc 06 - Training and certification of staff on a range of machinery is undertaken annually 07 - Staff handling chemicals are suitably trained. 08 - Staff undertaking arboriculture work are suitably trained. 09 - Accidents are investigated and discussed at works committee to ensure lessons are learned. 10 - SPHERA system provides automatic notification to Managers of incidents. 11 - Insurance experience monitored and acted upon. 12 - Vehicle tracking systems applied to vehicle and help defend against claims.					
CO.RR.01-03b Health & Safety – Travel and Fleet Services	<b>Risk Cause:</b> Workplace hazards not clearly understood, staff not trained/equipment to manage workplace hazard.  <b>Risk Event:</b> Employee undertaking a task beyond their competence  <b>Risk Effect:</b> The risk relates to the health and safety of	<u>Established controls (other than those relating to driving at work):-</u> 01 - Observance of health and safety policies 02 - Risk assessment 03 - Workplace safety management 04 - Insurance claims experience monitored 05 - Divisional joint consultative group		Ensure use of Health and Safety procedures	<b>Q2 19/20:</b> Continue to use Health and Safety Management System to monitor and implement safe systems as required.		9

Code & Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note	Current Risk Matrix	Risk Score
	<p>staff and members of the public but also driving standards. Depots tend to be potentially risky workplaces. Injury to employee or other as a result of action or inaction.</p>	<p>06 - Head of Service representation on corporate risk management group  07 - Lorries are not allowed to exceed payload parameters  08 - Stobhill Depot improvements: one-way traffic system, lorries are parked further apart, tidying up  09 - Reasonable controls in place for headstones in cemeteries  10 - Reasonable precautions taken over Bings risk (we have two, so see risk CO01-41)</p> <p><u>Controls under development:-</u>  01 - EWiM project intention to extend/rationalise Stobhill depot  02 - Penicuik depot  02 - HSE inspection on Waste Services  03 - Head of PFM has assumed the chair of the Stobhill Depot Working Group  04 - Vehicle tracking systems to be applied to all vehicles and plant helping with defences against insurance claims and driving standards (e.g. speed control, harsh braking etc)</p>					


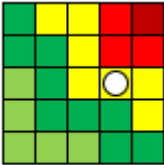

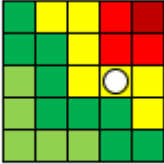
Code & Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note	Current Risk Matrix	Risk Score
CO.RR.01-03c Health & Safety – Road Services	<p><b>Risk Cause:</b> Workplace hazards not clearly understood, staff not trained/equipment to manage workplace hazard.</p> <p><b>Risk Event:</b> Employee undertaking a task beyond their competence</p> <p><b>Risk Effect:</b> Injury to employee or other as a result of action or inaction.</p>	<p><u>Established controls (other than those relating to driving at work):-</u></p> <p>01 - Observance of health and safety policies  02 - Risk assessment  03 - Workplace safety systems of work  04 - Insurance claims experience monitored  05 - Divisional joint consultative group  06 - Head of Service representation on corporate risk management group  07 - Lorries are not allowed to exceed payload parameters  08 - Depot one-way traffic system, lorries are parked in marked bays, good housekeeping  09 - Staff training.</p>		Ensure use of Health and Safety procedures	<p><b>18/19:</b> Managers and Supervisors across Commercial Operations trained in the use of the new Health &amp; Safety Management Information System. This will improve the management of actions arising from incidents and risk assessments. It will also enable greater sharing of good practice and hazard identification between teams.</p>	 <p>Likelihood</p> <p>Impact</p>	9
CO.RR.01-03d Health & Safety – Waste Services	<p><b>Risk Cause:</b> Workplace hazards not clearly understood, staff not trained/equipment to manage workplace hazard.</p> <p><b>Risk Event:</b> Employee undertaking a task beyond their competence</p> <p><b>Risk Effect:</b> The risk relates to the health and safety of staff and members of the public but also driving standards. Depots tend to be potentially risky workplaces. Injury to employee or other as a result of action or inaction.</p>	<p><u>Established controls (other than those relating to driving at work):-</u></p> <p>01 - Observance of health and safety policies  02 - Risk assessment  03 - Workplace safety management  04 - Insurance claims experience monitored  05 - Divisional joint consultative group  06 - Head of Service representation on corporate risk management group  07 - Lorries are not allowed to exceed payload parameters  08 - Stobhill Depot improvements: one-way traffic system, lorries are</p>		Ensure use of Health and Safety procedures	<p><b>18/19:</b> Managers and Supervisors across Commercial Operations trained in the use of the new Health &amp; Safety Management Information System. This will improve the management of actions arising from incidents and risk assessments. It will also enable greater sharing of good practice and hazard identification between teams.</p>	 <p>Likelihood</p> <p>Impact</p>	9


