Commercial Operations
Performance Report Quarter Four 2018/19

Midlothian

Progress in delivery of strategic outcomes

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

Midlothian Council is facing substantial budget pressures over the next four years with a gap between income and costs around £18.8 million by 2022/23. To enable us to deal with future service demands of an increasing population the council needs to cut costs and redesign services. Progress in delivering outcomes across the key service areas that follow has been and will continue to be informed by applying the 'Delivering Excellence' continuous improvement approach (within the context of bottom up service reviews) of looking at how we do things with a focus on priorities and considering what could be changed or done differently.

In support of the Council's strategic approach 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 arrangement (including third sector providers) by reducing costs and contributing to the environmental agenda and reducing 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, working in partnership with Communities and Voluntary Organisations.

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

The service has continued 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 Services

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

The team have secured additional external and internal income through the Soft and Hard Landscape squads and attracted larger events to Vogrie Country Park such as the Woodland Dance project and the Fire & Light event and various staff groups supported a number of large strategic events e.g. Midfest/Midstock.

In support of Midlothian's Play Strategy, funding was sourced for improvement works at Mayfield Nursery (£46,000). Phase one works at Old Gala Park, Gorebridge (£60,000) were completed, a new play area at Loanhead Paradykes (£180,000) and Arniston Park (£50,000) were completed. The Auld Gala Park area improvements has provided better facilities for young people in this area of Scottish Index of Multiple Deprivation (SIMD).

In addition, Rosewell Park wheeled sport facility ground investigations have been completed prior to the tender process.

Over the course of the year Landscape and Countryside services have completed numerous projects for third parties including schools, with particular focus on health benefits e.g. trim trails and play areas.

Following independent assessment the Council have retained green flags for Vogrie Country Park and Memorial Park, Loanhead.

Consultations have been prepared on the full review of the Core Path Plan for Midlothian with the first stage being undertaken in Quarter 4 of this year.

Two woodland and path projects at Cuiken and Mauricewood totalling £330,000 with much of the funds being sourced externally and the remainder coming from developer contributions are now complete and will result in improved health opportunities for people and the environment.

Over 10,000 hours of volunteer time was supported to improve Midlothian's environment through a variety of projects.

The Town Centre improvements at Gorebridge were largely designed in- house by the Land and Countryside Landscape architect resulting in a very successful project delivered in partnership with other Council services and the private sector.

Outcomes from the bottom up review were taken through to the budget setting process.

Waste Services

The construction of the joint Edinburgh/Midlothian Energy from Waste (EfW) plant at Millerhill was completed in 2018. The plant which will allow the Council to meet its landfill obligations is now processing residual waste.

During 18/19 the service developed a Waste Management Strategy, after approval, the strategy will inform the future direction of waste services. The key drivers of the Waste Strategy are:

- *Scotland's Zero Waste Plan which sets out the following key targets - Recycle 60% of household waste by 2020, a ban on biodegradable waste to landfill by 31 December 2020, recycle 70% of all waste by 2025, reduce the waste disposed of to landfill to a maximum of 5% by 2025 and restrictions on the material input to all Energy from Waste (EfW) facilities with mandatory extraction of dense plastics and metals prior to treatment.*
- *Charter for Household recycling and Code of Practice, the charter identifies a number of collection strategies which are considered to best meet the overall objectives of improving recycling performance and developing a consistent national system, whilst enabling scope for Councils to design the specific services around local context and requirements.*
- *End Markets - The biggest challenge facing Midlothian Council's recycling collection services is the availability of end markets for the materials collected. Along with increasing the recycling tonnages collected, improving the quality of materials collected is critical to ensuring the Council has a market to send them to.*
- *Deposit and Return Scheme (DRS)*

A chargeable service allowing local businesses to dispose of trade waste and recycling was introduced at Stobhill recycling centre and in a bid to generate additional income upfront charges were introduced for housing developers for waste and recycling containers.

Working collectively with Business Services, Digital Services, Customer Services and the Communications team work was completed to efficiently introduce the chargeable Garden waste service in early 2019. Work was also completed to re-route the new garden waste collections. An income of over £550,000 has been realised with nearly 15,000 households paying the new charge for the kerbside collection of garden waste. 13,250 joined before the initial subscription deadline.

New contracts have commenced with Re-Gen for recycling and Dryden Aqua for glass in January 2019.

The Waste Aware Team continued to work with schools and the wider community, attending events such as tenant community days and carrying out presentations to increase public awareness of recycling. In addition, the team collected almost two tonnes of toys and games from across Midlothian Schools as part of a "Green Santa toy collection" scheme. Items collected were then given to charity to be reused. In addition, work has taken place with the Salvation Army to identify sites for community textile recycling banks.

Further work in relation to the waste services bottom up review is being carried out to model different waste collection frequencies, allied to establishing if direct delivery or bulk transfer offers the most economically advantageous benefit. Work was completed to re-route residual waste collections.

Travel and Fleet Services

In support of the Council's outcome to reduce carbon emissions, the Travel Team engaged a student on placement from Bright Green Business to assist with gathering information and options on the use of pool cars. Increasing the use of pool cars and raising staff awareness to alternative ways of travelling including public transport will reduce the overall travel costs council wide.

Following a presentation to CMT approval is being sought to roll out a trial of pooled areas in a specific high use area of the Council. This would be used to inform a wider roll out of pool vehicles.

The Travel Team continue to in-source school and social work transport contracts where there are savings. Contracts for mainstream school transport with a potential value of £10 million were successfully tendered providing transport for the next five years with the potential of extending contracts for a further two years.

A £6,000 Grant was secured from the Energy Savings Trust to improve our charging infrastructure for the growing fleet of electric vehicles and as a result new workplace chargers were installed at Midlothian House and Stobhill Depot.

