

# Performance Monitoring Report

## City Operations Directorate Overview and Scrutiny Performance Monitoring Report 2021/22

Month 8 - November

Version 1.2

### Performance Monitoring Process

The reporting framework is based on performance against targets, baseline figures, and benchmarking (where it is available).

This report includes Vital Signs and State of the City KPIs which were approved at Cabinet on 10/11/2020.

### Key

| Preferred Direction of Travel |   |
|-------------------------------|---|
| 'Bigger is better'            | Performance improves if the result figure is higher |
| 'Smaller is better'           | Performance improves if the result figure is lower  |

| Direction Of Travel (DOT) |   |
|---------------------------|---|
| △                         | Performance improves from previous reporting period (bigger is better)      |
| ▽                         | Performance improves from previous reporting period (smaller is better)     |
| ▶                         | No change in performance  |
| △                         | Performance deteriorates from previous reporting period (smaller is better) |
| ▽                         | Performance deteriorates from previous reporting period (bigger is better)  |

| BRAG (Blue Red Amber Green) Rating |  |
|------------------------------------|--|
| Blue                               | Greatly exceeds target   |
| Green                              | Achieved or slightly surpassed target                            |
| Amber                              | Slightly below target but above standard/tolerance               |
| Red                                | Both the target and the standard/tolerance has not been achieved |

| Reporting period |  |
|------------------|--|
| In-month         | KPI is measured on a month-on-month basis e.g. January only  |
| In-quarter       | KPI is measured on a quarter-on-quarter basis e.g. Quarter 2 would cover July, August and September only   |
| Cumulative       | The annual result up until that reporting period e.g. the May report's figure would be the total of the April and May's result (year-to-date)        |
| Snapshot         | The current (snapshot) figure at the end of the reporting period e.g. the May snapshot result would be the figure 'at that moment in time' on 31 May |
| Year-end         | The year-end result for annually-reported KPIs   |

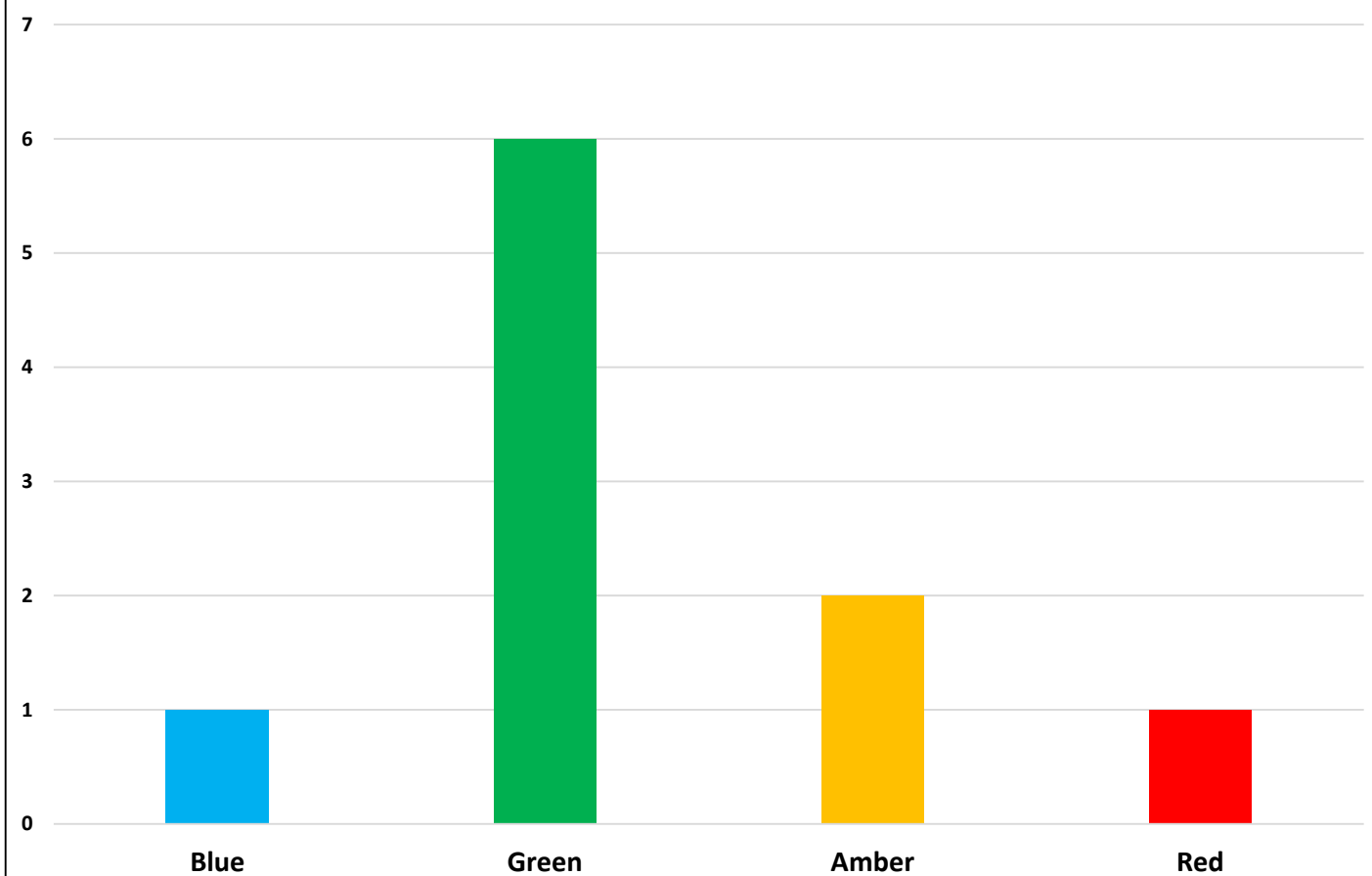
# Performance Monitoring Report

## Summary

### Summary of Vital Signs and State of the City KPI Performance by BRAG Rating

| BRAG   | Number    | Percentage of total |
|--|-----------|---------------------|
| Blue   | 1         | 10%                 |
| Green  | 6         | 60%                 |
| Amber  | 2         | 20%                 |
| Red  | 1         | 10%                 |
| Blue, Green, Amber, Red<br>Total                   | 10        | 100%                |
| Other KPIs<br>(no target, target TBC, or BRAG N/A) | 1         | -                   |
| <b>Grand Total</b>                                 | <b>11</b> | -                   |

