

Commercial Operations

Performance Report Quarter Three 2019/20



Progress in delivery of strategic outcomes

The Place Principle builds on a shared understanding of place. Place helps to build momentum and increase the pace of collaborative actions to achieve better outcomes for people, with a particular emphasis on those experiencing disadvantage. The Place Principle encourages better collaboration, resource utilisation and community participation in trying to change the culture of public service delivery so there is a presumption in favour of place-based approaches centred around communities and encourages local flexibility.

A Place approach provides all partners with a simple mechanism by which to encourage accountability over decisions taken about the way resources, services and assets are directed and delivered. It builds upon the Christie Commission report on the Future Delivery of Public Services which highlighted that in order to deliver good public services with positive outcomes for people and communities, there must be a reform process and new ways of working which have empowerment at their heart to ensure maximum impact of resources and strategic action in reducing inequalities.

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 financial challenges ahead.

To enable us to deal with future service demands of an increasing population the council will cut costs and redesign services. Progress in delivering outcomes across the key service areas that follow continue to be informed by applying the 'Delivering Excellence' continuous improvement approach 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:

- . Development of the Street Scene/neighbourhood model for service delivery to involve local communities and/or the criminal justice teams.
- . 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.
- . Changing the way that Council Staff travel on behalf of the Council.
- . Seeking commercialisation opportunities and trading with a wide range of organisations including the Private Sector and public sector partners.
- . 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.
- . 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.

Co-location to one depot site is planned for a leaner management team and a workforce where job profiles will be more generic in nature allowing greater flexibility and cross skilling at all levels. 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.

Delivery of the Waste Management Strategy will influence future direction of Waste Services as reviewed in the programme of cross party, cross cutting meetings. The Strategy ensures 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

In partnership with Education we developed Midlothian's Councils first Early years outdoor setting at Vogrie and other locations utilising our current facilities and staff resources. The section is also involved in progressing a further site at Alderbank in Penicuik.

Contributing positively to the council's improved health outcomes with several play areas installed at St David's Primary school and Nursery. The works completed at Mayfield Nursery extension are being used as an exemplar by the Care Inspectorate and included in the best practice guide.

School and Nursery improvement are planned in quarter 4 for Scots Corner, Lawfield Primary, Moorfoot PS, Kings Park PS, Bilston PS, Burnbrae PS Sacred Hart PS & Newtongrange PS.

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. A draft design for a wheeled sports facility in Auld Gala Park has been prepared.

The Outdoor Walking Festival had approximately 2017 attendees. The main directory, which had a landing page and then all 72 events behind that, was viewed just over 7,600 times, the moving motion graphic 'advert' created was viewed 2,926 times and 2,923 people engaged with the 25 social media posts created by the Communications Team by either clicking in to find out more, using the link through to the web page etc. The events were also promoted on radio and in print media. According to VisitScotland, the average domestic day visitor spends £40. If that was replicated by the 2000+ visitors we had then the Rangers team would have boosted the local economy by more than £80,000.

Another successful Woodland Dance Project Event took place in Vogrie Country Park in October with more than 1,500 attendees.

The Ranger Service has generated a total of 7,946 hours of volunteer time to maintain areas across the county.

All the Galas and Events have now been successfully been completed and Remembrance day events were supported by the section.

Waste Services

The pilot for a reuse cabin located at Stobhill recycling centre has been extended to the end of the financial year. 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.

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

Travel and Fleet Services

Grant funding was secured from Edinburgh ULEZ Fund to purchase four electric cars, install a further two rapid Chargers at Sheriffhall Park and Ride and £500,000 towards installation and replacement of bus shelters in Midlothian.

Utilising external funding from the Scottish Government, a new post of Sustainable Transport Project Officer has been appointed this quarter. The project officer will deal with Electric Vehicle infrastructure and implementation of Electric vehicles into the Council Fleet to meet 2025 Deadline set by the Scottish Government to decarbonise Local authority Fleet.

Road Services

The Roads team continue to make good progress in quarter 3 with the capital programme for carriageway and footway renewal/improvement schemes. Of the 33 individual schemes programmed, 23 have been completed by the end of Q3, representing a total of 4.55km and 2.90km of carriageway and footway resurfacing respectively.

Flood risk associated with the partially collapsed privately owned culvert carrying the Loanburn in Penicuik has been removed, following repairs to the damaged section undertaken during Q3 on behalf of the tenant. Service personnel continued to monitor flood risk during the repairs, and liaised with the works contractor to ensure that no flooding occurred due to the impact of the repair works.

A bid was successful for £863,000 of LEZ (Low emission zone) Funding from Transport Scotland. Funding has been allocated against 5 projects that must be completed and claimed for end of financial year.

Dalkeith High School have obtained their Cycle Friendly Secondary School Award.

Health, Safety and Civil Contingencies

The reviewed Council's Health and Safety Policy and Health, Safety and Wellbeing Strategy covering the next 4 year period was presented to CMT on 16 October 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. 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

Landscape and Countryside Services

Develop Customer Service Excellence systems and processes in conjunction with staff and other sections of the Council.

