



“Middlesbrough's experience of LAMS and how this is going to be used within the council”

Our Journey

- Middlesbrough
- Council Values
- Environment Services
- 2018
- LAMS – Environment Services
- LAMS - Locality Working
- Future

WELCOME TO THE TEES VALLEY

Population: 667,500 Electorate: 485,830

HARTLEPOOL
Population: 92,500
Electorate: 69,282

STOCKTON-ON-TEES
Population: 194,800
Electorate: 140,964

TEESPORT

REDCAR & CLEVELAND
Population: 133,300
Electorate: 103,111



- Population of 140,000
- Circa 65,000 properties
- Area of 21sq Miles
- Unemployment rate 7%
- Economically in/active – 30%/70%
- South/West – Leafy/affluent
- North/East – Town central/transient population, industry
- Transient Population
- Main employers – Council, Chemical manufactures, Engineering, Goods/Service sectors, Digital media/technology sectors.






Council Values

Manager Values Framework



Our Values are at the heart of everything we do here at Middlesbrough Council. They are a critical element of our strategy to create a brighter future for Middlesbrough, and the foundation for how we operate, interact and make decisions.

These statements set out the Values based behaviours and competencies we expect all of our Managers to consistently demonstrate at Middlesbrough Council

| Value | As Managers we ... |
|--|--|
| Passion  | <p>Demonstrate visible leadership by leading from the front with confidence whilst being authentic and sincere</p> <p>Inspire others to instil pride in their work by adapting our approach to bring out the best in different people</p> <p>Act as an ambassador for Middlesbrough Council and ensure the team keeps our customers at the heart of what we do</p> |
| Integrity  | <p>Champion dignity, respect and inclusion by considering our impact on others and showing care for their wellbeing</p> <p>Recognise and show genuine appreciation for the effort and energy people put into work</p> <p>Share open, honest two way feedback addressing any performance issues appropriately and consistently</p> |
| Creativity  | <p>Actively encourage new thinking by creating a safe environment for people to share opinions and ideas</p> <p>Champion new ways of working to improve our services by challenging preconceptions and exploring alternatives</p> <p>Use information and data effectively to make balanced judgments and decisions that are focused on solutions</p> |
| Collaboration  | <p>Understand the needs of others and actively collaborate with them to deliver shared goals and objectives</p> <p>Build effective internal and external networks and relationships to share best practice, information and resources</p> <p>Establish effective communication channels with others to evaluate and improve performance</p> |
| Focus  | <p>Show a clear understanding of the ambitions and priorities for our service so people know what we need to deliver and why</p> <p>Set clear aims and objectives and delegate effectively, empowering others to deliver our promises</p> <p>Consistently achieve results ensuring any actions we take deliver the best possible outcomes for our customers</p> |

Environment Services

- Area Care
- Arboriculture
- Pest control
- Refuse/Recycling – Collections & Disposal
- Middlesbrough Environment City
- Green Strategy

Quality Management Process

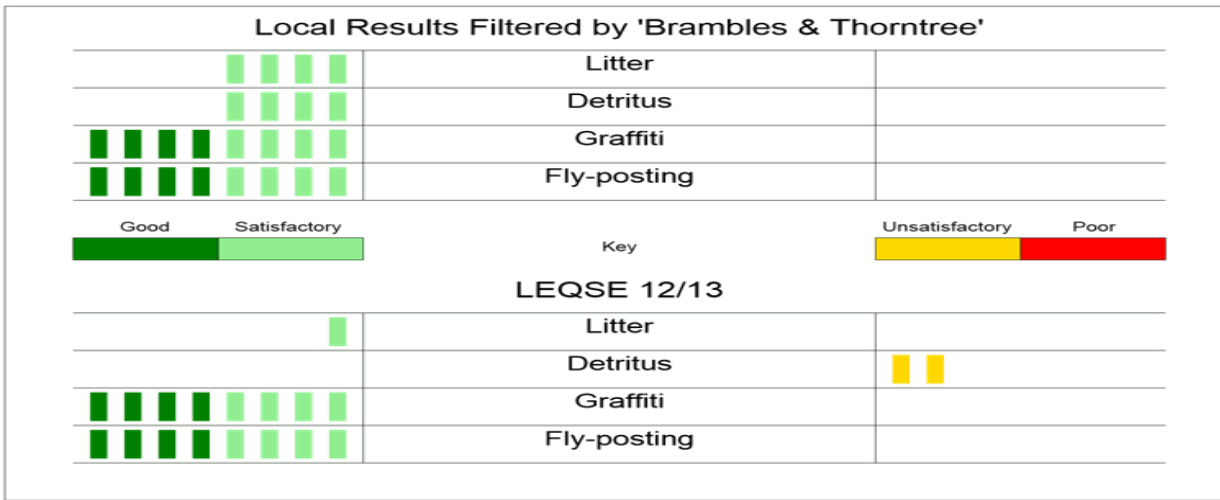


- Management audits
- Trends
- How do we measure/gauge performance
- Lessons Learnt