### Performance Based on BRAG Rating



## Performance Monitoring Report

### Exceptions Report and Contents Page

Overall performance by BRAG rating (commentary provided where KPI's BRAG rating is blue, amber or red)

## Vital Signs

### Homes and Neighbourhoods Portfolio

| Ref.  | KPI  | BRAG rating | Page |
|---|--|-------------|------|
| HN11  | Number of properties improved in the Private Rented Sector as a result of Local Authority intervention | Amber       | 6    |
| <b>Exception Commentary:</b><br><br>The year-to-date (April 2021 – November 2021) result is 168 which has not achieved the target of 175, however it is within the tolerance for this period.<br><br>The service continues to receive a high volume of Referrals for Assistance (RFA); there were 396 requests received this month. The total year-to-date (April – November 2021) RFAs received were 3,343, which is greater than the expected annual requests of 1,400. After Advice, Disrepair (420 reports) continues to be one of the main reasons for the assistance. |  |             |      |

| Ref. | KPI   | BRAG rating | Page |
|------|---|-------------|------|
| HN12 | Private sector empty properties brought back into use | Green       | 6    |

### Street Scene and Parks Portfolio

| Ref.  | KPI  | BRAG rating | Page |
|---|--|-------------|------|
| SSP01   | Level of street cleanliness as assessed by the Land Audit Management System (LAMS) | Amber       | 7    |
| <b>Exception Commentary:</b><br><br>Quarter 2 commentary: KPI reported one month in arrears: The year-to-date (April 2021 – September 2021) result is 80.93%, which is below the target of 85.00%, but still within tolerance.<br><br>The performance of this KPI has been impacted as the street cleaning service have been supporting the refuse collection services though the current COVID-19 pandemic, which has led to some slight changes in cleansing schedules as the work had to be triaged due to staff shortages. The number of reports of fly-tipping on the highway has also significantly increased across all areas of the City and when benchmarked with other councils and the Local Government Association, this has currently been recognised as a country-wide issue.<br><br>Government restrictions caused by COVID-19 resulted in a suspension of Land Audit Management System (LAMS) data collection between April 2020 and July 2020, which meant performance data was unavailable during that time period. Due to the staff shortages as a result of COVID-19 restrictions, the trial was to use the local management teams to help with the LAMS surveys, which were substantively delivered through the Waste Prevention Team, but supported through additional depot resources.<br><br>Now that the Government has announced its roadmap, Street Scene is moving back to normal operation. The City is adding to its street cleansing effectiveness by recruiting to a new initiative 'Love Your Streets'. These teams will be out working and enhancing the street cleansing activities by engaging with residents to tackle some of the problem areas within the City with the aim to make a positive difference to the street cleanliness. |  |             |      |

## Performance Monitoring Report

### Exceptions Report and Contents Page

| Ref.  | KPI  | BRAG rating | Page |
|-------|--|-------------|------|
| SSP02 | Increased recycling, reuse, and green waste (both with and without bottom ash) | Green       | 8    |

| Ref.  | KPI  | BRAG rating | Page |
|-------|--|-------------|------|
| SSP03 | Reported missed collections per 100k collections scheduled | Red         | 9    |

#### Exception Commentary:

KPI reported one month in arrears: The year-to-date (April 2021 - October 2021) result is 173 which has exceeded the target of 100. The in-month result for October 2021 was 243. There were 4,574 reported missed residual collections and 2,262 reported missed recycling collections in October 2021. The total amount of individual residual and recycling collections scheduled in October 2021 was 2.81 million.

In October 2021, the service was subject to similar issues experienced in earlier months in 2021 and also by other organisations and businesses throughout the country. Unfortunately, there were a significant number of drivers and collection crews that were unable to work due to either contracting COVID-19 or being notified to self-isolate by Test and Trace. Whilst every effort was made to complete as many collections as possible, a number of rounds could not be completed which has resulted in a significant number of missed collections being received during the month.

The service has completed a vehicle replacement program which has replaced part of the fleet with 20 new domestic recycling vehicles and 17 new domestic residual vehicles. It is believed that missed collections, which were the result of vehicle breakdowns, will be reduced now that new reliable vehicles have arrived into the fleet. The replacement programme will continue next year where a budget of £12M has been allocated and also £12M the following year.

Towards the end of the year, the entire fleet will be fitted with technology that will assist further in reducing missed collections. This in-cab device will provide full details of the round for each crew at a property level, including details of which properties require assisted collections. It will also allow crews to make a record of whether each collection was made or if there was a problem such as contamination in the recycling bin. The system will be linked to the website and contact centre so that where crews record an issue with the collection, the citizen will be prevented from reporting the missed collection and given guidance regarding how to rectify the issue. Finally, the system will allow depot managers to monitor the real-time progress of crews. This allows action to be taken to ensure rounds are completed each day. The service believes that the use of this device will reduce reported missed collections by up to 50%.

The service is also identifying repeat missed collections to improve service delivery.

| Ref.  | KPI                                       | BRAG rating | Page |
|-------|---|-------------|------|
| SSP04 | Percentage of waste presented to landfill | Blue        | 10   |

#### Exception Commentary:

KPI reported one month in arrears: The estimated year-to-date (April 2021 to October 2021) result is 5.94% which has surpassed the year-to-date target of 14.00%. The target profile was set to reflect the planned shutdown of the Tyseley Energy Recovery Facility (ERF) in June 2021. It was expected that in the later part of May 2021 some residual waste would be diverted from the Tyseley ERF to landfill in preparation for the planned shutdown. This did not happen, however the diversion of tonnage to landfill was felt throughout the shutdown and throughout the recovery phase. The service will continue to minimise the use of landfill where possible. Tyseley ERF processed 29,709 tonnes of residual waste and a further estimated 604 tonnes of residual waste were diverted from landfill to alternate ERFs in October.

This result was achieved against a background of continuing high levels of kerbside collected residual waste and an increase in residual waste being deposited at the Household Waste Recycling Centres. In October 2021 only an estimated 824 tonnes of waste were sent to landfill, this included post-incineration fly-ash and small amounts of rejected recycling materials and asbestos.

The amount of residual waste sent directly to landfill during this year's maintenance shutdown of the Tyseley ERF has been much lower than in previous years.

In 2021-22 the service will continue to make best use of available alternate ERFs that endeavour to recycle their post-incineration ash output, reducing as far as possible the need for landfill.