Funding was also secured for two bus shelters at Mauricewood Road, Penicuik and an extension of the bus bays on A701 opposite Beeslack High School. This safety improvement will allow pupils to be issued with passes to use local public transport which will see an overall reduction in travel costs to the Council.

In terms of 'Delivering Excellence' a specialist consultant from the Freight Transport Authority carried out a 'root and branch' review of the internal vehicle management and service provided within the Council. The requirement for a professional Fleet Management system to replace the spreadsheets and database which is currently used to track costs and fleet assets was highlighted as a key requirement for the effective management and costing information which is required for the fleet which will be progressed this year.

Road Services

An application for Decriminalised Parking Enforcement was approved by the Scottish Government in March 2018, the introduction of which went live in April 2018.

A formal restart to the ELBF shared services project begun in 2018 following the setting up of a new shadow joint committee comprising elected members from each authority (new members having been appointed to the committee). Further work streams will continue to be identified and allocated to each authority.

The Roads Services team were successful in bidding for match funding from Scotrail, SEStran and Paths For All, to deliver active travel initiatives throughout Midlothian until March 2019. Initiatives include a new cycleway, walking and cycling events, I-Bike schools project and marketing.

In terms of promoting sustainable travel, as well as encouraging healthy lives, continued progress was made in regards to the extension of walking and cycling routes with a new strategic active travel link from Gilmerton to Shawfair in collaboration with Sustrans and Edinburgh City Council.

The roads team utilised considerable resources to meet the challenges following the impact to road surfaces following the 2018 severe winter, and in particular, the repair of potholes. In addition a consultation was carried out with communities and other organisations to gather feedback on performance, identify where improvements can be made and seeking confirmation where they may contribute to the winter weather challenges. Following the consultations, Council approval was obtained in 2018 for the Winter Service Policy and Operational Plan. The plan includes arrangements with private sector partners whereby they will supply additional resources had the Council experienced a period of significant severe weather.

The team made good progress on the capital carriageway and footway schemes, 4.4km of footway and 11.3km of carriageway was resurfaced this year. 911 lighting columns were replaced this year, 896 by capital funding and 15 by maintenance exceeding the annual target of 700.

Initial work has begun in relation to a bottom up review of road services.

Health, Safety and Civil Contingencies

The Health and Safety team delivered a partnership programme with East Lothian Council for Health & Safety Management based training.

The check element of the Council's Health and Safety management system has begun to be rolled out with all Service Managers having an initial Health and Safety Audit carried out in their areas of responsibility and a "RAG" report highlighting areas they need to give attention to.

In addition to the significant service improvements and efficiencies made by Health and Safety, the team have stabilised the income generated from commercial activities raising in excess of £50,000 in 2018/19 from a service which has traditionally generated no income. This income masks the true financial saving to the Council from the income work, as the first aid training creates a cash saving of almost £50,000 alone when compared to buying in this service which was the previous practice in the Council.

Significant time and resource from the Health and Safety team went into Brexit planning. The team are instrumental in co-ordinating the Council's response in terms of contingency planning as a consequence of the Brexit changes.

Challenges and Risks

Midlothian is one of the fastest growing Council areas within Scotland. Coupled with this the Council is facing a period of significant financial challenge. In this regard roads, waste and land & countryside services are progressing through a bottom up review process which will endeavour to ensure that the services are best placed to meet these challenges. These reviews consider all aspects of the internal and external environment and ensure due consideration is given to the optimum vehicle for service delivery.

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

The significant budget challenge stretches over the next three years currently and perhaps longer. The Council are to embark on a programme designed to identify how it could meet this budget challenge with proposals to Council before the summer 2019 recess.

Key service challenges include:

Landscape & Countryside

Managing the closure of Vogrie Golf Course and seeking businesses to take over the running and marketing of the Golf Course and increasing Vogrie Country Park income by £70,000.

The service is continuing to work closely with local communities in an effort to mitigate some of the changes which will impact on the visual amenity of Midlothian. This includes floral displays, grass cutting, allied to the positive work carried out by various groups in the parks around Midlothian. In Quarter 4 staff attended the Federation of Community Councils meeting to discuss opportunities for community involvement.

The team have had challenges in recruiting suitably skilled staff this year which has impacted the work in the hard landscape squad and in turn has led to some work having to be turned down.

The bottom up review will result in a number of changes within the service which will require the support of staff and communities alike.

Waste Services

The new charge for kerbside garden waste collections is expected to divert some garden waste to the residual waste stream. This, along with the impact on diversion to the Recycling Centres, is being monitored.

The increase in charges for kerbside trade waste collections may have 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 in Ireland, which makes identification of problem areas difficult.

The new Code of Practice on Litter & Refuse (CoPLAR) 2018 requires the Council to undertake cleansing activities seven days a week and to keep roads free of detritus/leaf litter. Unfilled posts and a moratorium on new recruitment means Midlothian Council is unlikely to meet its statutory duties under this code.

During 2019/20 there will be a migration from the LEAMS methodology to the CoPLAR 2018 methodology, which the LMS system will support and Keep Scotland Beautiful will wish to engage with Councils. Midlothian Council is required to have litter zoned all council's land according to the revised methodology, before this June.

The administrative and management burden on implementing the chargeable garden waste service means office-based members of the Waste Services team are not able to devote time to other tasks.

Travel Services

With modern fleet vehicle maintenance costs increasing there is an ongoing challenge to maintain the fleet within budget without a reduction in service.

Road Services

As Midlothian continues to grow in population, pressure on the road maintenance budget will prove a significant challenge to maintain the road network at current condition levels. Currently 32% of the road network in Midlothian should be considered for maintenance treatment.