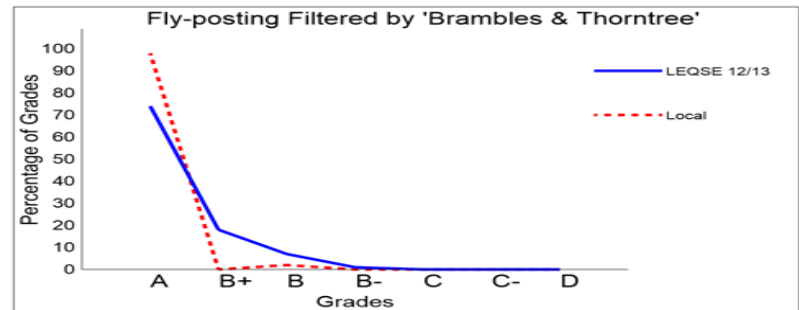
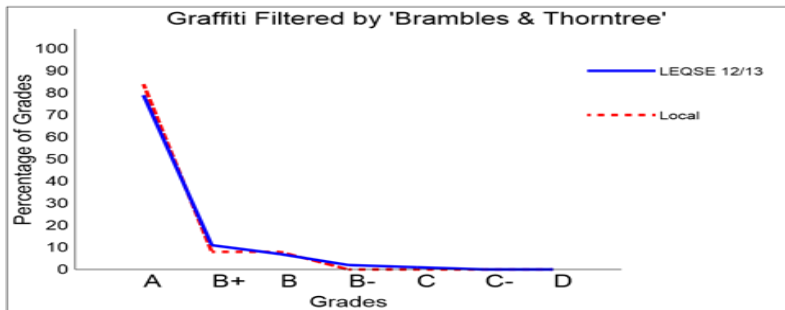
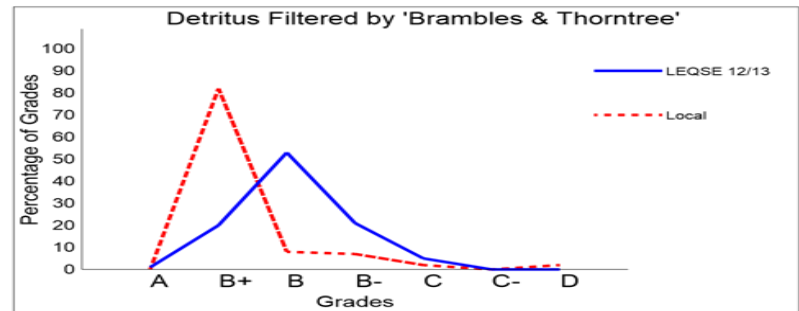
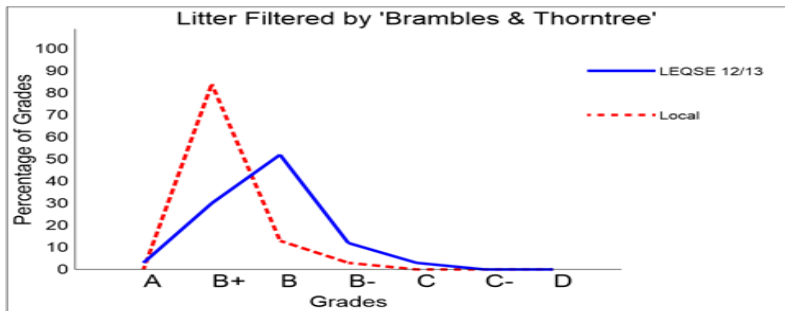
2018: LEQS, ENCAMS, NI 195 (Improved Street & Environmental Cleanliness) and BV 199 (Best Value Indicator)

