

Commercial Operations



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.

Throughout 19/20, Commercial Operations has continued 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 continued to progress the following transformational activities throughout 19/20, 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).

Towards the end of Quarter 4 of 19/20, focus for services was placed on the response to COVID 19 which resulted in transforming the way we work in order to provide essential services. Going into 20/21 services within Place will continue to align its priorities with those set out in the Covid recovery plan, ensuring we support recovery whilst retaining the best elements of transformation and making those changes permanent to the way we deliver council services

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.

In contributing positively to the council's improved health outcomes, with several play areas installed at Gorebridge Primary school and Nursery, St David's primary school and nursery, Woodburn Terrace and also at Mayfield Nursery extension.

Further project works include:

Scots Corner Early Learning and Childcare Centre in Penicuik involving Council and MOD where Play improvement works are complete.

Cuiken Primary: All weather surface works commenced.

Danderhall Pavilion, Early Years Playground Extension where the design and cost estimate are completed.

Burnbrae Primary: Playground design and outline costs have been undertaken.

Sacred Heart Primary and Nursery: Playground design process has commenced.

Improvement plans commenced for Lasswade Nursery Extension and other Skanska schools (Gorebridge, Tynewater, Stobhill and Strathesk).

Auld Gala Park Pump Track: preparing to take to tender producing the relevant documents.

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.

Another successful Woodland Dance Project Event took place in Vogrie Country Park in October with more than 1,500 attendees and in addition this year's Outdoor Walking Festival had approximately 2017 attendees.

The Ranger Service has generated a total of 9,714 hours of volunteer time this year to maintain areas across the county.

This year, 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.

A Final Draft of the Allotment and Food Growing Strategy 2020-30 was produced and the Audit Review of Existing Open Spaces was completed.

Towards the end of Quarter 4 and during COVID 19, Land services provided staff for front line services such as waste, ensuring the provision of waste collections and cleaning of town centres. In addition ensured social distancing signage was in place and adopted alternative working practices to ensure staff safety.

Waste Services This year we completed a successful pilot for a reuse cabin located at Stobhill recycling centre which has now been extended as a result. 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.

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

In keeping with objectives of the waste strategy to continually increase recycling rates, food waste recycling was introduced internally to staff offices at Fairfield House and Midlothian House after a successful month's trial. Food waste collected goes to the food waste plant at Millerhill to create energy and agricultural fertiliser.

An income of over £512,000 has been realised with over 14,000 households paying the new charge for the kerbside collection of garden waste. 12,600 joined before the initial subscription deadline. Additional promotion of the service by contacting customers by email is aimed to encourage early subscription in 2021.

Work was undertaken to prepare the tender specification for the contract for the disposal of bulky and inert waste with a closing date of 09 March.

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 was appointed this year. The project officer is responsible for the 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

Good progress continued into Q4 with the capital programme for carriageway and footway renewal/improvement schemes. However, the onset of two severe storm events, winter conditions, and the Covid-19 pandemic, prevented the completion of the full programme. However, 85% of the 33 individual schemes programmed were completed, with a further 2 schemes part completed, and 3 schemes carried over to 2020/21. This resulted in a total of 5.80km and 3.34km of carriageway and footway resurfacing respectively.

For 19/20, the Capital Column and Lantern replacement programme exceeded their annual targeted total.

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.

This year funding was received from Cycling Scotland for the purchase of approximately ten bikes to be used by staff members for commuting to work. This initiative aims to encourage staff to leave their car at home and improve their health through cycling. Staff will be able to hire a bike for free for a period of one or two months. It is hoped that the initiative will encourage staff to get their own bike and change their travel behaviour after the hire period.

The team were successful in bidding to Transport Scotland Smarter Choices Smarter Places (SCSP) fund to a value of £80,000. This enabled the team to take forward the active travel strategy and related sustainable travel initiatives and projects. In addition the team were also successful in bidding to Scotrail for a grant to market and publicise the electric Bike project for Dalkeith/ Eskbank Station. The Electric Bike Project is fully funded by SEStran with officer support from ourselves (SCSP funding).

A successful bid was gained for a support plus grant to the value of £20,680. This was used 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.

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

The Roads operations team virtually eliminated category 1 defect backlog due to essential work during COVID-19.