## Performance Monitoring Report

### Exceptions Report and Contents Page

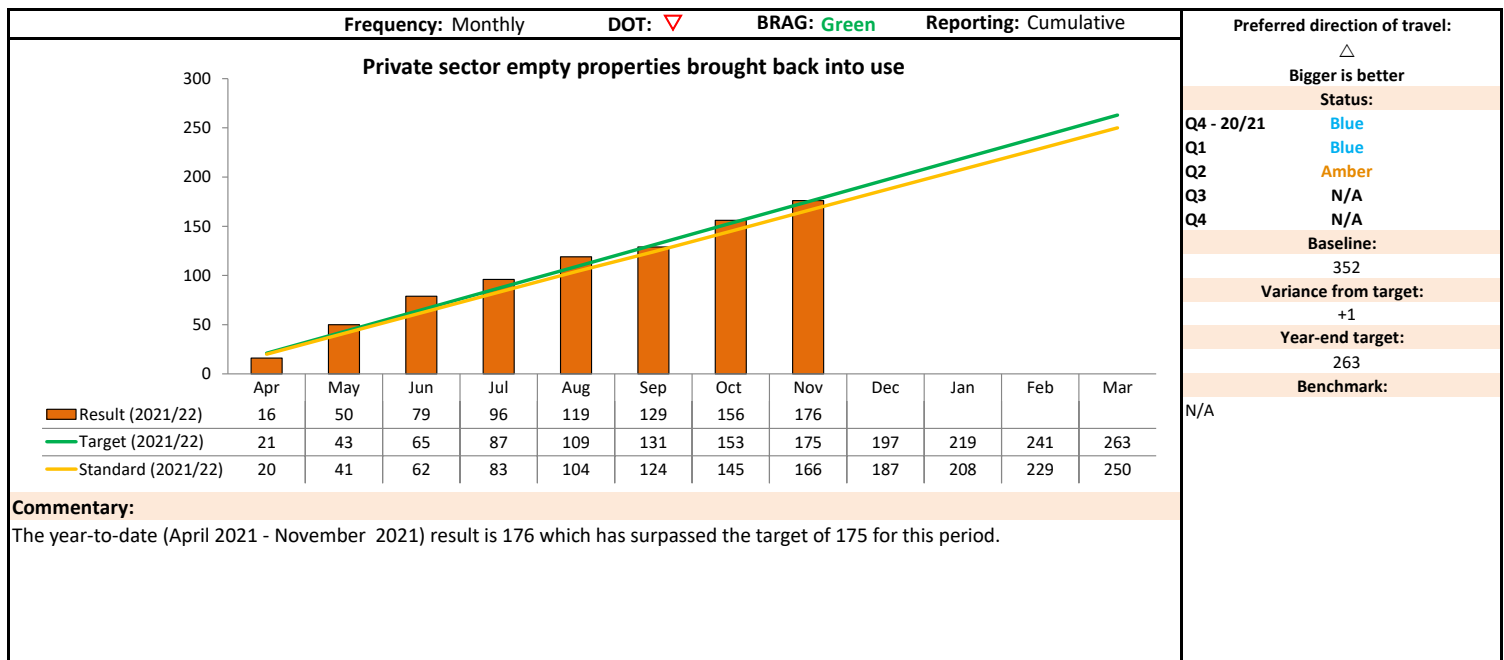
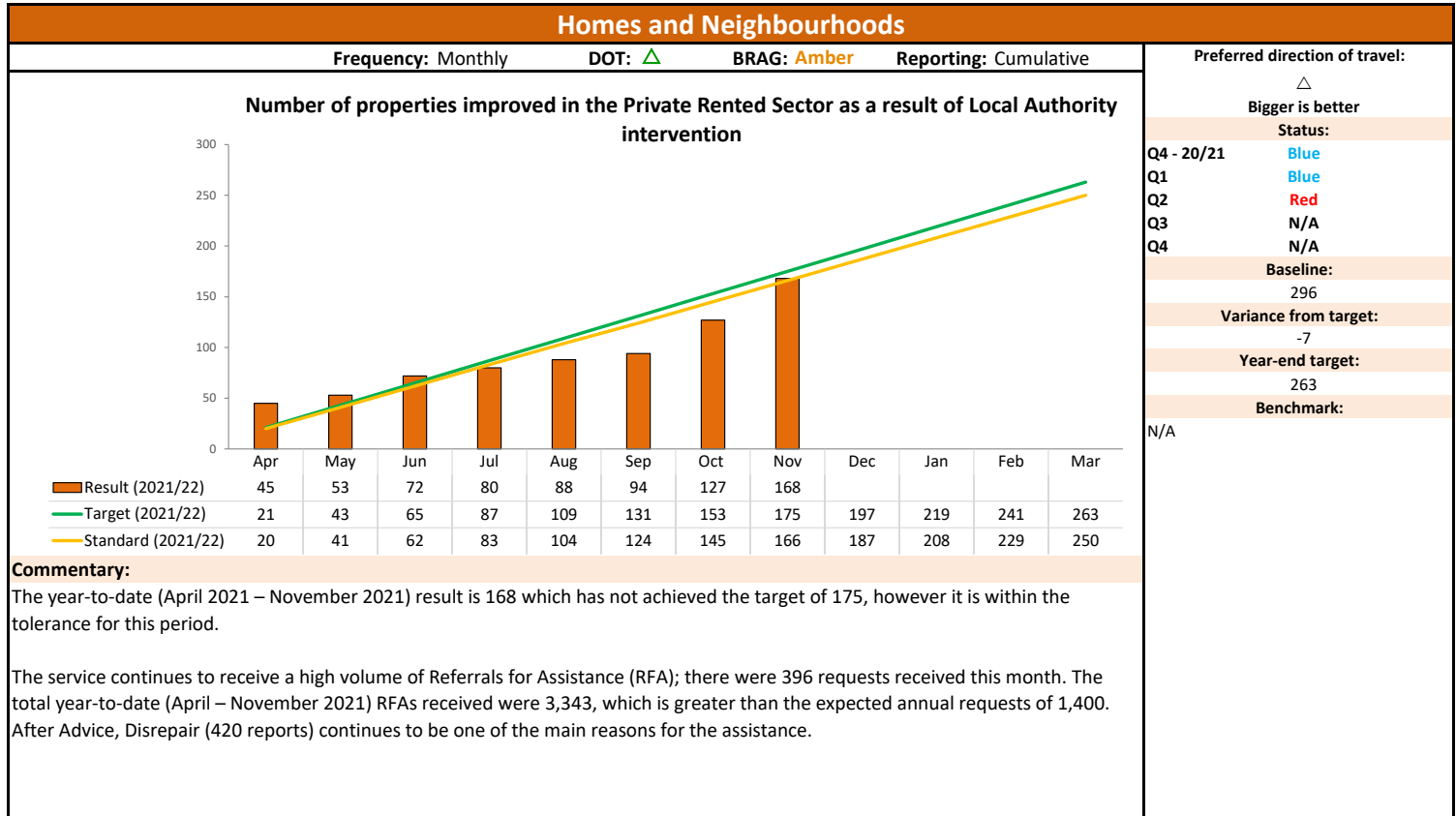
| Ref.  | KPI   | BRAG rating | Page |
|-------|---|-------------|------|
| SSP05 | Percentage completed annual tree inspections (according to the 5 year plan)   | Green       | 10   |
| Ref.  | KPI   | BRAG rating | Page |
| SSP06 | If you report a tree that is considered dangerous by our qualified Tree Officer, we will ensure the tree is attended to and the area made safe within 2 hours                   | Green       | 11   |
| Ref.  | KPI   | BRAG rating | Page |
| SSP07 | Level of Grounds Maintenance works completed to green space across the City including H&S inspections. The measure will show the percentage of work completed against programme | Green       | 11   |
| Ref.  | KPI   | BRAG rating | Page |
| SSP08 | Level of Grounds Maintenance works completed to the specified service standard. The measure will show the percentage of work completed to standard                              | Green       | 12   |