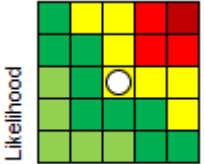

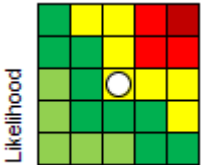



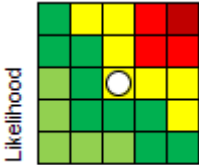
Code & Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note	Current Risk Matrix	Risk Score
		<p>parked further apart, tidying up</p> <p>09 - Reasonable controls in place for headstones in cemeteries</p> <p>10 - Reasonable precautions taken over Bings risk (we have two, so see risk CO01-41)</p> <p><u>Controls under development:-</u></p> <p>01 - EWiM project intention to extend/rationalise Stobhill depot</p> <p>02 - Penicuik depot</p> <p>02 - HSE inspection on Waste Services</p> <p>03 - Head of PFM has assumed the chair of the Stobhill Depot Working Group</p> <p>04 - Vehicle tracking systems to be applied to all vehicles and plant helping with defences against insurance claims and driving standards (e.g. speed control, harsh braking etc)</p>					
CO.RR.01-05 Driving Standards & Insurance Claims	<p><b>Risk Cause:</b> Not maintaining driving standards</p> <p><b>Risk Event:</b> road accident</p> <p><b>Risk Effect:</b> injury to employees, third parties and damage to vehicles and property</p>	<p><u>Established controls:-</u></p> <p>01 - Driving whilst at work health and safety policy</p> <p>02 - Driver handbook and dictates within it e.g. vehicle inspections</p> <p>03 - CPC HGV driver training</p> <p>04 - Under 21 driver focus and training</p> <p>05 - CTX computer system</p> <p>06 - Claims experience reported and evaluated</p> <p>07 - Driver declarations of suitability to drive</p>		Driving Standards	<b>Q2 19/20:</b> Drivers requiring CPC have completed training. Working group to discuss implementation of Drugs and Alcohol policy and subsequent actions for driver risk policy		9

Code & Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note	Current Risk Matrix	Risk Score
		08 - Motor Fleet and Leased Car insurance 09 - Minibus permit system 10 - Licence checks carried out annually in house.  <u>Ongoing controls:-</u> 01 - Health and Safety section to arrange a feature on the intranet 'advertising' the driver handbook; also carrying out compliance audits 02 - Ensure driver handbook deposited in all vehicles					
CO.RR.01-12 Fleet Replacement	<b>Risk Cause:</b> Inadequate budget provision to meet the fleet needs of the organisation. <b>Risk Event:</b> Budget setting <b>Risk Effect:</b> Direct impact on Service delivery and service output.	<u>Established controls:-</u> 01 - Knowledge of the age of the fleet 02 - Stabilisation funding in capital plan, but limited 03 - Waste Services Review 04 - Fleet Management Asset Management Plan developed and with Finance 5 Year plan based on current vehicle replacement program.  <u>More recent controls:-</u> 01 - Two additional mechanics employed to assist in roadworthiness of the fleet.		Fleet replacement	<b>Q2 19/20:</b> Reduction in fleet replacement budget may lead to maintenance issues with vehicles having being kept longer. Requirements to meet 2032 target for where there is no requirement for fossil fuelled vehicles may create additional budget pressure.	 Likelihood Impact	15
CO.RR.01-18 Roads Asset Management Plan and Infrastructure	Failure to install a risk based inspection regime that follows the Asset Management Plan and reduces road safety risk and claims.	<u>Established controls:-</u> 01 - Risk based inspection programme and procedure in accordance with latest codes of practice 02 - Public Liability Insurance 03 - Public reporting facility of lighting and roads faults (Clarence) 04 - Internal reporting facility		Progress and update asset management plan	<b>18/19:</b> Roads Asset Management Plan for Scotland, version 4, (Produced by SCOTS Group) available to use from October 2018.	 Likelihood Impact	9