Resourcing monumental safety work required this winter. The recording system will also need to be upgraded to meet the new burials memorial legislation as there has been limited progress to date.

Ensuring a more holistic approach to tree safety issues for the Council going forward. The urban trees have not been inspected since 2011 due to staff reductions.

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

Updating Grounds Maintenance recharging schedules for tasks and improvements to invoicing information. Burial income is well down on the budget forecast as there are less burials and lair purchases than last year.

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 effectiveness.

A challenge managing the change required to meet savings and communicating changes to Councillors, Staff and the Public, 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.

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. At the start of the financial year 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 early in 2019.

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.

Dealing with the impact of Ash die back on the Midlothian Tree stock as current advice suggests that 75% of Ash tree stock may be lost.

Work with the Easthouses community to develop proposals for Easthouses Park and secure funding for these 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.

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. 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.

The delay beyond the 5 day target for removal of fly-tipping was as a result of a lack of access to equipment to complete the removal. The Service are exploring the opportunity to source alternative equipment for the Service to be able to respond and complete removals more quickly.

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

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

Ongoing adoption of new legislation and government requirements, specifically the new Transport Act, a One Scotland Gazetteer from the Improvement Services, and a new version of the Scottish Road Works Register, for improved coordination of all roadworks. This will require updating and replacement of existing internal systems as appropriate to be progressed in Q3, and training for relevant staff to follow, whilst maintaining Service level provision. The Transport (Scotland) Act 2019 will have significant financial requirements to implement. New parking responsibilities (including pavement parking) as a result of the Transport Bill will require additional staff and financial resource.

Continued provision of key statutory functions, particularly routine and safety inspections (roads, footways and structures), and coordination and supervision of works, following introduction of new Business Travel & Subsistence Policy. Presently there are insufficient arrangements for appropriate alternative transport to maintain previous levels of service provision without the use of own vehicles.

Progression of Flood Studies and Surface Water Management Plans.

Production of Road Asset Management Plan (SCOTS Project) and updating of procedures to accord with new CoP (RBA approach).

Submission of annual performance reports to APSE and SCOTS.

Action internal Audit Report recommendations to make "better use" of CONFIRM Software for recording of inventory and updating network details.

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 31 October 2019 following the UK Governments extension to article 50. The group had been meeting weekly from August onwards as the countdown to the 31 October continued.

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.

Managing these services and providing adequate Risk Management support to Midlothian Council and Midlothian's Integrated Joint Board can prove challenging at times with completing demands.

Commercial Operations

Midlothian



Successes and Challenges

Corporate Performance Indicators (latest)

● 9 ● 4 ? 0 6

Service Plan Actions (latest)

▲ 1 ● 17 ? 0

Service Plan PIs (latest)

● 6 ● 10 ? 1 0

Service Risks (latest)

▲ 16

Corporate PIs Off Target as at 31st January 2020

PIs ● 9

Performance against revenue budget

% of invoices paid within 30 days of invoice receipt (cumulative)

Average number of working days lost due to sickness absence (cumulative)

% of Service PIs that are on target/ have reached their target. (does not include Corporate PIs)

% of internal/external audit actions progressing on target.

Average time in working days for a full response for escalated complaints

Percentage of complaints at stage 1 complete within 5 working days

Percentage of complaints at stage 2 complete within 20 working days

Percentage of complaints escalated and complete within 20 working days

Service Plan Actions Off Target as at 31st January 2020

Actions ▲ 1

Develop additional workstreams to achieve income for the Council

Service Plan PIs Off Target as at 31st January 2020

PIs ● 6

Percentage of all street light repairs completed within 7 days (cumulative)

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

Proportion of fly tipping incidents removed within 5 working days (quarterly)

High Risks as at 31st January 2020

Risks ▲ 0

16 Risks at Medium and 0 Risks are high

Key PIs

- Off Target
- On Target
- 6 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
- 6 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	Q3 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20				Annual Target 2019/20	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
01. Manage budget effectively	Performance against revenue budget	£14.700m	£14.084m	£13.563m	£13.678m	£13.335m		Q3 19/20: Off Target The projected overspend shows £400,000 (3%) which will be addressed through financial monitoring and reporting.		£12.935m		
02. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	13.26	10.53	4.27	8.32	11.12		Q3 19/20: Off Target 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 during the middle of last year to identify sickness trends across 2018 and 2019. 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.		9.82	Number of days lost	3,911.79
								In conjunction with other local authorities and the University of Edinburgh, Human Resources are looking to pilot 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			Number of FTE in service	351.68

								strategic or policy solutions.				
--	--	--	--	--	--	--	--	--------------------------------	--	--	--	--