Recently a Recovery Plan was presented to council in September 2018 to seek approval for further budget reductions to bring the current spend back in line with budget. This involved reducing the current road maintenance by £250,000.

Ongoing attempts to reach resolution of Loanburn localised flooding associated with partially blocked privately owned culvert, during periods of heavy/persistent rainfall. As liabilities have still not been agreed between the 3rd parties involved, this latest attempt at repairs may be further delayed. Meanwhile, the Council has a statutory duty to mitigate flood risk to surrounding properties and will continue to monitor weather forecasts and water levels in the Loanburn, and will provide pumps and personnel when required to protect properties at risk of flooding.

The Edinburgh Lothians Borders and Fife (ELBF) group of councils continue to meet to consider areas of road services that could be shared across council boundaries. However on a national picture, Transport Scotland are continuing to review the way road services should be Scotland-wide. With this in mind they have asked that a national review be undertaken within the scope of the National Transport Strategy (NTS). The NTS will not be published for another 2-3 years. This has led to the current arrangements with the ELBF Shadow Joint Committee's role being unsure. It is likely that the recommendation from the NTS is a national "regionalisation" of road services and therefore some councils within the ELBF are unsure whether to continue with the current arrangements. This position may well prove detrimental to Midlothian in terms of sharing of resources in the near future.

In comparison with 2016 there was has been an increase in the numbers of motorcyclists, pedestrians, and pedal cyclists seriously injured on Midlothian roads due to road traffic collisions. This is being closely monitored to determine what additional road safety measures may be required.

Following a report to Council, a series of "bottom up" service reviews are to be undertaken in 2018/19. Road Services are scheduled to undertake their review in the 2nd tranche starting in early-mid 2019. Preparation for the review is ongoing.

Health, Safety and Civil Contingencies

The requirement to generate in excess of £100,000 income this financial year through a combination of team activities and sales force activity is proving a challenge to deliver against. The team has traditionally carried an overspend against the performance factor and supplies and services elements of the budget.

Commercial Operations PI summary 2018/19

Making the Best Use of our Resources

Priorities	Indicator	2017/18 Value	Q1 2018/19 Value	Q2 2018/19 Value	Q3 2018/19 Value	2018/19 Value	Status	Note	Short Trend	Annual Target 2018/19	Feeder Data	Value
01. Manage budget effectively	Performance against revenue budget	£15.880m	£14.618m	£14.213m	£14.084m	N/A		**18/19**: Data will be available when it has been verified and has been presented to the Council.	▬	£14.222m		
02. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	9.82	2.67	6.15	10.53	13.26	🔴	**18/19**: Off Target The HR team continue to work with managers to offer support and guidance to address levels of sickness absence. More frequent meetings (from 6 weekly to 4 weekly as of Quarter 4 this year) are being held with key service managers and HR where sickness levels are high. HR and Waste Services Manager to attend a workshop on Waste HR Data, as part of a pilot Data Driven Innovation (DDI) local authority project looking at causes and drivers of absenteeism.	⬇	9.82	Number of days lost (cumulative)	5,027.5
											Average number of FTE in service (year to date)	379.05

Corporate Health

Priorities	Indicator	2017/18 Value	Q1 2018/19 Value	Q2 2018/19 Value	Q3 2018/19 Value	2018/19 Value	Status	Note	Short Trend	Annual Target 2018/19	Feeder Data	Value
03. Complete all service priorities	% of service actions on target / completed, of the total number	82.61%	100%	94.74%	89.47%	84.21%	🔴	**18/19**: Off Target Two actions slightly off target for the year. Actions in place to bring these back on target for next year. One action off target outwith the control of Commercial Operations.	⬆	90%	Number of service & corporate priority actions	19
											Number of service & corporate priority actions on tgt/completed	16

Priorities	Indicator	2017/18 Value	Q1 2018/19 Value	Q2 2018/19 Value	Q3 2018/19 Value	2018/19 Value	Status	Note	Short Trend	Annual Target 2018/19	Feeder Data	Value
04. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	88%	86%	86%	84%	81%	🛑	**18/19**: Off Target	⬇	90%	Number received (cumulative)	5,503
											Number paid within 30 days (cumulative)	4,470
05. Improve PI performance	% of PIs that are on target/ have reached their target.	76.92%	100%	80%	73.33%	60%	🛑	**18/19**: 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	12
											Total number of PI's	20
06. Control risk	% of high risks that have been reviewed in the last quarter	0%	0%	0%	0%	0%	🛑	**18/19**: All risks reviewed within service areas and no high risks identified.	▬	100%	Number of high risks reviewed in the last quarter	0
											Number of high risks	0

Improving for the Future

Priorities	Indicator	2017/18 Value	Q1 2018/19 Value	Q2 2018/19 Value	Q3 2018/19 Value	2018/19 Value	Status	Note	Short Trend	Annual Target 2018/19	Feeder Data	Value
07. Implement improvement plans	% of internal/external audit actions progressing on target.	100%	86.67%	73.33%	70%	80%	🛑	**18/19**: Off Target 1 audit action off target in relation to Trade waste. Action in place to bring audit to completion.	⬇	90%	Number of internal/external audit actions on target or complete	4
											Number of internal/external audit actions in progress	5