Health, Safety and Civil Contingencies The team have delivered the programme of training planned for 2019/20 including the large volume of CPC training required to support services to maintain driver CPC through the year. This additional training which also had places sold to private sector organisations and neighbouring local authorities assisted with the teams income generation target for the year.

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 16th of October. A revised audit/review programme for management arrangements were also presented and approved.

Throughout the year the team have provided 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.

The Health and Safety team rose to the challenge of providing support to services faced with the workplace risk of COVID 19, this work continued into 2020/21.

Quarter 4 saw work progress in the procurement of an online business continuity system for the Council which will help transform the response to business impact events.

Challenges and Risks

Towards the end of Quarter 4, the most significant challenge facing all services was the outbreak of COVID 19. This will remain a challenge into 20/21 and for the foreseeable future.

Landscape and Countryside Services Developing Customer Service Excellence systems and processes in conjunction with staff and other sections of the Council.

Resourcing monumental safety work. 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.

This 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 with trial undertaken including clearing weeds by sweepers.

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 results 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.

Galas and Events have also been supported by Land Services to previous levels despite budget cuts which is likely to result in a £25,000 overspend.

Similarly the service have been tasked with continued support for Christmas lights which is likely to result in a £60,000 overspend.

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.

There may be challenges ahead in 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.

Waste Services Waste Services were unable to easily dispose of some waste streams collected over the festive and New Year period due to the availability and opening hours of outlets. Work may be required to liaise with other Council departments, namely Planning, to amend the site licenses, to which we can influence, to allow weekend opening.

The Millerhill Energy-from-Waste plant refused some loads of litter/street cleansing materials as they contained, what was considered to be, higher levels of dog faeces than those permitted under the contract. Bulking of this material within loads of Mixed Municipal Waste solved this issue but created an issue with the cleaning of compaction elements with the RCVs.

The impact of the charge for kerbside collections of garden waste will continue to be monitored in relation to overall tonnages collected, diversion to the residual waste stream and the impact on diversion to the Recycling Centres. The administrative and management burden on managing the chargeable garden waste service means office-based members of the Waste Services team are not able to devote time to other tasks, including wider community based waste aware activities.

The agreed increase in charges for kerbside trade waste collections for 19/20 have had an impact on customer retention and therefore projected income.

Contamination and non-target materials in the blue bins continues to be a challenge, especially with material now bulked for processing by re-gen, which makes identification of individual problem areas difficult.

The major challenges at the end of this period relates to the impact of the COVID-19 coronavirus. Kerbside collection of glass and garden waste, along with the kerbside bulky waste collection service, were suspended on 18 March. The two Household Waste Recycling Centres were closed on 24th of March.

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 Within Street Lighting the challenge is the imputing of the updated Lighting Inventory within Lighting + as we take on new development lighting and the capital lighting.

Major challenge to Roads Operations is inability to complete the 19/20 Capital Works Programme due to COVID-19.

Ongoing constraints on the road maintenance budget and resources is a significant challenge to maintain the road network at current condition levels. This is further exacerbated with the impact from suspension of all "non-essential" routine roadworks and defect repairs in compliance with official government guidance during the Covid-19 Lockdown. Currently 35% of the road network in Midlothian is deemed to be in need of maintenance treatment. This situation leads to an ongoing increase in Complaints, VIP correspondence, and third part Claims for damage, due mainly to slower response times in dealing with reported defects and a perceived failure to meet customer's expectations.

Ongoing adoption of new legislation and government requirements, specifically the new Transport (Scotland) Act 2019, a One Scotland Gazetteer from the Improvement Services, and a new version of the Scottish Road Works

Register, for improved coordination of all roadworks. Corresponding updating and replacement of existing internal systems, and training of staff will continue into Q1 of 2020/21 whilst maintaining Service level provision. The new TSA 2019 will have significant financial requirements to implement. New parking responsibilities (including pavement parking) as a result of the new TSA 2019 will require additional staff and financial resource.

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).