Code & Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note	Current Risk Matrix	Risk Score
		<p>05 - Inspection records; all defects are noted and recorded on a database and all inspection records retained.</p> <p>06 - Work progressing through SCOTS on Asset Management</p> <p>07 - Maintenance budgets follow fault reporting</p> <p>08 - Inspection database updated by engineers and inspectors; history of every street-road with defects</p> <p>09 - Inspection repairs are recorded through Total</p> <p>10 - Capital Project evaluation group and procedures ensures right projects become part of the Capital Plan</p> <p>11 - Application of the UK Code of Practice</p> <p>12 - Review of insurance claims history</p> <p>13 - Traffic Management and Safety</p> <p>14 - Progress Safer Routes to Schools Programme</p> <p>15 - Limited Capital budgets to stabilise roads and footpaths</p> <p><u>Controls under development:-</u></p> <p>01 - Presentation on progress with Network AMP</p> <p>02 - Options likely to be developed</p> <p>03 - Improved inventory</p> <p>04 - Engagement of trainee to develop AMP</p> <p><u>More recent:-</u></p>					

Code & Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note	Current Risk Matrix	Risk Score
		01 - Looking to capitalise £1m revenue funding, so as not to lose the money during budget restraints.					
CO.RR.01-35 Cemetery safety (Monuments and wall stability)	<p><b>Risk Cause:</b> Potentially unstable monuments and deteriorating wall condition.</p> <p><b>Risk Event:</b> Deteriorating condition of monuments arising from poor installation in previous years and deteriorating sandstone walls in older cemeteries</p> <p><b>Risk Effect:</b> Unstable monuments and walls cause a risk of fatality from falling/ being pushed/pulled onto people attending cemeteries.</p>	<p><u>Established controls</u></p> <p>01 – Inspection of headstones undertaken on a 5 yearly cycle.</p> <p>02 - Test the headstones</p> <p>03 - Write to next of kin</p> <p>04 - If dangerous, sheugh-in or stake</p> <p>05 – historically significant headstones reinstated.</p> <p>06 - Property Maintenance notified of walls where there is any concern regarding stabilities.</p>		Response to potentially dangerous walls	<b>Q3 18/19:</b> Ten locations notified to Property Services in September 2018 of walls in a potentially dangerous condition requiring formal assessment and action as appropriate.	 <p>Likelihood</p> <p>Impact</p>	12
				Monument Safety Project	<b>Q2 19/20:</b> On Target Cemetery staff inspected Cranstoun churchyard, Cranston cemetery and St Nicholas churchyard a total of 583 monuments. 14 headstones have been sheughed in to make them safe. No permanent repairs have been undertaken this quarter.		
CO.RR.01-41 Danger to human beings as a result of risks at Bings	<p><b>Risk Cause:</b> Burning bings within the ownership of Midlothian Council, Gorebridge Bings.</p> <p><b>Risk Event:</b> below surface burning can result in hollows being created</p> <p><b>Risk Effect:</b> Extreme temperatures reached in burning bings resulting in risk to life if people walk into these areas and fall into burning ground.</p>	<p>No current issues with burning bings at this time.</p> <p>Environmental Health manage the monitoring of Bings with specific allocated budget for this.</p>				 <p>Likelihood</p> <p>Impact</p>	12