| Classification | Litter | Detritus | Graffiti | Fly-posting | Dog Fouling |
|----------------------------|--------|----------|----------|-------------|-------------|
| All Areas | 1.64% | 6.56% | 0% | 0% | 10% |
| Main Retail & Commercial | N/A | N/A | N/A | N/A | N/A |
| Other Retail & Commercial | N/A | N/A | N/A | N/A | N/A |
| High Obstruction Housing | N/A | N/A | N/A | N/A | N/A |
| Medium Obstruction Housing | 0% | 0% | 0% | 0% | N/A |
| Low Obstruction Housing | N/A | N/A | N/A | N/A | N/A |
| Industry and Warehousing | 0% | 5.88% | 0% | 0% | N/A |
| Main Roads | 6.25% | 18.75% | 0% | 0% | 25% |
| Rural Roads | N/A | N/A | N/A | N/A | N/A |
| Other Highways | N/A | N/A | N/A | N/A | N/A |
| Recreation Areas | 0% | 0% | 0% | 0% | 0% |





* Caution, small sample size, there may be limitations on data





Northern Regional forum November 2018 @
York

LAMS presentation (Ian Jones) January 2019



LAMS

- Benchmarking opportunity ←
- Amenity Zones
- Land Types
- Encompassed our work streams
- Clear Grading criteria
- Unacceptable Grading's reports (email notification)
- Family Groups (weighted driver scores) ←
- Bi-Monthly Period reports from APSE
 - LAMS Authority report
 - Performance & PI Standings

LAMS

- ICT Issues
- Administration
- MBC/External Users & degree of
- Attitudes/behaviours
- Costs
- Members
- Reporting Format
- Implementation

Cumulative Inspection results

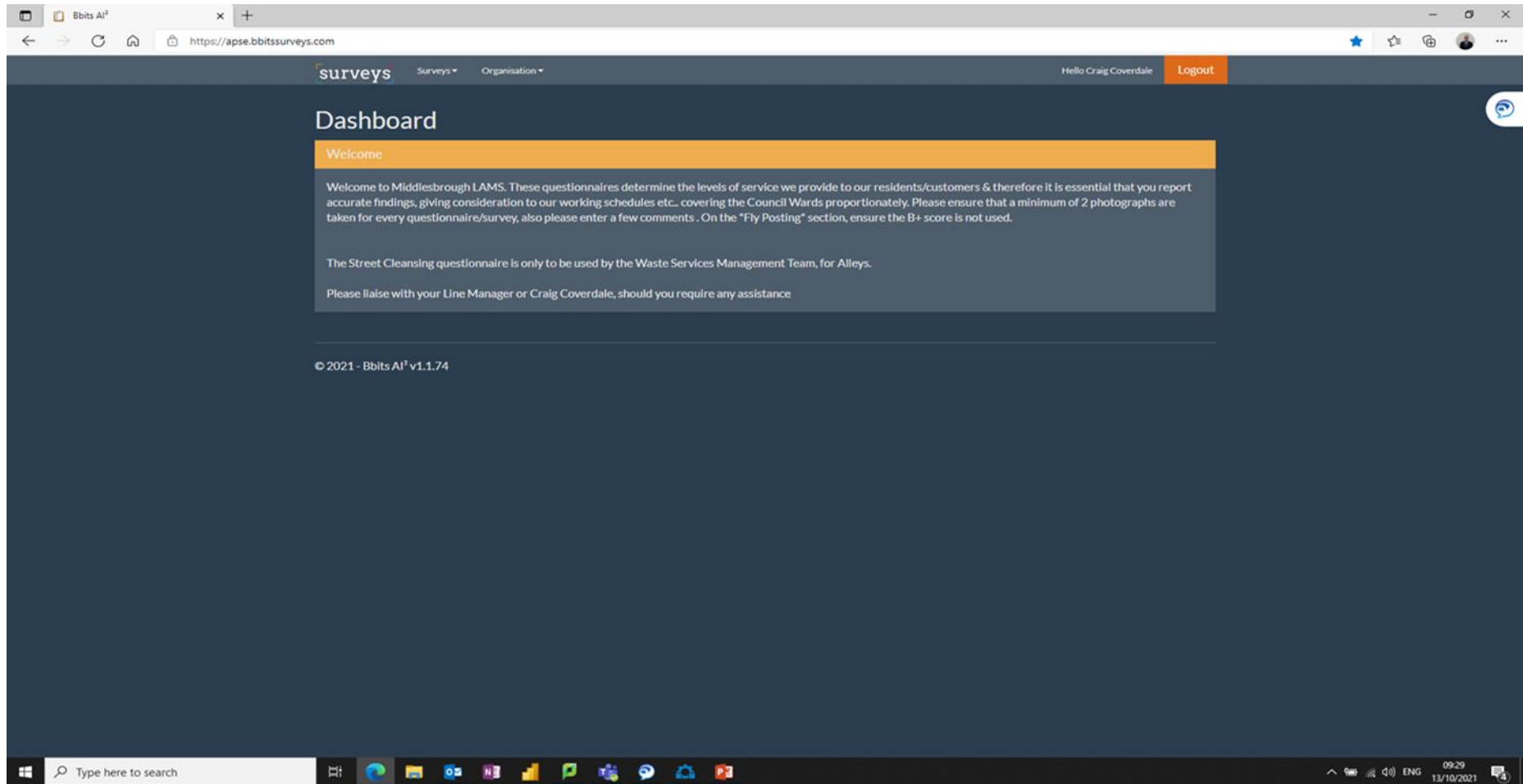
LAMS (Land Audit Management System)