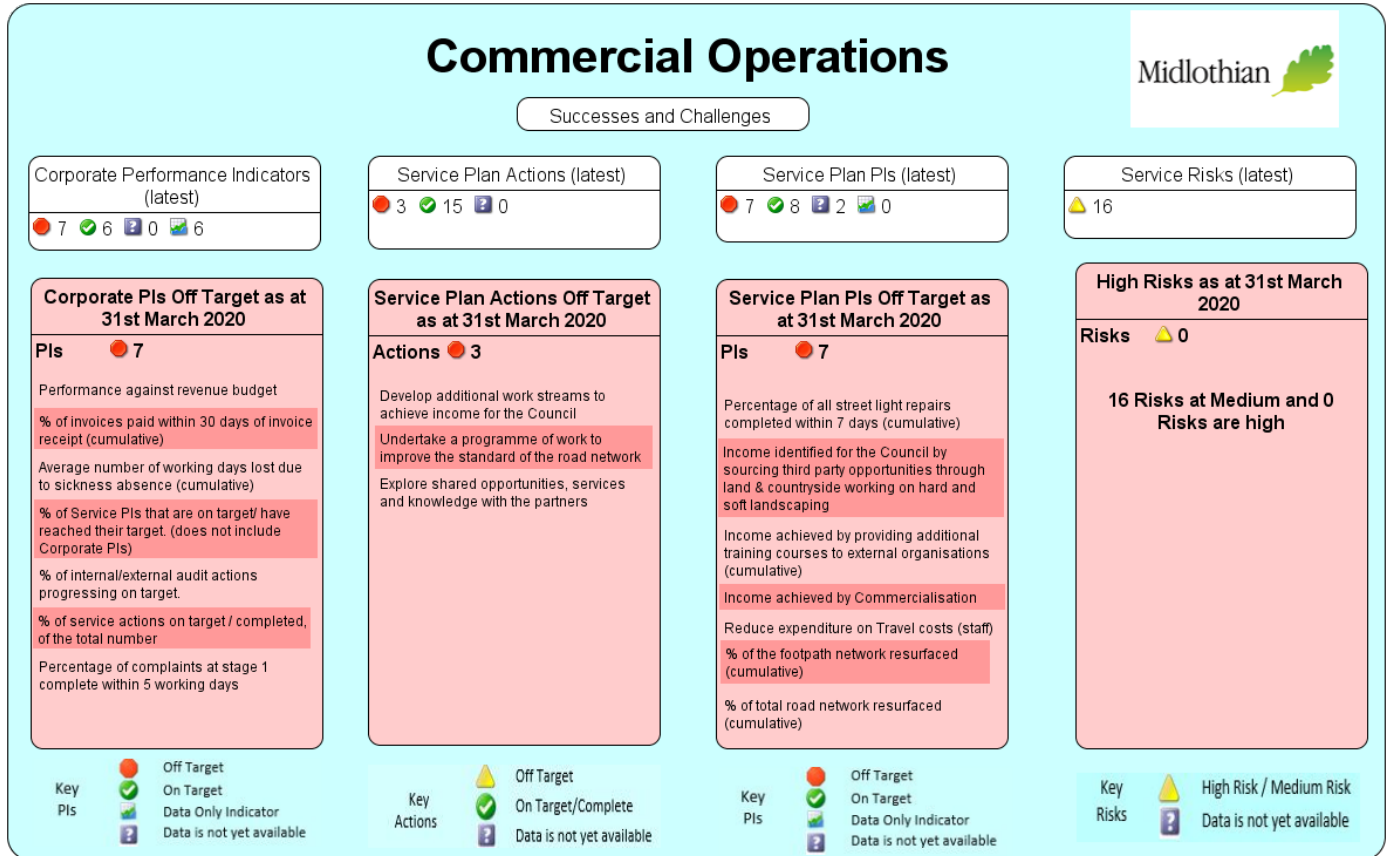
Submission of annual performance reports to APSE and SCOTS.

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

Responding to the easing of lockdown on the transport network via two workstreams, Spaces for people and Transport transition plan. Both workstreams will require additional resources and will have an impact on planned works.