Commercial Operations Complaints Indicator Summary

Commitment to valuing complaints								

Indicator	2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	2018/19			Annual Target 2018/19
	Value	Value	Value	Value	Value	Status	Note	
Number of complaints received (cumulative)	4,097	1,130	2,199	3,101	4,124	📈	**18/19**: Data Only	
Number of complaints closed in the year		1,102	2,150	3,066	4,077	📈	**18/19**: Data Only 4,077 out of 4,124 complete for the year. Complaints remaining open were received at the end of March 2019. Service managers to meet with performance officer in the next quarter to review training needs for extending stage 1 complaints which will reflect time taken to complete more complex and cross divisional complaints.	
Number of complaints upheld (cumulative)		3	1,752	2,508	3,312	📈	**18/19**: Data Only	
Number of complaints partially upheld (cumulative)		0	29	47	88	📈	**18/19**: Data Only	
Number of complaints not upheld (cumulative)		3	166	237	278	📈	**18/19**: Data Only	
Average time in working days to respond to complaints at stage 1	2.82	2.89	2.36	2.82	2.96	✅	**18/19**: On Target Commercial Operations continues to respond to most complaints at stage 1, within 5 working days.	5
Average time in working days to respond to complaints at stage 2	6.75	18	18	18	18	✅	**18/19**: On Target	20
Average time in working days for a full response for escalated complaints		14.67	23.8	22.27	19.43	✅	**18/19**: On Target	20
Percentage of complaints at stage 1 complete within 5 working days	90.55%	89.79%	91.16%	90.96%	90.32%	🛑	**18/19:** Off Target 3,669 out of 4,062 complaints complete within 5 working days. Meetings held with Service Managers and Performance Officer surrounding the use of the complaints handling system to update completed complaints in a more timely manner. Performance Officer will work with services to review training requirements to extend stage 1 complaints where complex in nature.	95%
Percentage of complaints at stage 2 complete within 20 working days	100%	100%	100%	100%	100%	✅	**18/19**: On Target	95%
Percentage of complaints escalated and complete within 20 working days		66.67%	70%	72.73%	71.43%	🛑	**18/19**: Off Target 10 out of 14 complaints escalated were dealt with within 20 working days.	95%
Number of complaints where an extension to the 5 or 20 day target has been authorised (cumulative)		1	1	1	1	📈	**18/19**: Data Only	

Commercial Operations Action report 2018/19

Midlothian

01. Violent Crime (young people exposed to violence)

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-2019	✅	100%	**18/19**: Complete Prioritised list completed for road safety projects including those identified by injury accidents.
CO.P.1.2	Undertake a programme of works to improve lighting levels in communities	31-Mar-2019	❌	80%	**18/19**: Off Target Capital programme work ongoing. Work scheduled for this year will be completed end of June 2019.

02. Increase sustainable travel (includes borders railway and active travel - walking, cycling and green networks)

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CO.P.2.1	Continue development of asset management plan (including data collection and system update) through SCOTS	31-Mar-2019	❌	75%	**18/19**: Off 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.2.2	Compliance with Disabled parking legislation	31-Mar-2019	✅	100%	**18/19**: On Target 19 of 19 applications processed within 6 months.
CO.P.2.3	Support Sustainable Transport following the opening of Borders Rail line to promote sustainable travel	31-Mar-2019	✅	100%	**18/19**: Complete Detailed report with the Borders Rail Blueprint Working Group. No further action can be taken.
CO.P.2.4	Undertake a programme of work to improve road standards.	31-Mar-2019	✅	100%	**18/19**: Complete 41 programmed carriageway and footway schemes completed.

03. 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.3.1	Complete construction of residual waste facility at Millerhill as part of Zero Waste Park	31-Mar-2019	✅	100%	**18/19**: Complete Plant received commissioning waste from Midlothian in November 2018.

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CO.P.3.2	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-2019	✅	100%	**18/19**: Complete 'How to recycle correctly' booklet sent to all households in January. This year educational bin stickers were placed on blue bins where routes were identified as producing high levels of contamination. Attended Tynewater Primary School this Quarter and held presentations at numerous schools throughout the year.

04. Environmental sustainability - ensure Midlothian is a place with a high quality environmental and thriving low carbon economy

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CO.P.4.1	Monitor the number of incidents of fly tipping on council land and remove within 5 working days	31-Mar-2019	✅	100%	**18/19**: Complete For 18/19, 426 incidents of fly-tipping removed within 5 working days.

05. 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.5.1	Develop additional workstreams to achieve income for the council	31-Mar-2019	✅	100%	**18/19**: Complete The hard and soft landscape squads have secured external income to the value of approx 632k this financial year. However delays in start dates due to planning matters has reduced the potential income for this financial year to approx 350K ie. Salters gate 300k project still delayed. The section is still suffering from recruitment issues to the Hard Landscape Squad which limits the amount of work we can take on.
CO.P.5.2	Deliver 18/19 health and safety audit programme as agreed by CMT	31-Mar-2019	✅	100%	**18/19**: Complete All Services have been subject to an initial overview audit across all Service areas. This will be repeated during 2019/20. The health and safety team have trialed team based auditing using the Sphera system. Lessons learnt from the deployment of the first aid audit are being used to inform the roll out of future team based auditing.
CO.P.5.3	Deliver year one of the Councils Health and Wellbeing Strategy	31-Mar-2019	✅	100%	**18/19**: Complete Health, Safety and Wellbeing Strategy is now to be reported to CMT for approval, this will complement the annual health and safety report.
CO.P.5.4	Fully implement quality plans for Midlothian Parks	31-Mar-2019	✅	100%	**18/19**: Complete Plans up to date with Vogrie rewritten along with a new plan for the Penicuik/Dalkeith Walkway.
CO.P.5.5	Develop and implement in conjunction with Digital Services, an online payment and booking system for Land and Countryside Services	31-Dec-2019	❌	25%	**18/19**: Off Target Awaiting information from Digital Services regarding the possibility of introducing the Legend system used by Sport and Leisure or an alternative on line payment system.