Corporate Health

Priorities	Indicator	2018/19	Q3 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20				Annual Target 2019/20	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
03. Complete all service priorities	% of service actions on target / completed, of the total number	84.21 %	89.47 %	94.44 %	94.44 %	94.44 %		Q3 19/20: On Target		90%	Number of service & corporate priority actions	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%	84%	76%	80%	83%		Q3 19/20: Off Target Extra effort to authorise and process invoices could make a significant improvement and bring this indicator on target. 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 targetted for future.		90%	Number received (cumulative)	3,842
											Number paid within 30 days (cumulative)	3,206
05. Improve PI performance	% of Service PIs that are on target/ have reached their target. (does not include Corporate PIs)	60%	73.33 %	82.35 %	70.59 %	68.75 %		Q3 19/20: Off Target Actions in place to bring performance indicators on target where possible. See performance indicator report for more detail.		90%	Number on tgt/complete	11
											Total number of PIs	16
06. Control risk	% of high risks that have been reviewed in the last quarter	0%	0%	0%	0%	0%		Q3 19/20: On Target All risks reviewed by service managers and no high risks identified this quarter.			Number of high risks reviewed in the last quarter	0
											Number of high risks	0













Improving for the Future

Priorities	Indicator	2018/19	Q3 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20				Annual Target 2019/20	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
07. Implement improvement plans	% of internal/external audit actions progressing on target.	80%	70%	100%	100%	81.82 %		Q3 19/20: Off Target 2 audit actions off target in relation to asset disposal, see		90%	Number of internal/external audit actions on target or complete	9

								notes on individual audits.			Number of internal/external audit actions in progress	11
--	--	--	--	--	--	--	--	-----------------------------	--	--	-------------------------------------------------------	----

Commercial Operations Complaints Indicator Summary

Commitment to valuing complaints

Indicator	2018/19	Q3 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20			Annual Target 2019/20
	Value	Value	Value	Value	Value	Status	Note	
Number of complaints received (quarterly)	4,124	3,101	1,165	1,342	941		Q3 19/20: Data only	
Number of complaints closed in quarter	4,095	3,066	1,156	1,340	935		Q3 19/20: Data only	
Number of complaints upheld (quarterly)	3,313	2,508	1,009	1,170	811		Q3 19/20: Data only	
Number of complaints partially upheld (quarterly)	90	47	29	20	10		Q3 19/20: Data only	
Number of complaints not upheld (quarterly)	283	237	53	13	15		Q3 19/20: Data only	
Average time in working days to respond to complaints at stage 1	3.64	2.82	2.19	2.8	2.95		Q3 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	15.5		Q3 19/20: On Target	20
Average time in working days for a full response for escalated complaints	30.17	22.27	12.4	5	31.33		Q3 19/20: Off Target Investigations into complaints required longer than 20 days to resolve.	20
Percentage of complaints at stage 1 complete within 5 working days	89.72%	90.96%	92.26%	87.29%	88.17%		Q3 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, Land and Countryside trained on extending complaints Q4. Session held with Roads team and performance officer during Q4 to review allocating complaints and enquires, system issues picked up and rectified and feedback will be given to contact centre during Q4.	95%
Percentage of complaints at stage 2 complete within 20 working days	100%	100%	0%	0%	50%		Q3 19/20: Off Target Investigation into complaints stage 2 required longer than 20 days.	95%
Percentage of complaints escalated and complete within 20 working days	55.56%	72.73%	80%	100%	66.67%		Q3 19/20: Off Target Investigation into complaints required longer than 20 days to resolve.	95%
Number of complaints where an extension to the 5 or 20 day target has been authorised (quarterly)	1	1	0	0	1		Q3 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		75%	Q3 19/20: On Target Onsite works are completed or programmed and budget on target.

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		75%	Q3 19/20: 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		75%	Q3 19/20: 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		75%	Q3 19/20: On Target 33 programmed carriageway and footway schemes progressing for 2019/20. 23 Schemes completed to end of Q3.
CO.P.3.3	Fully implement quality plans for Midlothian Parks	31-Mar-2020		100%	Q3 19/20: 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		75%	Q3 19/20: On Target Currently developing and updating the core path plan. This is progressing slowly due to staff reductions.

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
					Community involvement with floral displays ongoing at Penicuik, Bonnyrigg, Gorebridge, Rosewell, Loanhead, Pathhead, Mayfield 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		75%	Q3 19/20: On Target Play area improvements consultation ongoing for Lawfield PS, Moorfoot PS, Kings Park PS, Bilston PS, Cuiken PS, Newtongrange PS, Sacred Heart PS, Mauricewood PS & Lasswade Nursery.

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		75%	Q3 19/20: On Target Community waste activities this quarter have focused on supporting the reuse cabin at Stobhill Recycling Centre and supporting community clear ups/litter picks.
CO.P.6.2	Monitor the number of fly tipping incidence on council land and remove within 5 working days	31-Mar-2020		75%	Q3 19/20: On Target 182 incidents of fly-tipping reported, of the 172 on Council land 80% were removed within 2 days, a further 10% within 5 days and the remaining 10% within 10 days. The delay beyond the 5 day target was as a result of a lack of access to equipment to complete the removal. Alternative equipment within the Service is being considered.