93.82 is the default benchmark for acceptance

Ward results

| Ward | N° of inspections recorded | | | | | Grades for year | | | | APSE Quality Results | | | | | |
|--|----------------------------|-----|------|------|-------|-----------------|---------|---------|---------|------------------------------|------------------------------|------------------------------|------------------------------|-----------------------------------|-----------------------------------|
| | April | May | June | July | Total | Grade A | Grade B | Grade C | Grade D | % of sites that were grade A | % of sites that were grade B | % of sites that were grade C | % of sites that were grade D | % of sites grade A/B (acceptable) | % of sites below B (unacceptable) |
| Alleys (Combined litter and detritus) | 60 | 92 | 46 | 33 | 231 | 45 | 179 | 7 | 0 | | | | | 96.34% | 3.66% |
| Ayresome Ward | 0 | 0 | 1 | 0 | 1 | 0 | 0 | 1 | 0 | | | | | 100.00% | 0.00% |
| Central Ward | 11 | 17 | 3 | 8 | 39 | 8 | 31 | 0 | 0 | | | | | 98.72% | 1.28% |
| Linthorpe Ward | 3 | 5 | 0 | 2 | 10 | 0 | 10 | 0 | 0 | | | | | 90.00% | 10.00% |
| Newport Ward | 1 | 8 | 3 | 3 | 15 | 3 | 11 | 1 | 0 | | | | | 83.33% | 16.67% |
| North Ormesby Ward | 4 | 8 | 1 | 1 | 14 | 1 | 12 | 1 | 0 | | | | | 96.43% | 3.57% |
| Park Ward | 1 | 4 | 5 | 1 | 11 | 1 | 10 | 0 | 0 | | | | | 100.00% | 0.00% |
| Alleys (Hard surface weeds) | 60 | 92 | 46 | 33 | 231 | 45 | 179 | 7 | 0 | | | | | 96.97% | 3.03% |
| Ayresome Ward | 0 | 0 | 1 | 0 | 1 | 0 | 0 | 1 | 0 | | | | | 0.00% | 100.00% |
| Central Ward | 11 | 17 | 3 | 8 | 39 | 8 | 31 | 0 | 0 | | | | | 100.00% | 0.00% |
| Linthorpe Ward | 3 | 5 | 0 | 2 | 10 | 0 | 10 | 0 | 0 | | | | | 100.00% | 0.00% |
| Newport Ward | 1 | 8 | 3 | 3 | 15 | 3 | 11 | 1 | 0 | | | | | 93.33% | 6.67% |
| North Ormesby Ward | 4 | 8 | 1 | 1 | 14 | 1 | 12 | 1 | 0 | | | | | 92.86% | 7.14% |
| Park Ward | 1 | 4 | 5 | 1 | 11 | 1 | 10 | 0 | 0 | | | | | 100.00% | 0.00% |

Welcome Messages



The screenshot shows a web browser window with the URL <https://apse.bbittsurveys.com>. The page title is "surveys" and the user is logged in as "Hello Craig Coverdale". The main content area is titled "Dashboard" and contains a "Welcome" message. The message text is: "Welcome to Middlesbrough LAMS. These questionnaires determine the levels of service we provide to our residents/customers & therefore it is essential that you report accurate findings, giving consideration to our working schedules etc., covering the Council Wards proportionately. Please ensure that a minimum of 2 photographs are taken for every questionnaire/survey, also please enter a few comments. On the 'Fly Posting' section, ensure the B+ score is not used." Below this, it states: "The Street Cleansing questionnaire is only to be used by the Waste Services Management Team, for Alleys." and "Please liaise with your Line Manager or Craig Coverdale, should you require any assistance." The footer of the dashboard shows "© 2021 - Bbitts AI² v1.1.74". The Windows taskbar at the bottom shows the search bar, task view, and various application icons, with the system tray displaying the time as 09:29 on 13/10/2021.