## State of the City

### Outcome 4: Birmingham is a great, clean and green city to live in

| Ref. | KPI   | BRAG rating | Page |
|------|---|-------------|------|
| O409 | Number of volunteer days from parks, sports, events, waste management, and resident involvement | N/A         | 13   |

# Vital Signs



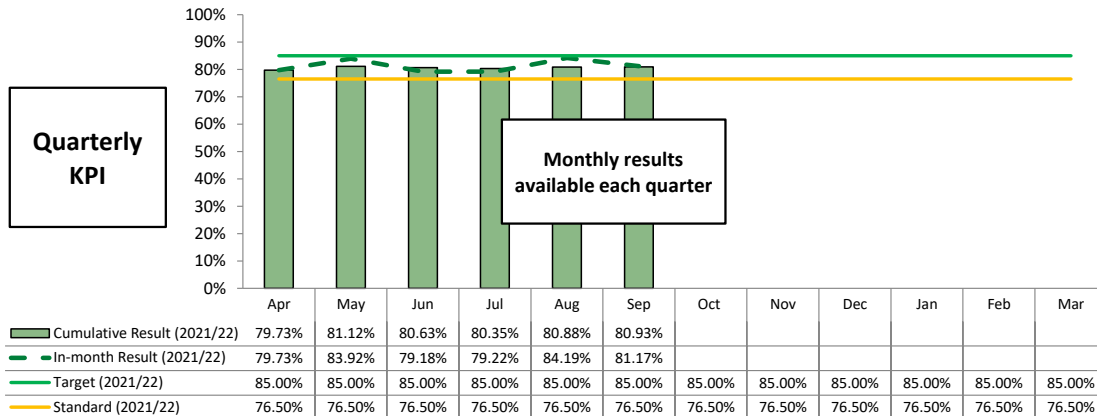
# Performance Monitoring Report

## Street Scene and Parks

Frequency: Quarterly DOT: △ BRAG: Amber Reporting: Cumulative

Preferred direction of travel: △

Level of street cleanliness as assessed by the Land Audit Management System (LAMS)



### Commentary:

Quarter 2 commentary: KPI reported one month in arrears: The year-to-date (April 2021 – September 2021) result is 80.93%, which is below the target of 85.00%, but still within tolerance.

The performance of this KPI has been impacted as the street cleaning service have been supporting the refuse collection services through the current COVID-19 pandemic, which has led to some slight changes in cleansing schedules as the work had to be triaged due to staff shortages. The number of reports of fly-tipping on the highway has also significantly increased across all areas of the City and when benchmarked with other councils and the Local Government Association, this has currently been recognised as a country-wide issue.

Government restrictions caused by COVID-19 resulted in a suspension of Land Audit Management System (LAMS) data collection between April 2020 and July 2020, which meant performance data was unavailable during that time period. Due to the staff shortages as a result of COVID-19 restrictions, the trial was to use the local management teams to help with the LAMS surveys, which were substantively delivered through the Waste Prevention Team, but supported through additional depot resources.

Now that the Government has announced its roadmap, Street Scene is moving back to normal operation. The City is adding to its street cleansing effectiveness by recruiting to a new initiative 'Love Your Streets'. These teams will be out working and enhancing the street cleansing activities by engaging with residents to tackle some of the problem areas within the City with the aim to make a positive difference to the street cleanliness.

Preferred direction of travel: △

Bigger is better

Status:

Q4 - 20/21 Amber

Q1 Amber

Q2 N/A

Q3 N/A

Q4 N/A

Baseline:

79.55%

Variance from target:

-4.07%

Year-end target:

85.00%

Benchmark:

Benchmarking is available every two months with those authorities who are part of the APSE – Land Audit Management System.

## Performance Monitoring Report

Frequency: Monthly

DOT: ▽

BRAG: Green

Reporting: Cumulative

Preferred direction of travel:

△

Bigger is better

Status:

Q4 - 20/21

Amber

Q1

Amber

Q2

Green

Q3

N/A

Q4

N/A

Baseline:

38.51%

Variance from target

+0.02%

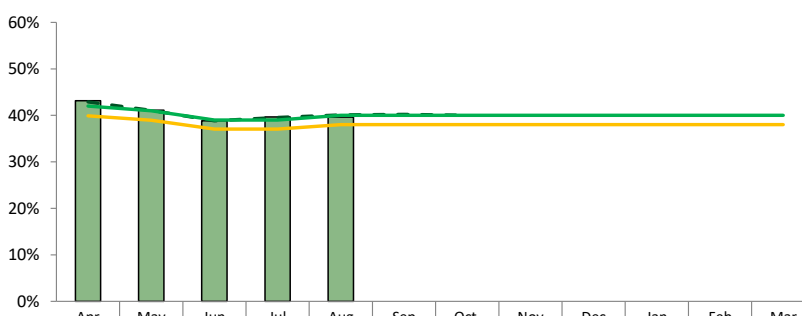
Year-end target:

40.00%

Benchmark:

This measure differs from the old N192 indicator, which is still reported by Defra, in that this measure includes all bottom ash from the Tyseley Energy Recovery Facility that is recycled not just the metals and is expressed as a percentage of municipal waste in line with other local authorities who produce bottom ash.