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%	Q3 19/20: Off Target Income now forecast at 325K. Some large projects such as the Campus Play area have now moved to the new financial year. 180K of work already scheduled for the next financial year.
CO.P.7.2	Deliver the health and safety audit programme as agreed by CMT	31-Mar-2020		100%	Q3 19/20: Complete Revised future audit/review programme presented to CMT on the 16th of October 2019 and approved. All Service annual health and safety audits complete.
CO.P.7.3	Support the delivery of the Councils Health and wellbeing strategy	31-Mar-2020		100%	Q3 19/20: Complete Health, Safety and Wellbeing Strategy reported to CMT for approval on the 16th of October 2019.

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CO.P.7.4	Approve and implement recommendations of the Waste management strategy to influence the future direction of Waste Services	31-Mar-2020		75%	Q3 19/20: On Target A Waste Strategy is being prepared with a request for a Seminar for Elected Members.
CO.P.7.5	Explore shared opportunities, services and knowledge with the partners in the Edinburgh, Lothian, Borders and Fife group	31-Mar-2020		75%	Q3 19/20: On Target Officers meeting has been set for 31/1/20 to discuss opportunities to reinvigorate the forum in advance of a proposed wider meeting to include elected member representatives.

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		95%	Q3 19/20: On Target All vehicles ordered apart from two mini sweepers. Specification for these two vehicles has been agreed and order to be placed in the New Year.
CO.P.8.2	Work towards reducing travel costs council wide	31-Mar-2020		75%	Q3 19/20: On Target Work ongoing and monitoring usage of vehicles in pilot areas continues. Alternative Travel Implementation Officer is now in post and this is a major part of her role.
CO.P.8.3	Review all Council transport uses to reduce cost base	31-Mar-2020		75%	Q3 19/20: On Target 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. A decision has been made by education colleagues to use education staff members to provide transport directly. Travel Team has provided information as required. Intention is to start trial after February break. 'Health Warning' has been given by travel team to make them aware that removing contracts from contractors will not necessarily mean that those contractors will be able to pick up contracts if trial fails.
CO.P.8.4	Review operation of fleet and management plant in order to ensure smooth transition to new super depot	31-Mar-2020		50%	Q3 19/20: On Target This will need to be reviewed and a decision taken on software for fleet management following decision to not progress Hopefield depot as all these decisions on software were part of the overall software requirement for the new depot.

Commercial Operations PI Report 2019/20





02. People feel safe in their neighbourhoods and homes





PI Code	PI	2018/19	Q3 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20				Annual Target 2019/20	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
CO.P.2.1a	Number of lighting columns replaced (cumulative)	911	427	0	348	863			Q3 19/20: Complete Target exceeded.	700	
BS.CO.P.2.1b	Percentage of all street light repairs completed within 7 days (cumulative)	100%	100%	100%	100%	54%			Q3 19/20: Off Target 241 out of 450 faults recorded were repaired within 7 days (due to having only one electrician).	100%	Scottish Average 3.07 days
CO.P.2.1c	% of the footpath network resurfaced (cumulative)	0.7%	0.4%	0.1%	0.21%	0.41%			Q3 19/20: On Target 2.90km in total of footway resurfaced to end of Q3.	0.56%	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	Q3 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20				Annual Target 2019/20	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
BS.CO.01	Number of environmental awards e.g. Green flags	2	2	2	2	2			Q3 19/20: 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%	1.48%	0.17%	0.48%	0.67%			Q3 19/20: On Target 4.55km in total of carriageway resurfaced to end of Q3.	0.9%	

PI Code	PI	2018/19	Q3 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20				Annual Target 2019/20	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
CO.P.3.3a	Number of parks for which quality plans have been implemented (cumulative)	6	6	6	6	6			Q3 19/20: On Target All plans for year complete. ie. for the six potential Green Flag sites	6	



04. Communities take a positive role in shaping their future





PI Code	PI	2018/19	Q3 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20				Annual Target 2019/20	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
BS.CO.4.1b	Number of individuals involved in Community Schemes	2,431	2,349	949	1,744	1,826			Q3 19/20: On Target 1826 participants, 121 groups.	1,800	
CO.P.4.1a	Number of volunteer hours in countryside sites	10,728	7,934	2,594	5,358	7,946			Q3 19/20: On Target The team continue to have high volumes of volunteers dedicating time to countryside sites and have increased volunteer numbers compared to Q3 last year. Breakdown as follows: Conservation charities/ volunteers where 4080 hours of time was dedicated. Friends of Roslin Glen environment team where 936 hours of time was dedicated. Dalkeith Rotary where 936 hours of time was dedicated. Walking festival volunteers where 824 hours of time was dedicated. Midlothian Criminal Justice Team where 1170 hours of time was dedicated.	9,000	

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	Q3 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20				Annual Target 2019/20	Benchmark
		Value	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	634	63	62	N/A			Q3 19/20: Data not available for Q3. Awaiting information from our contractors, returns into waste data flow will be available Q4 2019/20. Q2 2019/20 figure = 62 tonnes	5,000	
BS.CO.P.6.1b	% of waste going to landfill per calendar year (quarterly)	24.6%	19.1%	9.9%	12.2%	N/A			Q3 19/20: Data not available for Q3. Awaiting information from our contractors, returns into waste data flow will be available at Q4 2019/20. In Q2 12.2% 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%	90%			Q3 19/20: Off Target 182 incidents of fly-tipping reported, of the 172 on Council land 80% were removed within 2 days, a further 10% within 5 days and the remaining 10% within 10 days. The delay beyond the 5 day target was as a result of a lack of access to equipment to complete the removal. Alternative equipment within the Service is being considered.	100%	