Environment Services - Operational Meetings

- Fixed Agenda item – LAMS
 - Trends/Patterns
 - Ward summary
 - Resource novation requirements
 - Proactive survey planning (next focus/randomiser)
 - Unacceptable Grading's reports

Locality Working

Report approved at Executive , October 2018, focusing on poorest performing wards.

Overview:

Locality working involves a system change to the councils current operational delivery model across Council services.

Seeks to achieve joined-up systems and reconfigure relationships between statutory organisations and the community.

Will involve developing collaborative approaches to address the underlying causes of community problems, within a number of wards in Middlesbrough. To build capacity within the community in order for residents to take charge of their own future, to have a strong voice and to build social capital and connections within the community.

Includes for the co-location of staff from across different departments including Community Safety, Environment Services, Education, Asylum Support, Libraries and Hubs, Adult and Children Social Care, including Mental Health Support, Early Help and Youth Offending within the communities they serve.

Locality Working

Where appropriate it also includes partners such as Social Housing providers, Police, Fire Service and commissioned services such as drug and alcohol support, homelessness support and other specialist support services.

Like Wigan, our approach is to work in the best interests of the people and place and not the departments or organisations that provide services

Attitudes/behaviours of the minority of Middlesbrough residents (Bag slashing, Fly Tipping, Waste education etc...)

Specific to poor performing Wards

Lockdown – more people working from home

Locality Working - Trial

Challenging Wards

- 2nd & 3rd highest level of fly-tipping within Middlesbrough
- High density housing areas
- Transient population
- Falls within the PSPO area and within the Town Centre boundary
- Recent introduction of Selective Landlord Licensing
- High concentration of gated Back Alleys

Council Reports - Hotspots

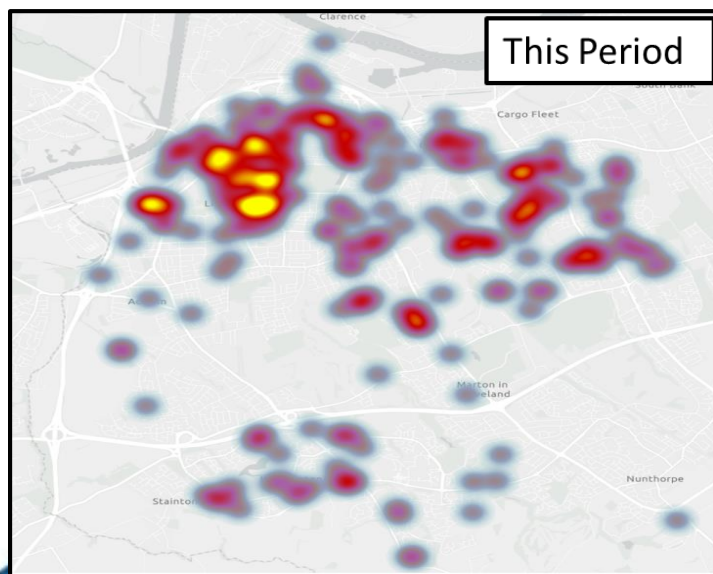
Overall Comparison to Last Period

255 environmental reports up 18.6% from 215 in previous 3 week period. [257 in 2019].

The areas with alleyways consistently have a greater number of reports, and also have higher concentrations of the population. Newport and Central wards still have the most reports.