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 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. 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 Dashboard



Commercial Operations PI summary 2019/20

01.1 Making the Best Use of our Resources

Priorities	Indicator	2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	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	£13.563m	£13.678m	£13.335m	£13.307m		19/20: Off Target The projected overspend shows £124,000 (1%) which will be addressed through financial monitoring and reporting.		£13.183m		
02. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	13.26	4.27	8.32	11.12	13.93		1920: Off Target Throughout 19/20, the HR team continued 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. Towards the end of Quarter 4, the impact of COVID 19 saw an increase in absence due to isolation and shielding.		9.82	Number of days lost	5,130.42
											Number of FTE in service	368.31

01.2 Corporate Health

6Priorities	Indicator	2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	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%	94.44%	94.44%	94.44%	83.33%		19/20: Off Target Actions in place to bring these back on target for next year.	↓	90%	Number of service & corporate priority actions	18
04. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	81%	76%	80%	83%	82%		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)	5,373
05. Improve PI performance	% of Service PIs that are on target/ have reached their target. (does not include Corporate PIs)	60%	82.35%	70.59%	68.75%	45.45%		19/20: Off Target Actions in place to bring these back on target for next year.	↓	90%	Number on tgt/complete	5
06. Control risk	% of high risks that have been reviewed in the last quarter	0%	0%	0%	0%	100%		19/20: All Risk reviewed and controls in place.	↑	100%	Number of high risks reviewed in the last quarter	0

01.3 Improving for the Future

Priorities	Indicator	2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	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%	100%	100%	81.82%	66.67%		19/20: Off Target Towards the end of quarter 4 resource was diverted to responding to the Covid 19 pandemic. All audit actions have been reviewed and extensions proposed that will allow work to be completed accordingly.	↓	90%	Number of internal/external audit actions on target or complete	6

Commercial Operations Complaints Indicator Summary

01.4. Commitment to valuing complaints

Indicator	2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20	2019/20			Annual Target 2019/20
	Value	Value	Value	Value	Value	Value	Status	Note	
Number of complaints received (quarterly)	4,124	1,165	1,342	941	1,008	4,439		19/20: Data Only	
Number of complaints closed in quarter	4,095	1,156	1,340	935	971	4,395		19/20: Data Only	
Number of complaints upheld (quarterly)	3,313	1,009	1,170	811	857	3,850		19/20: Data Only	
Number of complaints partially upheld (quarterly)	90	29	20	10	12	83		19/20: Data Only	
Number of complaints not upheld (quarterly)	283	53	13	15	30	133		19/20: Data Only	
Average time in working days to respond to complaints at stage 1	3.64	2.19	2.8	2.95	2.57	3.07		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	21	0	15.5	0	17.33		19/20: On Target	20
Average time in working days for a full response for escalated complaints	30.17	12.4	5	31.33	12	16.18		19/20: On Target	20
Percentage of complaints at stage 1 complete within 5 working days	89.72%	92.26%	87.29%	88.17%	90.1%	88.86%		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 at the start of 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 given to contact centre on allocating complaints and enquires. Discussions taken place this quarter surrounding the recording of waste/road complaints in line with service standards.	95%
Percentage of complaints at stage 2 complete within 20 working days	100%	0%	0%	50%	100%	33.33%		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%	80%	100%	66.67%	100%	81.82%		19/20: Off Target Investigation into complaints required longer than 20 days to resolve. In comparison to the overall number of complaints received the number of complaints escalated remains low.	95%
Number of complaints where an extension to the 5 or 20 day target has been authorised (quarterly)	1	0	0	1	0	1		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
PLACE.P.16.6	Identify accident cluster sites and implement engineering measures to reduce risk of future accidents	31-Mar-2020		100%	19/20: Complete Onsite works are completed however there is a delay with new systems introduced by Transport Scotland which will affect stats for Q1.


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		100%	19/20: Complete Capital Programme completed.


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
PLACE.P.13.2	Fully implement quality plans for Midlothian Parks	31-Mar-2020		100%	19/20: Complete Green flags achieved for six sites.
PLACE.P.14.1	Continue development of asset management plan (including data collection and system update) through SCOTS	31-Mar-2020		100%	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.
PLACE.P.14.2	Undertake a programme of work to improve the standard of the road network	31-Mar-2020		85%	19/20: Off Target Out of 33 programmed carriageway and footway schemes, 28 completed, with 2 part completed and 3 postponed due to severe weather events and Covid-19 pandemic.