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


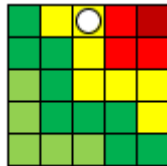
PI Code	PI	2018/19	Q3 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20				Annual Target 2019/20	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
CO.P.7.1a	Income secured by sourcing third party opportunities through	£350,000	£350,000	£60,000	£67,000	£187,000			Q3 19/20: Off Target Income now forecast at 325K. Some large projects such as the	£500,000	


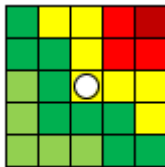

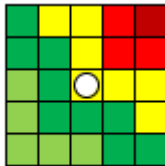
PI Code	PI	2018/19	Q3 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20				Annual Target 2019/20	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
	Land and Countryside working on hard and soft landscaping								Campus Play area have now moved to the new financial year. 180K of work already scheduled for the next financial year.		
CO.P.7.1b	Income achieved by providing additional training courses to external organisations (cumulative)	£53,273	£27,000	£11,605	£14,485	£24,260			Q3 19/20: Off Target The total income position at Q3 of £24,260 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. Further First Aid and CPC courses are planned for Q4 with a Service Payment from an external contract due in Q4.	£54,600	
CO.P.7.1c	Income achieved by Commercialisation	£2,000	£2,000	£0	£0	£0			Q3 19/20: Off Target 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. Example specifications have been obtained from other Council's who have already engaged in generating advertising income. Work will be taken forward in Q4 to obtain external partner to deliver on this.	£25,000	


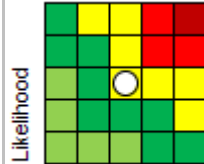
08. Maximise the utilisation of the Councils fleet and passenger transportation arrangements by reducing costs and contributing to the environmental agenda to reduce carbon footprint


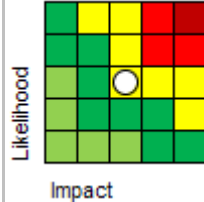
PI Code	PI	2018/19	Q3 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20				Annual Target 2019/20	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
BS.CO.P.8.1a	The percentage of Council fleet which is 'Green' (cumulative)	5.34%	4.58%	7.1%	8.2%	6.7%			Q3 19/20: On Target Currently 18 Ultra Low Emission Vehicles (ULEV) which is based on 267 vehicles on fleet. 4 vehicles have been returned to leasing company in Q3. 8 further Electric vehicles are on order for delivery in Q4/Q1 2020. Future increases in ULEV vehicles will be dependent on funding and available budget.	6%	
CO.P.8.2a	Reduce by £150,000 expenditure on Travel costs	£520,003	£394,000	£120,578	£229,662	£340,225			Q3 19/20: Off Target <u>Miles only</u> claimed to end Q3 £340,225. <u>Claim per directorate:</u> Education Communities & Economy: £84,317 Health & Social Care: £196,189 Resources: £59,719 Overall 13.64% decrease compared to Q3 18/19. Monitoring will continue.	£370,000	
CO.P.8.3a	Achieve 5% reduction in travel / transport costs (cumulative)	£5,683,000	£1,795,000	£974,500	£1,950,000	£3,519,395			Q3 19/20: On Target At period 10 £21,969 on taxis for home to school transport, £523,535 for other taxis across the all services, £1,522,250 for external hire of vehicles (including contract vehicles, £510,334 on fuel and £942,312 for internal recharges.	£5,398,850	


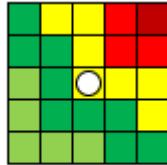
Commercial Operations Service Risks


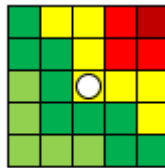

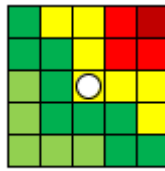
Code & Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note	Current Risk Matrix	Risk Score
CO.IR.01 Ironmills Landslip	<p>Risk Cause: Loose ground material on top of hard rock surface on steep incline and potential water ingress.</p> <p>Risk Event: The hillside opposite Dalkeith cemetery containing the footpath to Ironmills park has slipped repeatedly</p> <p>Risk Effect: 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 herras fencing.</p>		Remedial work at Ironmills	<p>Q3 19/20: 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. . When there is a 3 month period without slippage, the L&C Manager will consider opening the access but would actively seek funding to do so after a 6 month period without slippage. . 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. Some of the Heras fencing at the top of the hill has been reduced where potential falls are low risk.</p>	<p></p> <p>Likelihood</p> <p>Impact</p>	15