Ward Overview

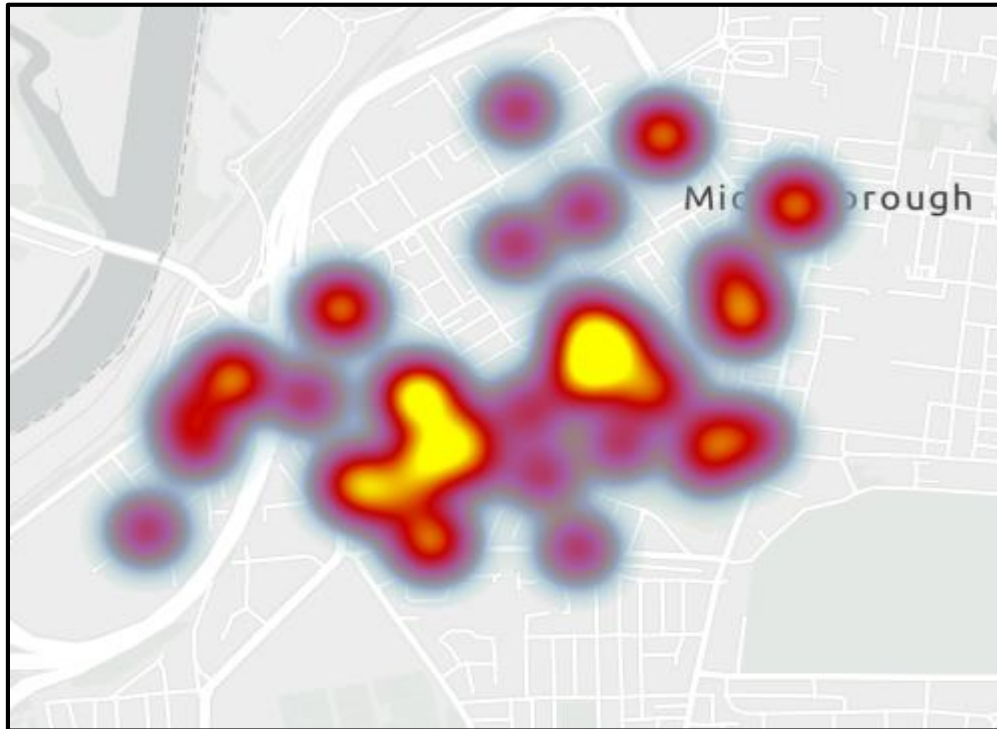
- Newport – increased from 30 to **46**
- Central – increased from 19 to **24**
- Longlands & Beechwood - decreased from 18 to **13**.
- Park – Increased from 20 to **32**
- North Ormesby - Decreased from 12 to **11**.



| Ward Name 2 | Fly Tipping | Total |
|---------------------------|-------------|-------|
| Newport | 46 | 46 |
| Park | 32 | 32 |
| Berwick Hills & Pallister | 31 | 31 |
| Central | 24 | 24 |
| Hemlington | 19 | 19 |
| Park End & Beckfield | 16 | 16 |
| Ayresome | 14 | 14 |
| Longlands & Beechwood | 13 | 13 |
| Brambles & Thorntree | 11 | 11 |
| North Ormesby | 11 | 11 |
| Ladgate | 9 | 9 |
| Coulby Newham | 7 | 7 |
| Linthorpe | 6 | 6 |
| Stainton & Thornton | 5 | 5 |
| Trimdon | 3 | 3 |
| Marton East | 2 | 2 |
| Acklam | 1 | 1 |
| Kader | 1 | 1 |
| Marton West | 1 | 1 |
| Nunthorpe | 0 | 0 |
| Total | 252 | 252 |

Council Reports – Newport

- Increased from 30 reports last period to **46** (53.3%). (54 in 2019)