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CO.P.5.6	Develop a Waste Management Strategy to influence the future direction of Waste Services	31-Mar-2019	✅	100%	**18/19**: On Target Development of the Waste Strategy is currently being progressed through the service review following consultation with Trade Unions and staff.
CO.P.5.7	Explore shared opportunities, services and knowledge with the partners in the Edinburgh, Lothian, Borders and Fife group	31-Mar-2019	✅	100%	**18/19**: Complete The Edinburgh Lothians Borders and Fife (ELBF) group of councils continue to meet to consider areas of road services that could be shared across council boundaries.

06. 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.6.1	Ensure Council fleet orders for plant and vehicles is placed in line with Council Policy and Divisional timetables	31-Mar-2019	✅	100%	**18/19**: Complete All orders placed 2 items to be delivered.
CO.P.6.2	Work towards reducing travel costs council wide	31-Mar-2019	✅	100%	**18/19**: On Target Report for introduction of pool cars is ongoing and due to staff changes report will be produced mid 2019 by Graduate employed to take project forward.
CO.P.6.3	Review all Council transport uses to reduce cost base	31-Mar-2019	✅	100%	**18/19**: On Target Ongoing project all transport regularly review.

Commercial Operations PI Report 2018/19

Midlothian

	01. Violent Crime (young people exposed to violence)									

PI Code	PI	2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
BS.CO.P.1.2b	Percentage of all street light repairs completed within 7 days (cumulative)	90.6%	100%	100%	100%	100%	✅	⬆	**18/19**: On Target 1348 out of 1348 faults recorded were repaired within 7 days.	90%	Scottish Average 3.07 days
CO.P.1.1a	Reduce the number of people killed or seriously injured	44	Annual Measure			30	🛑	⬆	**18/19**: Annual measure, Calendar year data. December statistics awaiting verification therefore subject to change.	24	
CO.P.1.1b	Reduce the number of children under 16 killed or seriously injured	4	Annual Measure			1	✅	⬆	**18/19**: Annual measure, Calendar year data. December statistics awaiting verification therefore subject to change.	3	
CO.P.1.2a	Number of lighting columns replaced (cumulative)	511	97	200	427	911	✅	⬆	**18/19**: On Target 896 columns replaced by capital funding and 15 replaced by maintenance.	700	
CO.P.1.2c	% of the footpath network resurfaced (cumulative)	1.1%	0.2%	0.2%	0.4%	0.7%	🛑	⬇	**18/19**: Off Target 4.4km of footway resurfaced.	1%	Internal programme of works - benchmark against target

02. Increase sustainable travel (includes borders railway and active travel - walking, cycling and green networks)

PI Code	PI	2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
CO.P.2.2a	Process all applications for a new disabled parking bays within 6 months of receipt of application (Quarterly)	90%	97.5%	100%	100%	100%	✅	⬆	**18/19**: On Target 19 of 19 applications processed within 6 months.	100%	
CO.P.2.3a	% increase in journeys undertaken by bike to 2020	N/A	Annual Measure		N/A			➖	**18/19**: Data not available	0.25%	Measure has target of 1.25% increase on 2015/16 baseline by 2020
BS.CO.P.2.4a	Average Percentage of roads that should be considered for maintenance treatment	30.96%	Annual Measure		34.02%		📈	⬆	**18/19**: Annual measure, indicative figure will verified by improvement service in Feb 2020.		
BS.CO.P.2.4b	% of total road network resurfaced (cumulative)	1.3%	0.2%	0.83%	1.48%	1.67%	✅	⬆	**18/19**: On Target 18/19 programme complete with 11.3km of carriageway resurfaced.	1%	

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

PI Code	PI	2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
CO.P.3.2a	Total tonnes of biodegradable municipal waste (BMW) sent to landfill (quarterly)	8,966	1,587	1,765	634	3,986	✅	⬆	**18/19**: Data not available for Q4 Returns into waste data flow will be available Q1 19/20. Current 18/19 figure is based on Q1-Q3.	9,000	
BS.CO.P.3.2b	% of waste going to landfill per calendar year (quarterly)	40.9%	28.3%	34.8%	19.1%	N/A		➖	**18/19**: Data not available for Q4 Awaiting information from our contractors, returns into waste data flow will be available at Q1 19/20. In Q3 19.1% of Mixed Municipal Waste was landfilled.	35.0%	

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

PI Code	PI	2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
ENV3c	Street Cleanliness Score (LGBF)	95.98%	Annual Measure			91.3%	🛑	⬇	**18/19**: Off Target Decrease in this years street cleanliness score due to the deployment of staff to other priority areas. This is an indicative figure which will be verified by the improvement service in February 2020.	97.5%	17/18 Rank 5 (TOP Quartile). 16/17 Rank 2 (TOP Quartile). 15/16 Rank 1 (TOP Quartile). 14/15 Rank 8 (TOP Quartile).

04. Environmental sustainability - ensure Midlothian is a place with a high quality environmental and thriving low carbon economy

PI Code	PI	2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
CO.P.4.1a	Proportion of fly tipping incidents removed within 5 working days (quarterly)	100%	100%	100%	100%	100%	✅	▬	**18/19**: On Target 426 incidents of fly-tipping incidents removed this year.	100%	

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

PI Code	PI	2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
CO.P.5.1a	Income secured by sourcing third party opportunities through joint roads/ Land and Countryside working on hard and soft landscape	£348,000	£100,000	£632,000	£350,000	£350,000	🛑	⬆	**18/19**: Off Target The hard and soft landscape squads have secured external income to the value of approx 632k this financial year. However delays in start dates due to planning matters has reduced the potential income for this	£500,000	