### Increased recycling, reuse, and green waste (both with and without bottom ash)



|  |        |        |        |        |        |        |        |        |        |        |        |        |
|--|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Actual Result (2021/22)                        | 43.15% | 41.13% | 38.84% | 39.67% | 39.62% |        |        |        |        |        |        |        |
| Estimate Result (2021/22)                      | 42.90% | 41.09% | 38.83% | 39.53% | 40.08% | 40.20% | 40.02% |        |        |        |        |        |
| Target (2021/22)                               | 42.00% | 41.00% | 39.00% | 39.00% | 40.00% | 40.00% | 40.00% | 40.00% | 40.00% | 40.00% | 40.00% | 40.00% |
| Standard (2021/22)                             | 39.90% | 38.95% | 37.05% | 37.05% | 38.00% | 38.00% | 38.00% | 38.00% | 38.00% | 38.00% | 38.00% | 38.00% |
| Actual 2021/22 Result (excluding Bottom Ash)   | 26.25% | 25.04% | 26.16% | 26.34% | 26.02% |        |        |        |        |        |        |        |
| Estimate 2021/22 Result (excluding Bottom Ash) | 25.80% | 24.67% | 25.98% | 26.07% | 25.80% | 26.08% | 25.50% |        |        |        |        |        |

#### Commentary:

KPI reported one month in arrears: The estimated year-to-date (April 2021 to October 2021) result is 40.02% which has achieved the year-to-date target of 40.00%. The target profile was set to reflect the planned shutdown of the Tyseley Energy Recovery Facility (ERF) in June 2021.

The estimated amount of waste disposed of year-to-date (April 2021 to October 2021) is 285,829 tonnes, of which, an estimated 114,388 tonnes were reused, recycled or composted.

The seasonal reduction in the amount of waste materials deposited at the Household Recycling Centres (HRCs) continued in October. The estimated total amount of residual waste and segregated recycling being deposited at the HRCs in October was 3,833 tonnes. The closure of the Perry Barr HRC for re-development has also impacted these figures. The estimated year-to-date (April 2021 to October 2021) figures of 14,431 tonnes of residual and 22,238 tonnes of segregated recycling are a significant increase on April 2020 to October 2020 figures but still only around 60% of the equivalent pre-COVID (April 2019 to October 2019) levels. Kerbside collection tonnages of segregated recycling remain around 11.1% higher than pre-COVID levels. Kerbside collected residual tonnage in October (20,621 tonnes) has reduced to pre-COVID levels. However, the kerbside residual year-to-date (April 2021 to October 2021) figure is 12,372 tonnes (9%) higher than in the equivalent pre-COVID period (April 2019 to October 2019).

The impact of COVID-19 and the related period of restrictions appears to have changed public behaviour (working from home, increased online shopping, etc.) in a way that impacts presentation of materials for collection by the service. It is likely that some of these changes will persist for the remainder of 2021-22 and possibly for the foreseeable future.

The amount of residual waste processed in Tyseley Energy Recovery Facility (ERF) in October was 29,709 tonnes, plus an estimated further 603 tonnes of residual waste were diverted to alternate ERFs.

The estimated year-to-date (April 2021 to October 2021) recycling figure (excluding the bottom ash) is 25.50%.

In 2021-22 the service will continue to make best use of available alternate ERFs that endeavour to recycle their post-incineration ash output.



## Performance Monitoring Report

Frequency: Monthly

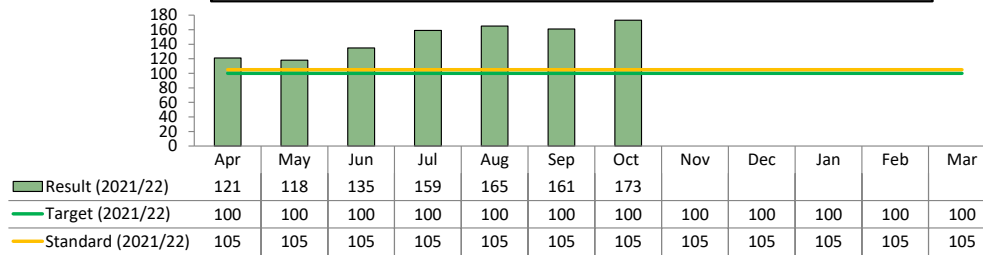
DOT: △

BRAG: Red

Reporting: Cumulative

### Reported missed collections per 100k collections scheduled

To achieve the target, the result should be below the target line, smaller is better



#### Commentary:

KPI reported one month in arrears: The year-to-date (April 2021 - October 2021) result is 173 which has exceeded the target of 100. The in-month result for October 2021 was 243. There were 4,574 reported missed residual collections and 2,262 reported missed recycling collections in October 2021. The total amount of individual residual and recycling collections scheduled in October 2021 was 2.81 million.

In October 2021, the service was subject to similar issues experienced in earlier months in 2021 and also by other organisations and businesses throughout the country. Unfortunately, there were a significant number of drivers and collection crews that were unable to work due to either contracting COVID-19 or being notified to self-isolate by Test and Trace. Whilst every effort was made to complete as many collections as possible, a number of rounds could not be completed which has resulted in a significant number of missed collections being received during the month.

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Towards the end of the year, the entire fleet will be fitted with technology that will assist further in reducing missed collections. This in-cab device will provide full details of the round for each crew at a property level, including details of which properties require assisted collections. It will also allow crews to make a record of whether each collection was made or if there was a problem such as contamination in the recycling bin. The system will be linked to the website and contact centre so that where crews record an issue with the collection, the citizen will be prevented from reporting the missed collection and given guidance regarding how to rectify the issue. Finally, the system will allow depot managers to monitor the real-time progress of crews. This allows action to be taken to ensure rounds are completed each day. The service believes that the use of this device will reduce reported missed collections by up to 50%.

The service is also identifying repeat missed collections to improve service delivery.