Code & Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note	Current Risk Matrix	Risk Score
CO.RR.01-42 Street Lighting	This is the challenge and risk of having to modernise the street lighting infrastructure in a 3 year capital programme. There are 3,000 columns to be addressed.	1. 5 year programme of replacement in place.		Renew infrastructure and LED lamps	<b>Q2 19/20:</b> Continuing with Street Lighting Column renewal and LED lanterns.	 Likelihood Impact	9
CO.RR.01-43 Health and Safety and duty of care in the workplace	<p><b>Risk Cause:</b> Workplace accident or ill health caused by an uncontrolled hazard.</p> <p><b>Risk Event:</b> Accident event or exposure to hazard resulting in ill health.</p> <p><b>Risk Effect:</b> In the event the Council could not demonstrate it had taken reasonable measures to safeguard employees, service users or others, the Council or individuals could be subject to Criminal and or Civil litigation. Criminal action can result in fines and imprisonment of officials for failure to adequately protect people to whom the Council owed a duty of care. Criminal fines cannot be insured against. Civil claims from employees and members of the public are made each year. The cost of these over the past 4 years are as follows:</p>	<p><u>The main internal controls are:-</u></p> <p>01- Corporate team of Health and Safety specialists</p> <p>02 - H&amp;S Policy and suite of Management Arrangements</p> <p>03- H&amp;S Management information system</p> <p>04- H&amp;S team represented on Corporate Risk Management Group</p> <p>05 - H&amp;S Risk Assessments</p> <p>06 - Workplace Safety Working Systems</p> <p>07 - 'Statutory Competent' person in health and safety team</p> <p>08- Suite of training delivered to employees through annual training programme by Council Health and Safety Team</p> <p>09 - Learn-pro e-learning programmes</p> <p>10 - Particular focus on relationship between employers and public liability insurance claims and divisional health and safety practice</p>				 Likelihood Impact	9

Code & Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note	Current Risk Matrix	Risk Score
CO.RR.01-44 Increased cost to recycle dry material	<p><b>Risk Cause:</b> Waste recyclers receiving this waste are suggesting the waste product does not meet the required standard agreed for recycling purposes. In addition market for the recycled product have deteriorated.</p> <p><b>Risk Event:</b> Potential waste is unable to be processed by recyclers, resulting in refusal to accept waste material for recycling.</p> <p><b>Risk Effect:</b> The price being charged to the Council to send dry material for recycling has increased from £20 per tonne to £110 per tonne. This may require additional budget provision.</p>	<p>01 - New contract in place with effect from 01-01-2019</p> <p>02 - Material bulked in Stobhill recycling shed, giving the opportunity to remove contamination.</p>		Resolution to potential increasing costs	Q1 19/20: On Target New Contract in place with reduced gate fees.	 <p>Likelihood</p> <p>Impact</p>	9

# Local Government Benchmarking Framework – Commercial Operations



## Culture and Leisure

Code	Title	2010/1	2011/1	2012/1	2013/1	2014/1	2015/1	2016/1	2017/1	External Comparison
		1	2	3	4	5	6	7	8	
		Value	Value	Value	Value	Value	Value	Value	Value	
C&L4	Corporate Indicator - Net cost of parks and open spaces per 1000 population (LGBF)	£18,042.13	£20,264.75	£11,312.30	£5,837.96	£6,698.13	£5,744.77	£7,152.78	£7,359.30	17/18 Rank 4 (Top Quartile). 16/17 Rank 4 (Top Quartile). 15/16 Rank 2 (Top Quartile). 14/15 Rank 3 (Top Quartile).
C&L5b	Corporate Indicator - Percentage of adults satisfied with parks and open spaces (LGBF)	78.3%	N/A	81%	83.43%	84%	79%	78.33%	78.67%	17/18 Rank 28 (Bottom Quartile). 16/17 Rank 31 (Bottom Quartile). 15/16 Rank 29 (Bottom Quartile). 14/15 Rank 22 (Third Quartile).

## Environmental Services

Code	Title	2010/1	2011/1	2012/1	2013/1	2014/1	2015/1	2016/1	2017/1	External Comparison
		1	2	3	4	5	6	7	8	
		Value	Value	Value	Value	Value	Value	Value	Value	
ENV1b	Corporate Indicator - Net cost of waste collection per premise (annual) (LGBF)	New for 2012/13		£82.82	£64.41	£31.34	£73.24	£74.94	£74.34	17/18 Rank 28 (Bottom Quartile). 16/17 Rank 24 (Third Quartile). 15/16 Rank 25 (Bottom Quartile). 14/15 Rank 1 (TOP Quartile).
ENV2a	Corporate Indicator - Net cost of waste disposal per premise (annual) (LGBF)	New for 2012/13		£78.53	£60.20	£78.10	£87.84	£85.51	£85.01	17/18 Rank 9 (Second Quartile). 16/17 Rank 10 (Second Quartile). 15/16 Rank 12 (Second Quartile). 14/15 Rank 8 (TOP Quartile).
ENV3a	Corporate Indicator - Net cost of street cleaning per 1,000 population (LGBF)	£10,549.67	£10,792.76	£10,648.15	£10,814.64	£12,202.76	£12,095.21	£12,662.23	£11,810.41	17/18 Rank 16 (Second Quartile). 16/17 Rank 14 (Second Quartile). 15/16 Rank 12 (Second Quartile). 14/15 Rank 9 (Second Quartile).