PI Code	PI	2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
									financial year to approx 350K ie. Salters gate 300k project still delayed. The section is still suffering from recruitment issues to the Hard Landscape Squad which limits the amount of work we can take on.		
CO.P.5.1c	Income achieved by Commercialisation	N/A	£0	£0	£2,000	£2,000	🔴	▬	**18/19**: 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. PIN notice exercise complete. The next phase had been delayed until Procurement Team in a position to support the next phase of the process.	£25,000	
CO.P.5.1b	Income achieved by providing additional training courses to external organisations (cumulative)	£50,700	£10,462	£20,866	£27,000	£53,273	🔴	⬆	**18/19**: Off Target Income position of the Health and Safety team has improved through the year with new driver CPC training introduced. The gains made have been off-set by a reduction in income from ELC partnership working as the partnership was scaled back during 2018/19 ahead of its end on 31 March 2019. Additional income stream of NEBOSH training planned for 2019/20 and on going annual programme of Driver CPC training.	£79,000	

PI Code	PI	2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
CO.P.5.4a	Number of parks for which quality plans have been implemented (cumulative)	6	6	6	6	6	✅	▬	**18/19**: On Target All plans for the year complete.	6	

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

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PI Code	PI	2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
CO.P.6.2a	Reduce by £150,000 expenditure on staff Travel costs	£535,750	£135,250	£262,000	£394,000	£520,003	🔴	⬆	**18/19**: Off Target Total miles expenses claimed £520,003. Claim per directorate: Education Communities & Economy: £136,652 Health & Social Care: £292,051 Resources: £91,300 Overall 2.93% decrease on Q4 17/18. Introduction of more pool cars in 19/20 should see a reduction the mileage claimed.	£375,000	
CO.P.6.3a	Achieve 5% reduction in transport costs (cumulative)	£2,242,000	N/A	£1,070,200	£1,795,000	N/A		▬	**18/19**: Data not available yet As of Q3 (to period 9) total spend was £1,795,000 on transport related functions including vehicle hires, school and SW transport, concessions and supported services.	£2,123,000	
BS.CO.P.6.1a	The percentage of Council fleet which is 'Green' (cumulative)	5.41%	5.41%	5%	4.58%	5.34%	🔴	⬇	**18/19**: Off Target Currently 14 electric vehicles in fleet. (based on 262 vehicles in fleet). 6 further vehicles on order.	6%	

PI Code	PI	2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
ENV6	Percentage of total household waste that is recycled (LGBF)	51.6%	63.2%	61.0%	53.3%	N/A		▭	**18/19**: Data not available for Q4 Awaiting information from our contractors, returns into waste data flow will be available at Q1 19/20. Q3 18/19 recycling rate was 53.3%.	54.0%	17/18 Rank 15 (Second Quartile). 16/17 Rank 9 (Second Quartile). 15/16 Rank 16 (Second Quartile). 14/15 Rank 13 (Second Quartile).

Commercial Operations Service Risks

Midlothian

Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
Ironmills Landslip	**Risk Cause:** Loose ground material ontop of hard rock surface on steep incline and potential water ingress. **Risk Event: T**he hillside opposite Dalkeith cemetery containing the footpath to Ironmills park has slipped repeatedly **Risk Effect:** Resulting in the footpath having to be closed for public safety.	Established controls:- 01 - Midlothian Council's Landscape Service have closed the area at risk to members of the public by using herras fencing.	⚠️	Remedial work at Ironmills	**18/19**: The site continues to be monitored on a fortnightly basis. There continues to be movement of the slope and subsidence adjacent to the Larch retaining wall. We have met with the local community who are exploring other route options. We met with the Community Council again in quarter 1 to provide and update and to discuss options and possible alternative routes.
Fraud - Landscape & Countryside Services	**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. **Risk Event:** Theft of loose fuel or diesel within vehicle. **Risk Effect:** Theft of fuel between 1k-20k	Established controls:- 01 - Fuel Management System and Monitoring of Usage, linked to Vehicle Tracking system 02 - Financial Directives made available to all officers involved with finance/assets 03 - Stores Controls in terms of orders, issues and returns of stocks 04 - Management supervision of assets use 05 - Budgetary Control may spot fraud, waste and error, as may 'Financial Discipline' 06 - Control of contracts - within budget, on time, meeting objectives (performance monitoring) 07 - Code of Conduct issued to all staff 08 - Within Land and Countryside the bills are monitored monthly with loose fuel usage being closely monitored.	⚠️	Consideration for future audit	

🔴 Alert   🟠 High Risk   🟡 Warning   ✅ OK   ❓ Unknown

Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
Fraud - Waste Services	**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. **Risk Event:** Theft of loose fuel or diesel within vehicle. **Risk Effect:** Theft of fuel between 1k-20k	Established controls:- 01 - Fuel Management System and Monitoring of Usage, linked to Vehicle Tracking system 02 - Financial Directives made available to all officers involved with finance/assets 03 - Stores Controls in terms of orders, issues and returns of stocks 04 - Management supervision of assets use 05 - Budgetary Control may spot fraud, waste and error, as may 'Financial Discipline' 06 - Control of contracts - within budget, on time, meeting objectives (performance monitoring) 07 - Code of Conduct issued to all staff 08 - Fuel monitoring linked to tracking system. Controls recently developed:- 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.	⚠		
Fraud - Roads Fuel	**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. **Risk Event:** Theft of loose fuel or diesel within vehicle. **Risk Effect:** Theft of fuel between 1k-20k	Established controls:- 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	⚠		