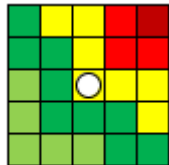
Code & Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note	Current Risk Matrix	Risk Score
CO.RR.01-01a Fraud - Landscape & Countryside Services	<p>Risk Cause: Fuel is a valuable commodity and loose fuel such as petrol in cans can readily be stolen. Considerable quantities are used over the summer months and exact usage is difficult to estimate.</p> <p>Risk Event: Theft of loose fuel or diesel within vehicle.</p> <p>Risk Effect: 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 - Within Land and Countryside the bills are monitored monthly with loose fuel usage being closely monitored.</p>		Consideration for future audit		<div><div>Likelihood</div><div>Impact</div></div>	9
CO.RR.01-01b Fraud - Waste Services	<p>Risk Cause: 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>Risk Event: Theft of loose fuel or diesel within vehicle.</p> <p>Risk Effect: 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>				<div><div>Likelihood</div><div>Impact</div></div>	9


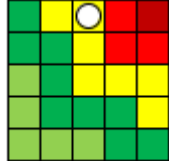
Code & Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note	Current Risk Matrix	Risk Score
		06 - Control of contracts - within budget, on time, meeting objectives (performance monitoring) 07 - Code of Conduct issued to all staff 08 - Fuel monitoring linked to tracking system. <u>Controls recently developed:-</u> 01 - Vehicle tracking systems (which is an action 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>Risk Cause: 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>Risk Event: Theft of loose fuel or diesel within vehicle.</p> <p>Risk Effect: Theft of fuel between 1k- 20k</p>	<p><u>Established controls:-</u></p> 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,					9


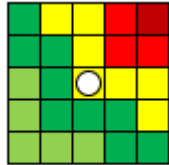
Code & Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note	Current Risk Matrix	Risk Score
		meeting objectives (performance monitoring) 07 - Code of Conduct issued to all staff 08 - Vehicle tracking systems					
CO.RR.01-03a Health & Safety – Landscaping	<p>Risk Cause: Use of machinery, vehicles, chemicals and arboriculture work particularly at height.</p> <p>Risk Event: Staff not following instruction, training or guidance provided</p> <p>Risk Effect: Accidents could cause injury or fatality</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>03 - HAVs exposure monitored along with staffs physical symptoms</p> <p>04 - Health surveillance scheme in place.</p> <p>05 - Majority of staff are Banks man trained to guide reversing vehicle etc</p> <p>06 - Training and certification of staff on a range of machinery is undertaken annually</p> <p>07 - Staff handling chemicals are suitably trained.</p> <p>08 - Staff undertaking arboriculture work are suitably trained.</p> <p>09 - Accidents are investigated and discussed at works committee to ensure lessons are learned.</p> <p>10 - SPHERA system provides automatic notification to Managers of incidents.</p> <p>11 - Insurance experience monitored and acted upon.</p> <p>12 - Vehicle tracking systems applied to vehicle and help defend against claims.</p>					9


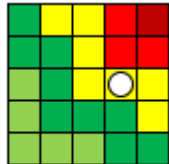

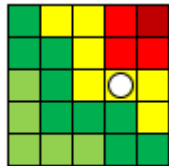
Code & Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note	Current Risk Matrix	Risk Score
CO.RR.01-03b Health & Safety – Travel and Fleet Services	<p>Risk Cause: Workplace hazards not clearly understood, staff not trained/equipment to manage workplace hazard.</p> <p>Risk Event: Employee undertaking a task beyond their competence</p> <p>Risk Effect: 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</p> <p>02 - Risk assessment</p> <p>03 - Workplace safety management</p> <p>04 - Insurance claims experience monitored</p> <p>05 - Divisional joint consultative group</p> <p>06 - Head of Service representation on corporate risk management group</p> <p>07 - Lorries are not allowed to exceed payload parameters</p> <p>08 - Stobhill Depot improvements: one-way traffic system, lorries are 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</p>		Ensure use of Health and Safety procedures	Q3 19/20: Continue to use Health and Safety Management System to monitor and implement safe systems as required.	<p>Likelihood</p>  <p>Impact</p>	9


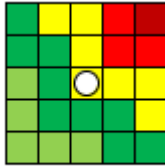

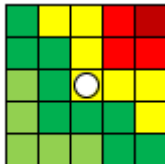
Code & Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note	Current Risk Matrix	Risk Score
		vehicles and plant helping with defences against insurance claims and driving standards (e.g. speed control, harsh braking etc)					
CO.RR.01-03c Health & Safety – Road Services	<p>Risk Cause: Workplace hazards not clearly understood, staff not trained/equipment to manage workplace hazard.</p> <p>Risk Event: Employee undertaking a task beyond their competence</p> <p>Risk Effect: 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</p> <p>02 - Risk assessment</p> <p>03 - Workplace safety systems of work</p> <p>04 - Insurance claims experience monitored</p> <p>05 - Divisional joint consultative group</p> <p>06 - Head of Service representation on corporate risk management group</p> <p>07 - Lorries are not allowed to exceed payload parameters</p> <p>08 - Depot one-way traffic system, lorries are parked in marked bays, good housekeeping</p> <p>09 - Staff training.</p>		Ensure use of Health and Safety procedures	<p>Q3 19/20: Managers and Supervisors across Commercial Operations trained in the use of the new Health & 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>	<div><div>Likelihood</div><div>Impact</div></div>	9
CO.RR.01-03d Health & Safety – Waste Services	<p>Risk Cause: Workplace hazards not clearly understood, staff not trained/equipment to manage workplace hazard.</p> <p>Risk Event: Employee undertaking a task beyond their competence</p> <p>Risk Effect: 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.</p>	<p><u>Established controls (other than those relating to driving at work):-</u></p> <p>01 - Observance of health and safety policies</p> <p>02 - Risk assessment</p> <p>03 - Workplace safety management</p> <p>04 - Insurance claims experience monitored</p> <p>05 - Divisional joint consultative group</p> <p>06 - Head of Service representation on corporate risk management group</p>		Ensure use of Health and Safety procedures	<p>Q3 19/20: The Service Works Committee has been re-established with agreement at the first meeting that in future the group will work through a systematic review of risk assessments over an annual basis. A new training matrix covering job skill and health and safety requirements for all rolls has been developed and will be used to set Individual</p>	<div><div>Likelihood</div><div>Impact</div></div>	9