04. Communities take a positive role in shaping their future

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PLACE.P.13.1	In partnership with volunteers develop and maintain walking/cycling routes, publicising and promoting opportunities for co-production with communities.	31-Mar-2020		100%	<p>19/20: Complete Currently developing and updating the core path plan. This is progressing slowly due to staff reductions.</p> <p>Community involvement with floral displays ongoing at Penicuik, Bonnyrigg, Gorebridge, Rosewell, Loanhead, Pathhead, Mayfield and Newtongrange.</p>






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
PLACE.P.1.2	Progress play area and park improvements works to ensure access for all abilities to Midlothian's Town Parks and Play Areas	31-Mar-2020		100%	<p>19/20: Complete Improvement works planned for Old gala Park Gorebridge and Rosewell Park. In Quarter 2 of 20/21 the Land Resource manager will access all the Town parks for suitability and determine any improvement works required. Scots Corner Early Learning and Childcare Centre in Penicuik involving Council and MOD: Works complete. Cuiken Primary: All weather surface works commenced. Danderhall Pavilion, Early Years Playground Extension: Design and cost estimate complete. Burnbrae Primary: Playground design and outline costs being undertaken. Sacred Heart Primary and Nursery: Playground design process commenced. 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, Lasswade Nursery Extension and other Skanska schools (Gorebridge, Tynewater, Stobhill and Strathesk)</p> <p>Auld Gala Park Pump Track: tender documents to be prepared</p>





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
PLACE.P.15.6	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 to reduce waste going to landfill	31-Mar-2020		100%	19/20: On Target Community waste activities have focused on supporting the reuse cabin at Stobhill Recycling Centre and supporting community clear ups/litter picks.
PLACE.P.16.1 4	Monitor the number of fly tipping incidence on council land and remove within 5 working days	31-Mar-2020		100%	19/20: On Target 515 incidents of Fly tipping reported during 19/20. For Q4, 187 incidents of fly-tipping reported, of the 168 on Council land 100% were 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 work streams to achieve income for the Council	31-Mar-2020		60%	19/20: Off Target Income was 301k for the year. 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.7.4	Approve and implement recommendations of the Waste management strategy to influence the future direction of Waste Services	31-Mar-2020		100%	19/20: On Target A Waste Strategy is being prepared with a request for a Seminar for Elected Members.
PLACE.P.16.7	Deliver the health and safety audit programme as agreed by CMT	31-Mar-2020		100%	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.
PLACE.P.16.8	Support the delivery of the Councils Health and wellbeing strategy	31-Mar-2021		100%	19/20: Complete Health, Safety and Wellbeing Strategy reported to CMT for approval on the 16th of October 2019.
PLACE.P.17.6	Explore shared opportunities, services and knowledge with the partners	31-Mar-2020		75%	19/20: Off Target Progress delayed by COVID-19 but will be picked up post pandemic

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		100%	19/20: Complete All vehicles ordered and await delivery. Mini Sweepers will be purchased in next financial year.
PLACE.P.15.4	Work towards reducing travel costs council wide	31-Mar-2020		100%	19/20: Complete Work is ongoing and pilots will continue into next financial year.
PLACE.P.15.5	Review all Council transport uses to reduce cost base	31-Mar-2020		100%	19/20: Complete Work is ongoing to reduce costs across the Council.
PLACE.P.17.7	Review operation of fleet and management plant in order to ensure smooth transition to new super depot	31-Mar-2020		100%	19/20: Complete New software for fleet management will be required in next financial year

Commercial Operations - PI Report 2019/20





02. People feel safe in their neighbourhoods and homes

PI Code	PI	2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	2019/20				Annual Target 2019/20	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
PLACE.P.14.2f	% of the footpath network resurfaced (cumulative)	0.7%	0.1%	0.21%	0.41%	0.47%			19/20: Off Target Due to severe weather events and Covid-19 pandemic - 3.34km of footway resurfaced to end of Q4	0.56%	Internal programme of works - benchmark against target
PLACE.P.15.1b	Number of lighting columns replaced (cumulative)	911	0	348	863	959			19/20: Complete Target Exceeded	700	