Preferred direction of travel:



Smaller is better

Status:

Q4 - 20/21

Red

Q1

Red

Q2

Red

Q3

N/A

Q4

N/A

Baseline:

113

Variance from target:

+73

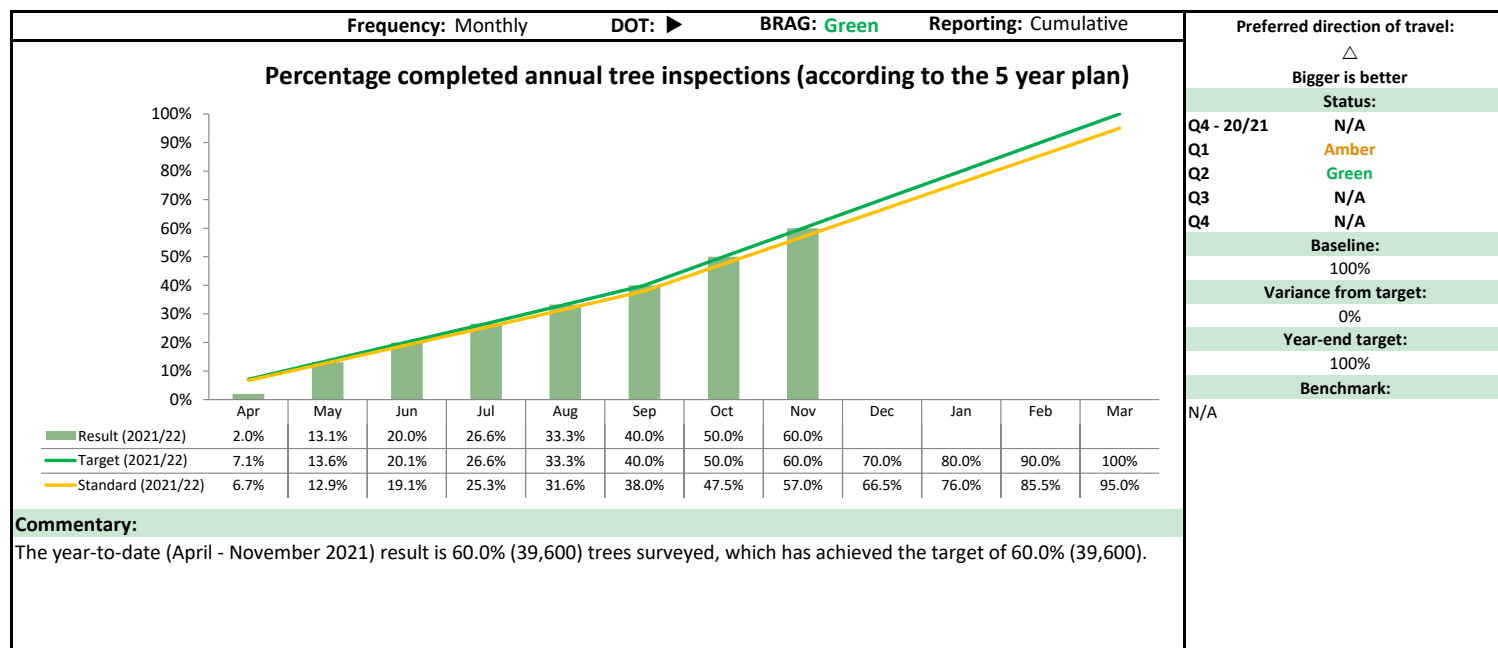
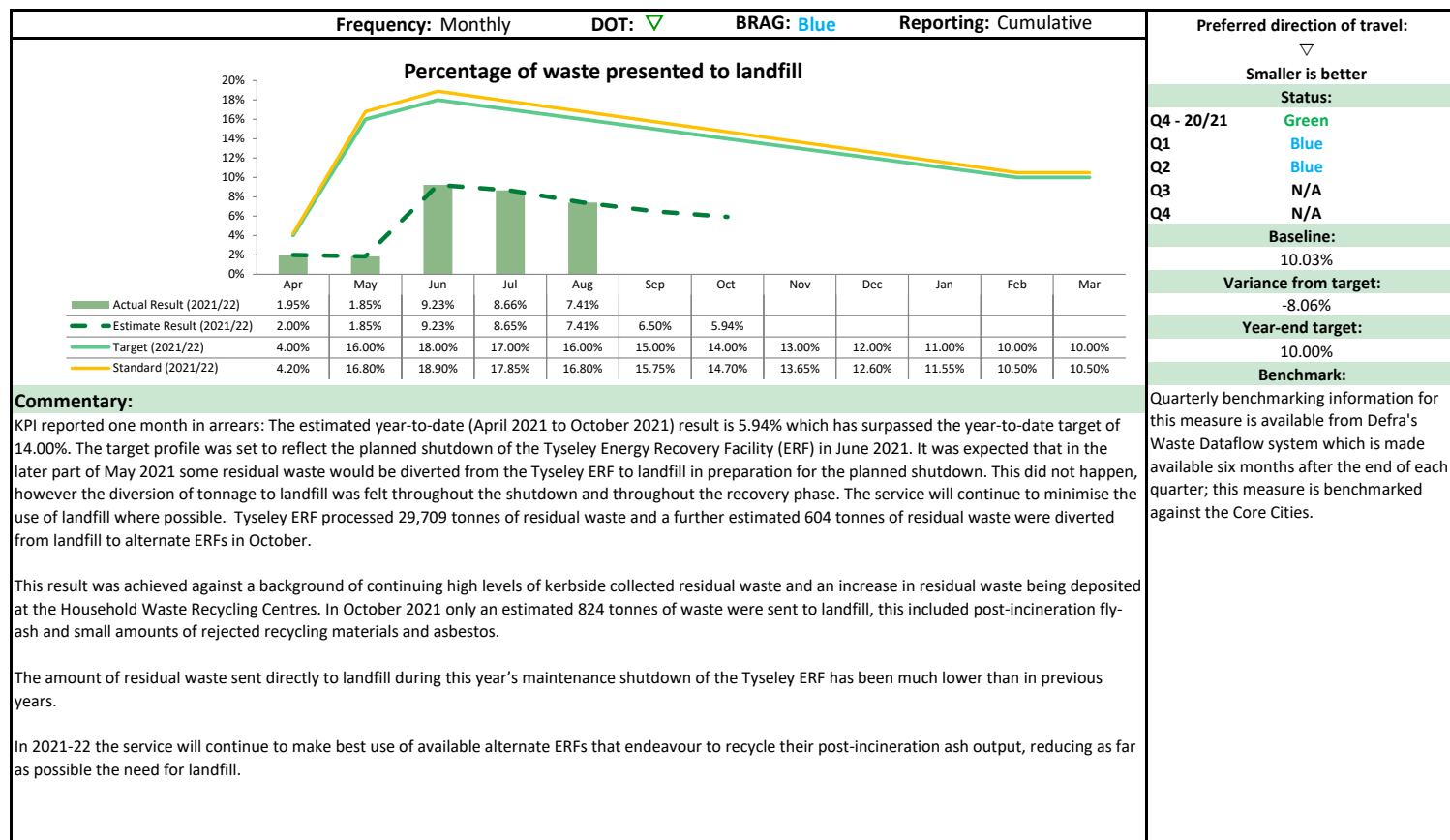
Year-end target:

100

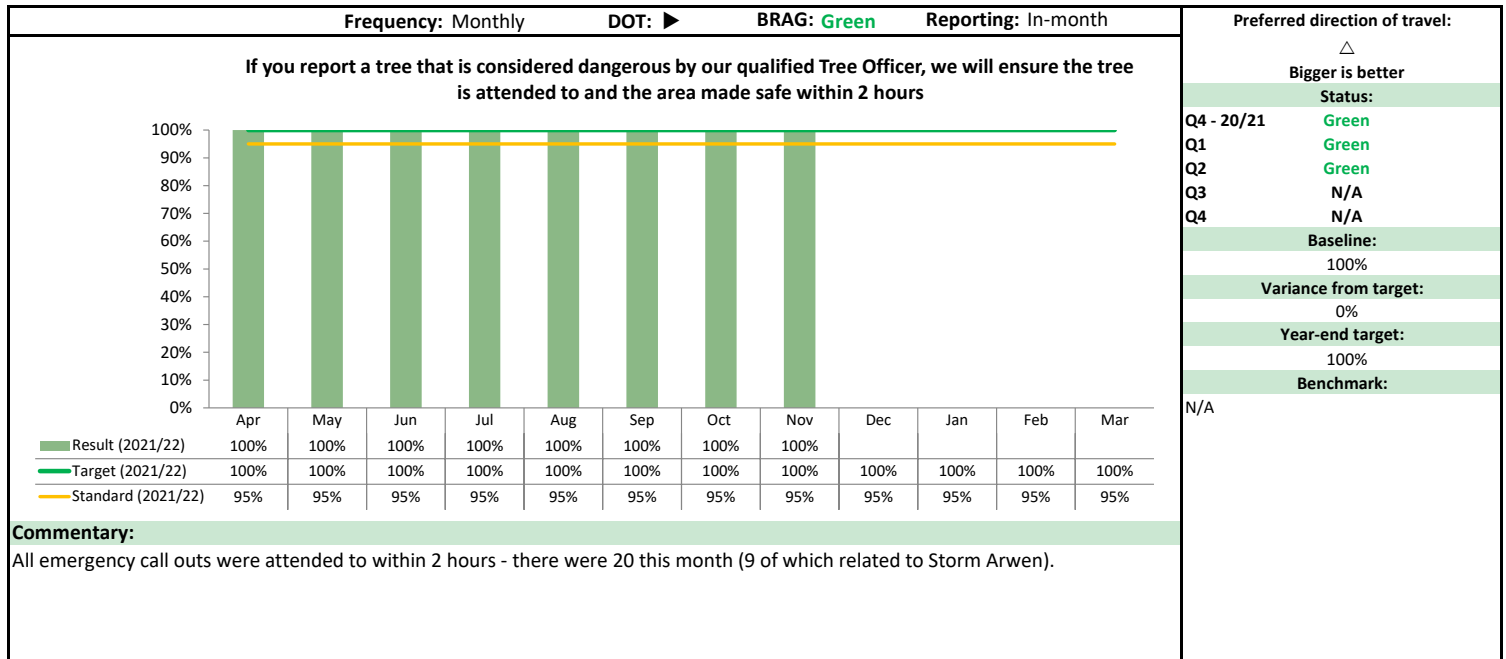
Benchmark:

There is no benchmarking information available for this measure.