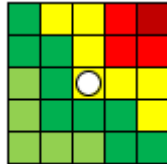
Code & Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note	Current Risk Matrix	Risk Score
	Injury to employee or other as a result of action or inaction.	<p>07 - Lorries are not allowed to exceed payload parameters</p> <p>08 - Stobhill Depot improvements: one-way traffic system, lorries are 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>			Development Plans as part of the Making Performance Matter scheme.		
CO.RR.01-05 Driving Standards & Insurance Claims	<p>Risk Cause: Not maintaining driving standards</p> <p>Risk Event: road accident</p> <p>Risk Effect: injury to employees, third parties and</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>		Driving Standards	Q3 19/20: Drivers requiring CPC have completed training. Working group to discuss implementation of Drugs and Alcohol policy and subsequent actions for driver risk policy.	 <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
	damage to vehicles and property	04 - Under 21 driver focus and training 05 - CTX computer system 06 - Claims experience reported and evaluated 07 - Driver declarations of suitability to drive 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	<p>Risk Cause: Inadequate budget provision to meet the fleet needs of the organisation.</p> <p>Risk Event: Budget setting</p> <p>Risk Effect: Direct impact on Service delivery and service output.</p>	<p><u>Established controls:-</u></p> 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. <p><u>More recent controls:-</u></p> 01 - Two additional mechanics employed to assist in roadworthiness of the fleet.		Fleet replacement	<p>Q3 19/20: 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.</p>	 <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
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 05 - Inspection records; all defects are noted and recorded on a database and all inspection records retained. 06 - Work progressing through SCOTS on Asset Management 07 - Maintenance budgets follow fault reporting 08 - Inspection database updated by engineers and inspectors; history of every street-road with defects 09 - Inspection repairs are recorded through Total 10 - Capital Project evaluation group and procedures ensures right projects become part of the Capital Plan 11 - Application of the UK Code of Practice 12 - Review of insurance claims history 13 - Traffic Management and Safety 14 - Progress Safer Routes to Schools Programme 15 - Limited Capital budgets to stabilise roads and footpaths		Progress and update asset management plan	Roads Asset Management Plan for Scotland, version 4, (Produced by Scotts Group)	 <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
		<u>Controls under development:-</u> 01 - Presentation on progress with Network AMP 02 - Options likely to be developed 03 - Improved inventory 04 - Engagement of trainee to develop AMP <u>More recent:-</u> 01 - Looking to capitalise £1m revenue funding, so as not to lose the money during budget restraints.					
CO.RR.01-35 Cemetrey safety (Mouments and wall stability)	Risk Cause: Potentially unstable monuments and deteriorating wall condition. Risk Event: Deteriorating condition of monuments arising form poor installation in previous years and deteriorating sandstone walls in older cemeteries. Risk Effect: Unstable monuments and walls cause a risk of fatality from falling/ being pushed/pulled onto people attending cemeteries.	<u>Established controls</u> 01 – Inspection of headstones undertaken on a 5 yearly cycle. 02 - Test the headstones 03 - Write to next of kin 04 - If dangerous, sheugh-in or stake 05 – historically significant headstones reinstated. 06 - Property Maintenance notified of walls where there is any concern regarding stabilities.		Response to potentially dangerous walls	Q3 18/19: Ten locations notified to Property Services in September 2018 of walls in a potentially dangerous condition requiring formal assessment and action as appropriate.		12
				Monument Safety Project	Q3 19/20: On Target We have inspected 1176 headstones and we have made safe 11 memorials at Newton churchyard and Dalkeith Cemetery (old part). No permanent repairs have been undertaken.		
CO.RR.01-41 Danger to human beings as a result of risks at Bings	Risk Cause: Burning bings within the ownership of Midlothian Council, Gorebridge Bings. Risk Event: below surface burning can result in hollows being created	No current issues with burning bings at this time. Environmental Health manage the monitoring of Bings with specific allocated budget for this.					12