🔴 Alert 🔶 High Risk 🔺 Warning ✅ OK ❓ Unknown

Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
		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 Controls recently developed:- 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.			
Health & Safety - Landscaping	**Risk Cause:** Use of machinery, vehicles, chemicals and arboriculture work particularly at height. **Risk Event:** Staff not following instruction , training or guidance provided **Risk Effect:** Accidents could cause injury or fatality	Established controls:- 01 - Activities and operations risk assessed and recorded on SPHERA 02 - Safe systems of work recorded on SPHERA 03 - HAVs exposure monitored along with staffs physical symptoms 04 - Health surveillance scheme in place. 05 - Majority of staff are Banks man trained to guide reversing vehicle etc 06 - Training and certification of staff on a range of machinery is undertaken annually 07 - Staffs handling chemicals are suitably trained. 08 - Staff undertaking arboriculture work are suitably trained. 09 - Accidents are investigated and discussed at works committee to ensure lessons are learned. 10 - Sphera system provides automatic notification to Managers of incidents. 11 - Insurance experience monitored and acted upon.	⚠		

🔴 Alert   🔶 High Risk   ⚠ Warning   ✅ OK   ❓ Unknown

Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
		12 - Vehicle tracking systems applied to vehicle and help defend against claims.			
Health & Safety - Travel and Fleet Services	**Risk Cause:** **Risk Event:** **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.	Established controls (other than those relating to driving at work):- 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 10 - Reasonable precautions taken over Bings risk (we have two, so see risk CO01-41) Controls under development:- 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)	⚠	Ensure use of Health and Safety procedures	**18/19**: Continue to use Health and Safety Management System to monitor and implement safe systems as required.
Health & Safety - Roads	**Risk Cause:** Workplace hazards not clearly understood, staff not trained/equipment to manage workplace hazard. **Risk Event:** Employee undertaking a task beyond their competence	Established controls (other than those relating to driving at work):- 01 - Observance of health and safety policies 02 - Risk assessment 03 - Workplace safety systems of work	⚠	Ensure use of Health and Safety procedures	**18/19**: 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

🔴 Alert 🟠 High Risk 🟡 Warning ✅ OK ❓ Unknown

Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
	Risk Effect: Injury to employee or other as a result of action or inaction.	04 - Insurance claims experience monitored 05 - Divisional joint consultative group 06 - Head of Service representation on corporate risk management group 07 - Lorries are not allowed to exceed payload parameters 08 - Depot one-way traffic system, lorries are parked in marked bays, good housekeeping 09 - Staff training.			from incidents and risk assessments. It will also enable greater sharing of good practice and hazard identification between teams.
Health & Safety - Waste Services	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.	Established controls (other than those relating to driving at work):- 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 10 - Reasonable precautions taken over Bings risk (we have two, so see risk CO01-41) Controls under development:- 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	⚠️	Ensure use of Health and Safety procedures	**18/19**: 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.

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Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
		and driving standards (e.g. speed control, harsh braking etc)			
Driving Standards & Insurance Claims	**Risk Cause:** Not maintaining driving standards **Risk Event:** road accident **Risk Effect:** injury to employees, third parties and damage to vehicles and property	Established controls:- 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 08 - Motor Fleet and Leased Car insurance 09 - Minibus permit system 10 - Licence checks carried out annually in house. Ongoing controls:- 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	⚠️	Driving Standards	**18/19**: Risk manager and Travel Services Manager are currently reviewing all policies in reaction to driver risk and the driver handbook will be updated to reflect new polices and management arrangements.
Fleet Replacement	**Risk Cause:** Inadequate budget provision to meet the fleet needs of the organisation. **Risk Event**: Budget setting **Risk Effect:** Direct impact on Service delivery and service output.	Established controls:- 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. More recent controls:- 01 - Two additional mechanics employed to assist in roadworthiness of the fleet.	⚠️	Fleet replacement	**18/19**: Reduction in fleet replacement budget may lead to maintenance issues with vehicles having being kept longer.

🔴 Alert   🔶 High Risk   🔺 Warning   ✅ OK   ❓ Unknown

Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
Roads Asset Management Plan and Infrastructure	**Risk Cause:** **Risk Event:** **Risk Effect:** Failure to install a risk based inspection regime that follows the Asset Management Plan and reduces road safety risk and claims.	Established controls:- 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 Controls under development:- 01 - Presentation on progress with Network AMP 02 - Options likely to be developed 03 - Improved inventory 04 - Engagement of trainee to develop AMP More recent:- 01 - Looking to capitalise £1m revenue funding, so as not to lose the money during budget restraints.	⚠️	Progress and update asset management plan	**18/19:** Roads Asset Management Plan for Scotland, version 4, (Produced by SCOTS Group) available to use from October 2018.

🔴 Alert   🔶 High Risk   ⚠️ Warning   ✅ OK   ❓ Unknown

Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
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.	Established controls 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.
				Monument Safety Project	**18/19**: (There are approx 13500 memorials within Midlothian Cemeteries) This quarter we have inspected Fala cems =268 Chrichton =332 Cranston =408 St Nicholas =180 Dalkeith =2496 Cockpen =1419 Temple =141 Newton ch/y =501 Hawthornden=444 Rosewell =168 Carrington =98 Whitehill aisle =53 Newbattle = 1928 Penicuik =1568 St mungo's =375 (Penicuik) A total of 10,379 inspected and 12 sheughed-in (made safe) The 5 yearly inspection process is up to date.
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 **Risk Effect:** Extreme temperatures reached in burning bings resulting in risk to life if people walk into these areas and fall into burning ground.	No current issues with burning bings at this time. Environmental Health manage the monitoring of Bings with specific allocated budget for this.	⚠️		