Code	Title	2010/1	2011/1	2012/1	2013/1	2014/1	2015/1	2016/1	2017/1	External Comparison
		1	2	3	4	5	6	7	8	
		Value	Value	Value	Value	Value	Value	Value	Value	
ENV3c	Street Cleanliness Score (LGBF)	94%	93.6%	94.9%	94.9%	96.14%	98.7%	98.7%	95.98%	17/18 Rank 5 (TOP Quartile). 16/17 Rank 2 (TOP Quartile). 15/16 Rank 1 (TOP Quartile). 14/15 Rank 8 (TOP Quartile).
ENV4a	Corporate Indicator - Cost of maintenance per kilometre of roads (LGBF)	£15,398.18	£10,965.31	£7,524.02	£13,156.45	£8,649.97	£5,949.63	£3,309.90	£4,336.10	17/18 Rank 11 (Second Quartile). 16/17 Rank 9 (Second Quartile). 15/16 Rank 6 (TOP Quartile). 14/15 Rank 12 (Second Quartile).
ENV4b	Percentage of A class roads that should be considered for maintenance treatment (LGBF)	21.1%	22.7%	24.1%	22.1%	21.6%	20.4%	20.9%	25%	17/18 Rank 13 (Second Quartile). 16/17 Rank 7 (TOP Quartile). 15/16 Rank 7 (TOP Quartile). 14/15 Rank 9 (Second Quartile).
ENV4c	Percentage of B class roads that should be considered for maintenance treatment (LGBF)	25.2%	27%	30.4%	28.2%	24.4%	28%	29.2%	30.46%	17/18 Rank 14 (Second Quartile). 16/17 Rank 15 (Second Quartile). 15/16 Rank 13 (Second Quartile). 14/15 Rank 8 (TOP Quartile).
ENV4d	Percentage of C class roads that should be considered for maintenance treatment (LGBF)	32.1%	30.4%	28.7%	29.8%	32%	30.5%	28.9%	33.15%	17/18 Rank 15 (Second Quartile). 16/17 Rank 13 (Second Quartile). 15/16 Rank 12 (Second Quartile). 14/15 Rank 11 (Second Quartile).
ENV4e	Percentage of unclassified roads that should be considered for maintenance treatment (LGBF)	38%	32.8%	36.1%	34.5%	34.4%	35.3%	35.3%	35.23%	17/18 Rank 16 (Second Quartile). 16/17 Rank 14 (Second Quartile). 15/16 Rank 12 (Second Quartile). 14/15 Rank 10 (Second Quartile).
ENV6	Percentage of total household waste that is recycled (LGBF)	44.1%	47.2%	45.3%	42.3%	46.9%	47.9%	53.5%	51.6%	17/18 Rank 15 (Second Quartile). 16/17 Rank 9 (Second Quartile). 15/16 Rank 16 (Second Quartile). 14/15 Rank 13 (Second Quartile).
ENV7a	Corporate Indicator - Percentage of Adults satisfied with refuse collection (LGBF)	79%	N/A	83%	79.33%	79.67%	83%	86.67%	89.67%	17/18 Rank 4 (TOP Quartile). 16/17 Rank 10 (Second Quartile). 15/16 Rank 21 (Third Quartile). 14/15 Rank 26 (Bottom Quartile).
ENV7b	Corporate Indicator - Percentage of adults satisfied with street cleaning (LGBF)	69.7%	N/A	78%	72.9%	73.33%	72.33%	73%	71.33%	17/18 Rank 16 (Second Quartile). 16/17 Rank 18 (Third Quartile). 15/16 Rank 22 (Third Quartile). 14/15 Rank 22 (Third Quartile).