Code & Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note	Current Risk Matrix	Risk Score
	Risk Effect: Extreme temperatures reached in burning bins resulting in risk to life if people walk into these areas and fall into burning ground.						
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	Q3 19/20: 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>Risk Cause: Workplace accident or ill health caused by an uncontrolled hazard.</p> <p>Risk Event: Accident event or exposure to hazard resulting in ill health.</p> <p>Risk Effect: 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&S Policy and suite of Management Arrangements</p> <p>03- H&S Management information system</p> <p>04- H&S team represented on Corporate Risk Management Group</p> <p>05 - H&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</p>				 Likelihood Impact	9

Code & Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note	Current Risk Matrix	Risk Score
		divisional health and safety practice					
CO.RR.01-44 Increased cost to recycle dry material	<p>Risk Cause: 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>Risk Event: Potential waste is unable to be processed by recyclers, resulting in refusal to accept waste material for recycling.</p> <p>Risk Effect: 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	<p>Q3 19/20: New Contract in place with reduced gate fees. Contamination fee being applied to waste being deposited is being investigated with the purpose of establishing what measures need to be taken in relation to promoting correct recycling to ensure more of the right material and less of the wrong material is included in dry recycle collections.</p>	<div> <div>Likelihood</div>  <div>Impact</div> </div>	9

Local Government Benchmarking Framework

Commercial Operations



Culture and Leisure

Code	Title	2010/ 11	2011/ 12	2012/ 13	2013/ 14	2014/ 15	2015/ 16	2016/ 17	2017/ 18	2018/ 19	External Comparison
		Value	Value	Value	Value	Value	Value	Value	Value	Value	
C&L4	Corporate Indicator - Net cost of parks and open spaces per 1000 population (LGBF)	£18,474.24	£20,699.28	£11,550.33	£5,950.41	£6,820.55	£5,847.35	£7,267.80	£7,503.61	£7,433.76	18/19 Rank 4 (TOP Quartile). 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%	84.67%	18/19 Rank 19 (Third Quartile). 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/ 11	2011/ 12	2012/ 13	2013/ 14	2014/ 15	2015/ 16	2016/ 17	2017/ 18	2018/ 19	External Comparison
		Value	Value	Value	Value	Value	Value	Value	Value	Value	
ENV1b	Corporate Indicator - Net cost of waste collection per premise (annual) (LGBF)	New for 2012/13		£84.56	£65.71	£31.93	£74.57	£76.21	£75.76	£68.24	18/19 Rank 24 (Third Quartile). 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		£80.19	£61.42	£79.58	£89.46	£86.95	£86.62	£86.41	18/19 Rank 10 (Second Quartile). 17/18 Rank 9 (Second Quartile). 16/17 Rank 10 (Second Quartile). 15/16 Rank 12 (Second Quartile). 14/15 Rank 8 (TOP Quartile).

Code	Title	2010/ 11	2011/ 12	2012/ 13	2013/ 14	2014/ 15	2015/ 16	2016/ 17	2017/ 18	2018/ 19	External Comparison
		Value	Value	Value	Value	Value	Value	Value	Value	Value	
ENV3a	Corporate Indicator - Net cost of street cleaning per 1,000 population (LGBF)	£10,796.15	£11,023.43	£10,873.69	£11,027.15	£12,434.75	£12,324.06	£12,876.65	£12,032.41	£12,042.92	2018/19 Rank 17 (Second Quartile). 17/18 Rank 16 (Second Quartile). 16/17 Rank 14 (Second Quartile). 15/16 Rank 12 (Second Quartile). 14/15 Rank 9 (Second Quartile).
ENV3c	Street Cleanliness Score (LGBF)	94%	93.6%	94.9%	94.9%	96.14%	98.7%	98.7%	95.98%	91.3%	18/19 Rank 23 (Third Quartile). 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)	£15,762.92	£11,202.11	£7,681.68	£13,421.01	£8,814.46	£6,032.45	£7,986.73	£8,376.11	£7,815.06	18/19 Rank 12 (Second Quartile). 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%	27.4%	18/19 Rank 17 (Third Quartile). 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%	32.7%	18/19 Rank 18 (Third Quartile). 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%	38.4%	18/19 Rank 21 (Third Quartile). 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%	37.6%	18/19 Rank 18 (Third Quartile). 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%	58.2%	18/19 Rank 3 (TOP Quartile). 17/18 Rank 15 (Second Quartile). 16/17 Rank 9 (Second Quartile). 15/16 Rank 16 (Second Quartile). 14/15 Rank 13 (Second Quartile).

Code	Title	2010/ 11	2011/ 12	2012/ 13	2013/ 14	2014/ 15	2015/ 16	2016/ 17	2017/ 18	2018/ 19	External Comparison
		Value	Value	Value	Value	Value	Value	Value	Value	Value	
ENV7a	Corporate Indicator - Percentage of Adults satisfied with refuse collection (LGBF)	79%	N/A	83%	79.33%	79.67%	83%	86.67%	89.67%	87.1%	18/19 Rank 3 (TOP Quartile) 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%	67.97%	18/19 Rank 16 (Second Quartile) 17/18 Rank 16 (Second Quartile). 16/17 Rank 18 (Third Quartile). 15/16 Rank 22 (Third Quartile). 14/15 Rank 22 (Third Quartile).