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



PI Code	PI	2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	2019/20				Annual Target 2019/20	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
PLACE.P.13.2a	Number of parks for which quality plans have been implemented (cumulative)	6	6	6	6	6			19/20: Complete 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	Q1 2019/20	Q2 2019/20	Q3 2019/20	2019/20				Annual Target 2019/20	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
PLACE.P.13.1 a	Number of volunteer hours in countryside sites	10,728	2,594	5,358	7,946	9,714			<p>19/20: On Target The team continue to have high volumes of volunteers dedicating time to countryside sites. Breakdown as follows:</p> <p>Conservation charities/ volunteers where 4794 hours of time was dedicated. Friends of Roslin Glen environment Team where 1248 hours of time was dedicated. Dalkeith Rotary where 1248 hours of time was dedicated. Walking festival volunteers where 864 hours of time was dedicated. Midlothian Criminal Justice Team where 1560 hours of time was dedicated.</p>	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	Q1 2019/20	Q2 2019/20	Q3 2019/20	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	63	62	68	N/A			<p>19/20: Data not available for Q4. Awaiting information from our contractors, returns into waste data flow will be available Q2 2020/21. Q3 2019/20 figure = 68 tonnes</p>	5,000	





PI Code	PI	2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	2019/20				Annual Target 2019/20	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
PLACE.P.16.1 4a	Proportion of fly tipping incidents removed within 5 working days (quarterly)	100%	100%	100%	90%	100%			<p>19/20: On Target 187 incidents of fly-tipping reported, of the 168 on Council land 100% were removed within 5 days during Q4. in total, 515 incidents of Fly tipping reported during 19/20.</p> <p>515 incidents of Fly tipping reported during 19/20.</p>	100%	

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

PI Code	PI	2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	2019/20				Annual Target 2019/20	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
CO.P.7.1c	Income achieved by Commercialisation	£2,000	£0	£0	£0	£0			<p>19/20: update 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.</p> <p>Work to obtain external partner to deliver on this in Q4 was interrupted with COVID 19.</p>	£25,000	

PI Code	PI	2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	2019/20				Annual Target 2019/20	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
PLACE.P.17.4 a	Income identified for the Council by sourcing third party opportunities through land & countryside working on hard and soft landscaping	£350,000	£60,000	£67,000	£187,000	£301,662			19/20: Off Target Income forecast at 325K in Q3. 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. Recruitment of staffing of hard landscape squad an issue affecting income.	£500,000	
PLACE.P.17.5 a	Income achieved by providing additional training courses to external organisations (cumulative)	£53,273	£11,605	£14,485	£24,260	£34,765			19/20: Off Target The total income position for the year was £34,765. This was largely delivered through the delivery of driver CPC training, a new venture for the team, the First Aid training programmes for employees and private sector along with third party income for professional services for which the team have put in place the necessary professional indemnity insurance cover. The postponement of the NEBOSH training planned for November 2019 reduced the projected income. This training was a new private sector offering, while the course was advertised through NEBOSH and through Social media streams the interest for the course did not develop to the point to make the course economically viable to deliver. The current staffing level within the team make extending income generating training challenging while meeting service support needs across the Council.	£54,600	


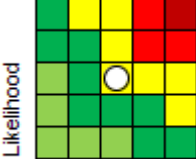

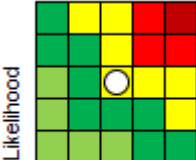
08. Maximise the utilisation of the Councils fleet and passenger transportation arrangements by reducing costs and contributing to the environmental agenda to reduce carbon footprint


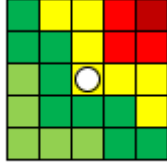
PI Code	PI	2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	2019/20				Annual Target 2019/20	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
PLACE.P.15.4 a	Reduce expenditure on Travel costs (staff)	£520,003	£120,578	£229,662	£340,225	£440,250			<p>19/20: Off Target</p> <p><u>Miles only</u> claimed to end Q4 £440,250.</p> <p><u>Claim per directorate:</u> Education Communities & Economy: £112,800 Health & Social Care: £254,300 Resources: £73,000 Overall 15.38% decrease compared to Q4 18/19. Monitoring will continue.</p>	£370,000	
PLACE.P.15.5 a	Achieve 5% reduction in transport costs (cumulative)	£5,683,000	£974,500	£1,950,000	£3,519,395	£5,268,264			<p>19/20: Complete</p> <p>£27,437 on taxis for home to school transport, £778,277 for other taxis across the all services, £2,489,771 for external hire of vehicles (including contract vehicles, £742,588 on fuel and £1,230.189 for internal recharges.</p>	£5,398,850	