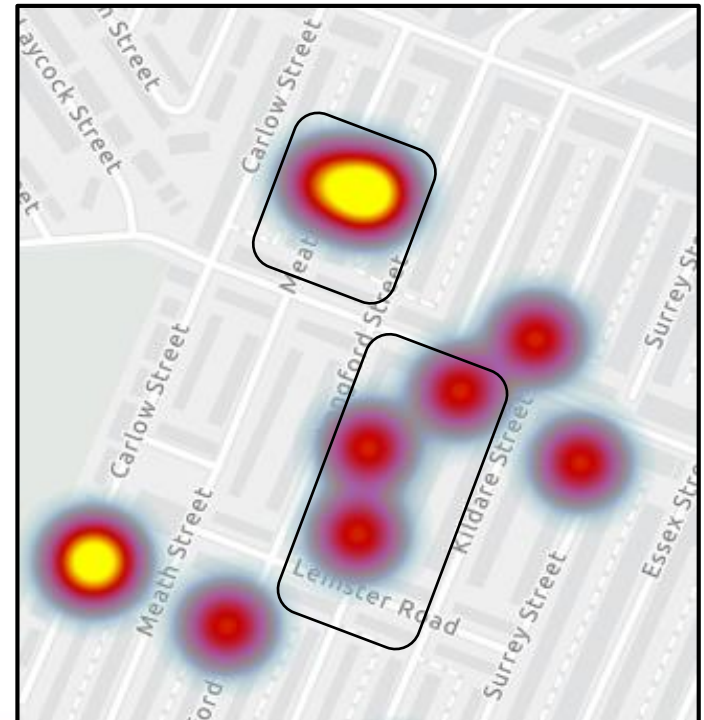


[Back to report](#) | COUNCIL REPORTED ISSUES BY CATEGORY

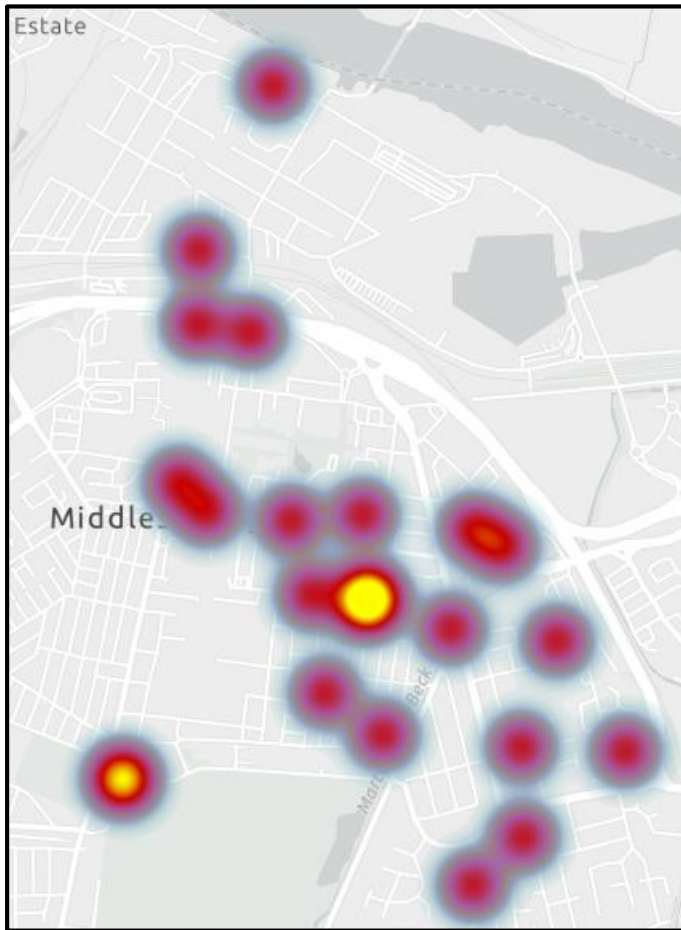
| Fly Tipping | Total |
|-------------|-------|
| 46 | 46 |

Reports are dispersed across the ward with a few cluster points:

- Wicklow Street 3 fly tipping reports.
- Meath Street 3 fly tipping reports.



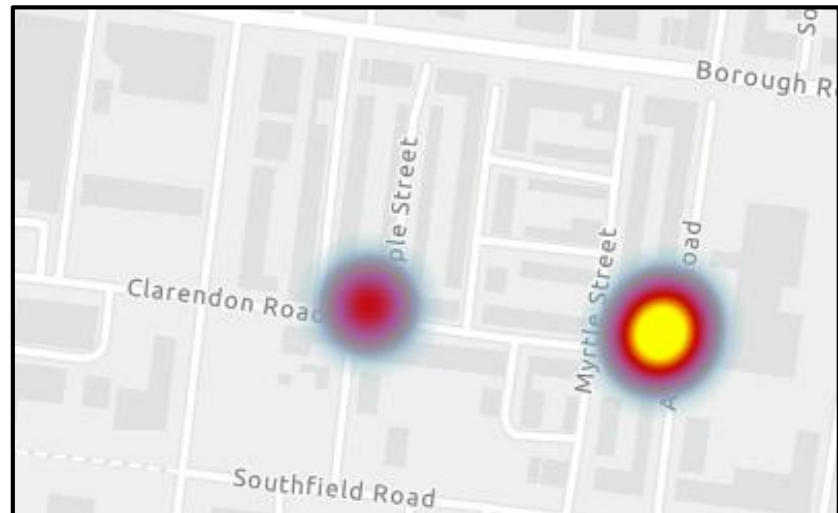
Council Reports – Central



Increased from 19 last period to **24** (26.3%) this period. (**31 in 2019**)

The reports are widely dispersed with a few small clusters of relevance:

- Clarendon Road/Abingdon Road 3 Fly tipping.