🔴 Alert   🔶 High Risk   🔺 Warning   ✅ OK   ❓ Unknown

Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
Street Lighting	**Risk Cause:** **Risk Event:** **Risk Effect:** This is the challenge and risk of having to modernise the street lighting infrastructure in a 3 year capital programme. Solar power is being trialled. There are 30,000 columns to be addressed.	1. 5 year programme of replacement in place.	⚠️	Renew infrustructure and LED lamps	**18/19**: Continue in 2018/19 with infrastructure renewal and LED lamps work in progress.
Health and Safety and duty of care in the workplace	**Risk Cause:** Workplace accident or ill health caused by an uncontrolled hazard. **Risk Event:** Accident event or exposure to hazard resulting in ill health. **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:	The main internal controls are:- 01- Corporate team of Health and Safety specialists 02 - H&S Policy and suite of Management Arrangements 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	⚠️		
Increased cost to recycle dry material	**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. **Risk Event:** Potential waste is unable to be processed by recyclers, resulting	01 - New contract in place with effect from 01-01-2019 02 - Material bulked in Stobhill recycling shed, giving the opportunity to remove contamination.	⚠️	Resolution to potential increasing costs	**18/19**: Work in partnership with our new contractor.

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🔴 Alert   🔺 High Risk   ⚠️ Warning   ✅ OK   ❓ Unknown

Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
	in refusal to accept waste material for recycling. **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.				

Alert   High Risk   Warning   OK   Unknown

Published Local Government Benchmarking Framework
Commercial Operations

Midlothian

Culture and Leisure

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	External Comparison
		Value	Value	Value	Value	Value	Value	Value	Value	
C&L4	Corporate Indicator - Net cost of parks and open spaces per 1000 population (LGBF)	£18,042.13	£20,264.75	£11,312.30	£5,837.96	£6,698.13	£5,744.77	£7,152.78	£7,359.30	17/18 Rank 4 (Top Quartile). 16/17 Rank 4 (Top Quartile). 15/16 Rank 2 (Top Quartile). 14/15 Rank 3 (Top Quartile).
C&L5b	Corporate Indicator - Percentage of adults satisfied with parks and open spaces (LGBF)	78.3%	N/A	81%	83.43%	84%	79%	78.33%	78.67%	17/18 Rank 28 (Bottom Quartile). 16/17 Rank 31 (Bottom Quartile). 15/16 Rank 29 (Bottom Quartile). 14/15 Rank 22 (Third Quartile).

Environmental Services

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

Code	Title	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Value	2016/17 Value	2017/18 Value	External Comparison
ENV3c	Street Cleanliness Score (LGBF)	94%	93.6%	94.9%	94.9%	96.14%	98.7%	98.7%	95.98%	17/18 Rank 5 (TOP Quartile). 16/17 Rank 2 (TOP Quartile). 15/16 Rank 1 (TOP Quartile). 14/15 Rank 8 (TOP Quartile).
ENV4a	Corporate Indicator - Cost of maintenance per kilometre of roads (LGBF)	£15,398.18	£10,965.31	£7,524.02	£13,156.45	£8,649.97	£5,949.63	£7,798.77	£8,214.91	17/18 Rank 11 (Second Quartile). 16/17 Rank 9 (Second Quartile). 15/16 Rank 6 (TOP Quartile). 14/15 Rank 12 (Second Quartile).
ENV4b	Percentage of A class roads that should be considered for maintenance treatment (LGBF)	21.1%	22.7%	24.1%	22.1%	21.6%	20.4%	20.9%	25%	17/18 Rank 13 (Second Quartile). 16/17 Rank 7 (TOP Quartile). 15/16 Rank 7 (TOP Quartile). 14/15 Rank 9 (Second Quartile).
ENV4c	Percentage of B class roads that should be considered for maintenance treatment (LGBF)	25.2%	27%	30.4%	28.2%	24.4%	28%	29.2%	30.46%	17/18 Rank 14 (Second Quartile). 16/17 Rank 15 (Second Quartile). 15/16 Rank 13 (Second Quartile). 14/15 Rank 8 (TOP Quartile).
ENV4d	Percentage of C class roads that should be considered for maintenance treatment (LGBF)	32.1%	30.4%	28.7%	29.8%	32%	30.5%	28.9%	33.15%	17/18 Rank 15 (Second Quartile). 16/17 Rank 13 (Second Quartile). 15/16 Rank 12 (Second Quartile). 14/15 Rank 11 (Second Quartile).
ENV4e	Percentage of unclassified roads that should be considered for maintenance treatment (LGBF)	38%	32.8%	36.1%	34.5%	34.4%	35.3%	35.3%	35.23%	17/18 Rank 16 (Second Quartile). 16/17 Rank 14 (Second Quartile). 15/16 Rank 12 (Second Quartile). 14/15 Rank 10 (Second Quartile).
ENV6	Percentage of total household waste that is recycled (LGBF)	44.1%	47.2%	45.3%	42.3%	46.9%	47.9%	53.5%	51.6%	17/18 Rank 15 (Second Quartile). 16/17 Rank 9 (Second Quartile). 15/16 Rank 16 (Second Quartile). 14/15 Rank 13 (Second Quartile).
ENV7a	Corporate Indicator - Percentage of Adults satisfied with refuse collection (LGBF)	79%	N/A	83%	79.33%	79.67%	83%	86.67%	89.67%	17/18 Rank 4 (TOP Quartile). 16/17 Rank 10 (Second Quartile). 15/16 Rank 21 (Third Quartile). 14/15 Rank 26 (Bottom Quartile).
ENV7b	Corporate Indicator - Percentage of adults satisfied with street cleaning (LGBF)	69.7%	N/A	78%	72.9%	73.33%	72.33%	73%	71.33%	17/18 Rank 16 (Second Quartile). 16/17 Rank 18 (Third Quartile). 15/16 Rank 22 (Third Quartile). 14/15 Rank 22 (Third Quartile).