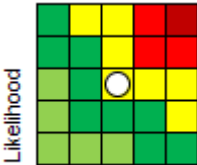
Commercial Operations Service Risks


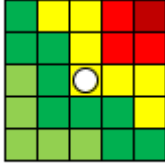



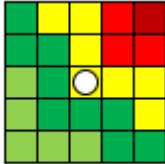
Code & Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note	Current Risk Matrix	Risk Score
CO.IR.01 Ironmills Landslip	<p>Risk Cause: Loose ground material on top of hard rock surface on steep incline and potential water ingress.</p> <p>Risk Event: 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>Q4 19/20:Off Target 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.</p> <p>. 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.</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>Likelihood</p> <p>Impact</p>	15


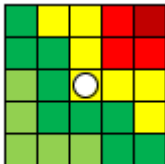
Code & Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note	Current Risk Matrix	Risk Score
CO.RR.01-01a Fraud - Landscape & Countryside Services	<p>Risk Cause: Fuel is a valuable commodity and loose fuel such as petrol in cans can readily be stolen. 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			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><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>					9

Code & Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note	Current Risk Matrix	Risk Score
	<p>Risk Effect: Theft of fuel between 1k- 20k</p>	<p>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 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.</p>					
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><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</p>					9


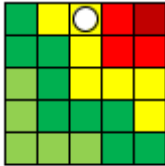
Code & Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note	Current Risk Matrix	Risk Score
	<p>Risk Event: Theft of loose fuel or diesel within vehicle.</p> <p>Risk Effect: Theft of fuel between 1k- 20k</p>	<p>03 - Stores Controls in terms of orders, 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>					
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>					9


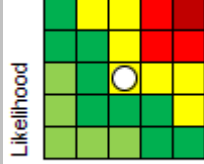
Code & Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note	Current Risk Matrix	Risk Score
		<p>08 - Staff undertaking arboriculture work are suitably trained.</p> <p>09 - Accidents are investigated and discussed at works committee to ensure lessons 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>					
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</p>		Ensure use of Health and Safety procedures	Q4 19/20: Continue to use Health and Safety Management System to monitor and implement safe systems as required.		9


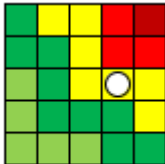
Code & Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note	Current Risk Matrix	Risk Score
		<p>parked further apart, tidying up</p> <p>09 - Reasonable controls in place for headstones in cemeteries</p> <p>10 - Reasonable precautions taken over Bings 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.01-03c 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><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>		Ensure use of Health and Safety procedures	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		9


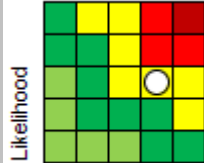

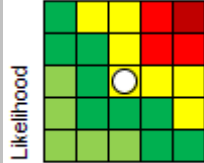

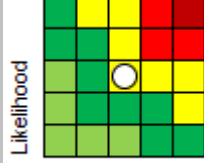
Code & Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note	Current Risk Matrix	Risk Score
	Risk Effect: Injury to employee or other as a result of action or inaction.	05 - Divisional joint consultative group 06 - Head of Service representation on corporate 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.			and risk assessments. It will also enable greater sharing of good practice and hazard identification between teams.		
CO.RR.01-03d Health & Safety - Waste Services	Risk Cause: Workplace hazards not clearly understood, staff not trained/equipment to manage workplace hazard. Risk Event: Employee undertaking a task beyond their competence 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.	<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 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		Ensure use of Health and Safety procedures	Q4 19/20: The Service Works Committee has been re-established with agreement 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 Development Plans as part of the Making Performance Matter scheme.	 Likelihood Impact	9