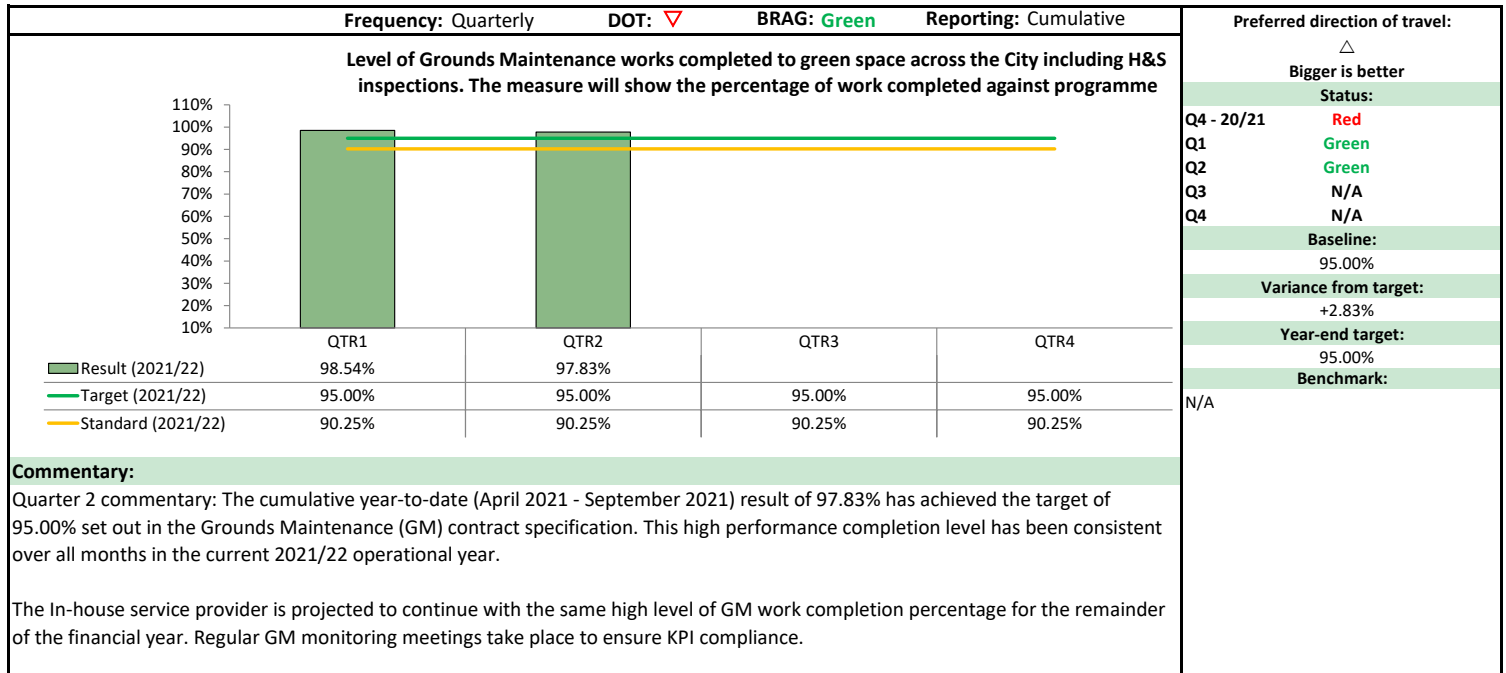
## Performance Monitoring Report



## Performance Monitoring Report

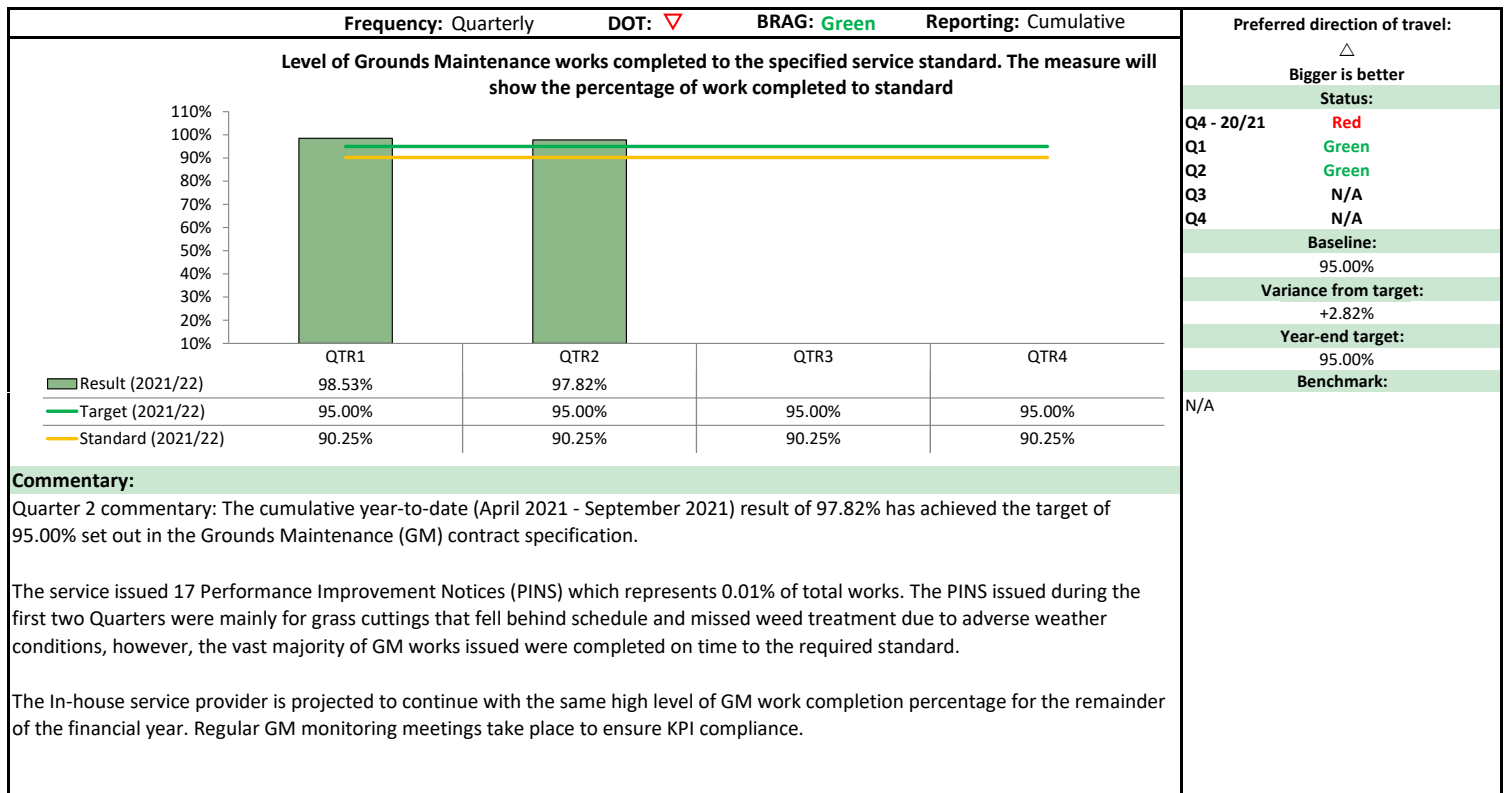


| Preferred direction of travel: |                  |
|--------------------------------|------------------|
| △                              | Bigger is better |
| <b>Status:</b>                 |                  |
| Q4 - 20/21                     | Green            |
| Q1                             | Green            |
| Q2                             | Green            |
| Q3                             | N/A              |
| Q4                             | N/A              |
| <b>Baseline:</b>               |                  |
|                                | 100%             |
| <b>Variance from target:</b>   |                  |
|                                | 0%               |
| <b>Year-end target:</b>        |                  |
|                                | 100%             |
| <b>Benchmark:</b>              |                  |
|                                | N/A              |



| Preferred direction of travel: |                  |
|--------------------------------|------------------|
| △                              | Bigger is better |
| <b>Status:</b>                 |                  |
| Q4 - 20/21                     | Red              |
| Q1                             | Green            |
| Q2                             | Green            |
| Q3                             | N/A              |
| Q4                             | N/A              |
| <b>Baseline:</b>               |                  |
|                                | 95.00%           |
| <b>Variance from target:</b>   |                  |
|                                | +2.83%           |
| <b>Year-end target:</b>        |                  |
|                                | 95.00%           |
| <b>Benchmark:</b>              |                  |
|                                | N/A              |

## Performance Monitoring Report



## State of the City

## Outcome 4: Birmingham is a great, clean and green city to live in

| Frequency: Quarterly  |  |  |  | DOT: N/A | BRAG: N/A | Reporting: Cumulative | Preferred direction of travel: <div>△</div> <div>Bigger is better</div> |  |
|---|--|--|--|----------|-----------|-----------------------|---|--|
| Number of volunteer days from parks, sports, events, waste management, and resident involvement   |  |  |  |          |           |                       | Status:   |  |
| 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