< Back to report

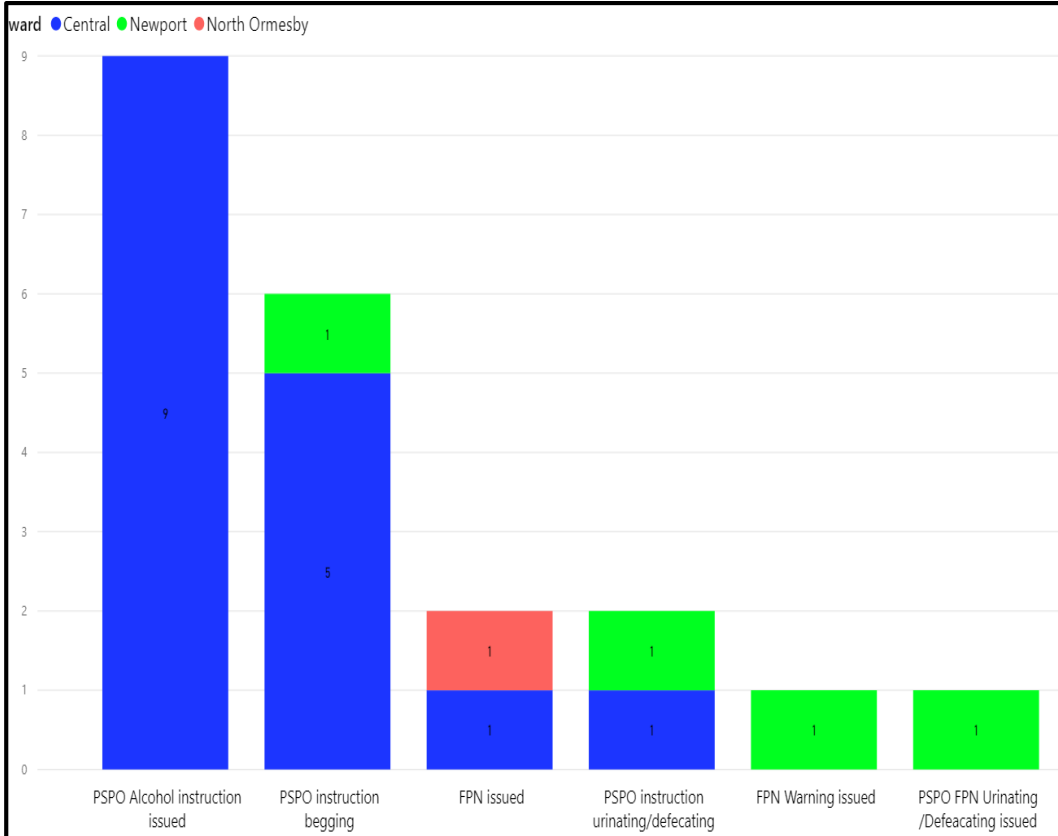
COUNCIL REPORTED ISSUES BY CATEGORY

Fly Tipping **Total**

| | |
|----|-----------|
| 24 | 24 |
|----|-----------|

Enforcement Update

Enforcement Actions Taken (21)



| Row Labels | Count of detail |
|--|-----------------|
| OLZ FPN Issued | 1 |
| OP3 Community Protection Warning | 2 |
| OP4 Community Protection Notice | 4 |
| A50 Linked to Service Requests | 9 |
| A51 Linked to Notices | 1 |
| AAL (M) Letter Sent to ..(template SR) | 1 |
| AAU (M) Council tax request (Service Requests) | 2 |
| ANS Notice served ... | 2 |
| AOF Assisted / accompanied officer (.....) | 1 |
| ASH Verbal Warning Given | 3 |
| ASM Site Meeting/Visit | 135 |
| DC9 Offence witnessed-Fixed penalty issued | 1 |
| EE2 Fly tip investigation | 10 |
| EE5 Duty of care waste insp. | 1 |
| EEl Rubbish gone at time of visit | 11 |
| EER RUBBISH REMOVED | 8 |
| EFG Site Cleaned | 10 |
| EG4 (M) Fly Tipping Interview Letter | 1 |
| EGl Fly-tipping Enforcement Letter | 1 |
| EGR (M) S46 WL1 V1 Communal Bin | 1 |
| EGX Pro-Active Patrol | 1 |
| EGZ (M) General Bin Day Letter Drop | 1 |
| EW5 (M) Duty of Care Self Assessment Letter | 7 |
| EW7 (M) Duty of care SA follow up letter | 1 |
| EWM ECU Notice / Letter Delivered | 3 |
| N19 (M) Inadequate Docs FPN | 1 |
| UF5 Statement obtained | 1 |
| Grand Total | 220 |

The Future

- Continuity of LAMS usage within Environment Services
- Consider the “Randomiser”
- Broaden our user usage (members, officers)

**Any
questions**



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