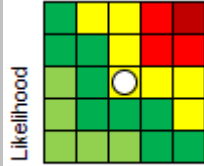
Code & Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note	Current Risk Matrix	Risk Score
		<p>10 - Reasonable precautions taken over Bings risk (we have two, so see risk CO01-41)</p> <p><u>Controls under development:-</u> 01 - EWIM project intention 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>					
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 damage to vehicles and property</p>	<p><u>Established controls:-</u> 01 - Driving whilst at work health and safety policy 02 - Driver handbook and dictates within it e.g. vehicle inspections 03 - CPC HGV driver training 04 - Under 21 driver focus and training 05 - CTX computer system 06 - Claims experience reported and evaluated 07 - Driver declarations of suitability to drive</p>	⚠	Driving Standards	Q4 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
		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>Q4 19/20: Requirements to meet revised date of 2025 target for local authorities to have ULE Vehicles in place where practicable 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.	<p><u>Established controls:-</u></p> <p>01 - Risk based inspection programme and procedure in accordance with latest codes of practice</p> <p>02 - Public Liability Insurance</p> <p>03 - Public reporting facility of lighting and roads faults (Clarence)</p> <p>04 - Internal reporting facility</p> <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>		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
		<p>14 - Progress Safer Routes to Schools Programme 15 - Limited Capital budgets to stabilise roads and footpaths</p> <p><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</p> <p><u>More recent:-</u> 01 - Looking to capitalise £1m revenue funding, so as not to lose the money during budget restraints.</p>					
CO.RR.01-35 Cemetrey safety (Mouments and wall stability)	<p>Risk Cause: Potentially unstable monuments and deteriorating wall condition.</p> <p>Risk Event: Deteriorating condition of monuments arising form poor installation in previous years and deteriorating sandstone walls in older cemeteries.</p> <p>Risk Effect: Unstable monuments and walls cause a risk of fatality from falling/ being pushed/pulled onto people attending cemeteries.</p>	<p><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.</p>		<p>Response to potentially dangerous walls</p> <p>Monument Safety Project</p>	<p>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.</p> <p>Q4 19/20: On Target We have inspected 2018 headstones in total. 261 in Newbattle old Cemetery, 135 in Dalkeith watchtower Cemetery and 1622 in</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
					Dalkeith new sections L-U. 14 dangerous headstones have also been sheughed in. No permanent repairs were undertaken.		
CO.RR.01-41 Danger to human beings as a result of risks at Bings	<p>Risk Cause: Burning bings within the ownership of Midlothian Council, Gorebridge Bings.</p> <p>Risk Event: below surface burning can result in hollows being created</p> <p>Risk Effect: 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
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.	 <p>Likelihood</p> <p>Impact</p>	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><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>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>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>.</p>	<p>03- H&S Management information system 04- H&S team represented on Corporate Risk Management Group 05 - H&S Risk Assessments 06 - Workplace Safety Working Systems 07 - 'Statutory Competent' person in health and safety team 08- Suite of training delivered to employees through annual training programme by Council Health and Safety Team 09 - Learn-pro e-learning programmes 10 - Particular focus on relationship between employers and public liability insurance claims and divisional health and safety practice</p>					
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>01 - New contract in place with effect from 01-01-2019 02 - Material bulked in Stobhill recycling shed, giving the opportunity to remove contamination.</p>		Resolution to potential increasing costs	<p>Q4 19/20: Contamination fee being applied to dry mixed recycling collected as being looked at to try and determine what measures might need to be taken in relation to promoting correct recycling to ensure more of the right material and less of the wrong material is</p>	 <p>9</p>	

Code & Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note	Current Risk Matrix	Risk Score
	<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>included in kerbside blue bin collections.</p>		

Commercial Operations Balanced Scorecard Indicators



PI Code	Performance Indicator	2017/18	2018/19	2019/20			Annual Target 2019/20	
		Value	Value	Value	Status	Short Trend		Note
BS.CO.01	Number of environmental awards e.g. Green flags	5	2	2			19/20: Complete Green Flags awarded to Kings Park and Straiton Pond. Limited to 2 due to budget restrictions.	2
BS.CO.P.3.2a	Average Percentage of roads that should be considered for maintenance treatment	30.96%	34.02%	32.2%			19/20: 35.0% based on SCOTS SRMCS RCI report for 2019-20.	
PLACE.P.13.1b	Number of individuals involved in Community Schemes	1,771	2,431	1,866			19/20: Complete	1,800

Published 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%		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)			£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)			£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).
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).

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	
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).
ENV7a	Corporate Indicator - Percentage of Adults satisfied with refuse collection (LGBF)	79%		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%		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).