# New developments in the Land Audit Management System (LAMS)

Thursday 17 May 2018

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# LAMS is

❖ Land Audit Management System

❖ Developed in Scotland and rolled out on a UK wide basis

❖ Monitor grounds maintenance, also be applied to street cleansing for a total street scene quality score.

❖ Simple and effective performance measuring system

❖ 'what the public would see' rather than requiring a technical inspection.



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**Land Audit Management System**

Period 5, April 2015 - January 2016

Periodic report

**www.apse.org.uk**

# Land Audit Management System (LAMS)

✓ A consistent quality audit of measuring the quality of grounds maintenance

✓ Trigger for immediate intervention at local level

✓ Data source for comparative Performance Indicators at national level (real time & annual)

✓ Will contribute to annual performance awards

✓ Available free of charge to all members

Management Template ✓

Quality Audits ✓

The Performance Hub

Financial Template ✓

Customer Satisfaction Surveys ✓

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# Approach to LAMS

❖ Geographical Areas (M) - example

❖ 10 inspections per area (M)

❖ Random selection (M)

❖ 50/100 metre transect (M)

❖ Inspectors, Officers/Supervisors

(Frontline Operatives)

❖ Possibly include volunteers

❖ N.B. 2 hours per Officer per 10

inspections
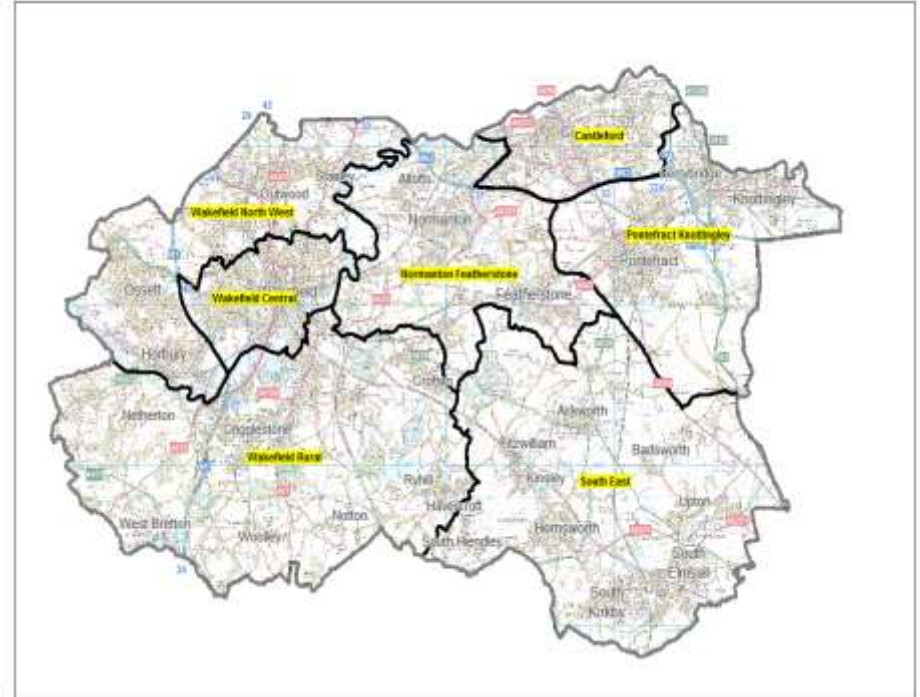
# Approach to Zones (examples)

Zones may be derived from Sites or *Feature Types** and the following lists provide examples of both;

**Zone 1 – High amenity (high maintenance)**

❖ Bowling greens
❖ Golf courses
❖ Civic buildings gardens
❖ Crematorium grounds and prestigious / high spec operational cemeteries
❖ *Seasonal bedding schemes**
❖ *Ornamental lawns**
❖ *High specification Herbaceous Beds/Borders**

# Approach to Zones (examples)

Zones may be derived from Sites or *Feature Types\** and the following lists provide examples of both;

**Zone 2 – General/medium amenity (standard maintenance)**

❖ Housing sites

❖ Open spaces

❖ Education grounds

❖ Standard spec operational cemeteries

❖ *Grass areas of 8 to 16 cuts\**

❖ *General specification Herbaceous Beds/Borders (12 visits or less)\**

❖ *General specification Rose Beds/Borders\**

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# Approach to Zones (examples)

Zones may be derived from Sites or *Feature Types** and the following lists provide examples of both;

**Zone 3 – Low amenity (low maintenance)**

- ❖ Woodlands
- ❖ Rights of ways
- ❖ Rural road verges
- ❖ *Grass areas of 7 cuts or less**
- ❖ *Wild flower zones**

# Approach to Zones (implemented example)

**Three Zone Types:**

- ❖ **1 - High Amenity** - *Civic Buildings, Bowling Greens*

- ❖ **2 - Standard Amenity** - *Everything else!!!*

- ❖ **3 - Low Maintenance** - *All features 7 cuts or less, Woodlands*

# Grading & Scoring Mechanism

| Grade | Description | Score |
|:-----:|:-----------:|:------|
| A | Excellent Standard | 3 points |
| B | Acceptable Standard | 2 points |
| C | Unacceptable Standard | 1 point |
| D | Poor Standard | 0 points |
| | Desired minimum score of B and above (66.6% if quality index score is required) | |

# Grading & Scoring Mechanism

| Land Audit Management System (LAMS) Scorecard (Grounds Maintenance Standards) | | | | |
|---|---|---|---|---|
| Zone | A<br>Excellent | B<br>Acceptable | C<br>Unacceptable | D<br>Poor (intervention required) |
| 1 | Excellent overall presentation<br>Grass cut to high standard<br>Virtually weed free<br>Cultivated soil areas<br>No arisings on paths/roads/beds<br>Hand cut / defined edges – soil banked up<br>Evidence of regular pruning and deadheading<br>No accumulation – leaves/branches/arisings<br>No defects (graffiti/vandalism/litter/detritus/dog fouling/fly tipping/bins overflowing) | Good overall presentation<br>Grass cut to standard<br>Low presence of weeds<br>Cultivated soil areas<br>No arisings on paths/roads/beds<br>Hand cut edges<br>Some evidence of regular pruning and deadheading<br>Low accumulation of leaves/branches on footpaths or roads<br>No (or only minor) defects (graffiti/vandalism/litter/detritus/dog fouling/fly tipping/bins overflowing) | Poor overall presentation<br>Grass only cut to medium standard<br>Medium presence of weeds<br>Weathered soil surface<br>Some arisings on paths/roads/beds<br>Accumulation of leaves/branches on footpaths or roads<br>Evidence of defects (graffiti/vandalism/litter/detritus/dog fouling/fly tipping/bins overflowing) | Poor overall presentation<br>Grass not cut to standard<br>Weed growth (high presence)<br>Weathered soil surface<br>Arisings on paths/roads/beds<br>Undefined edges<br>No evidence of regular pruning and deadheading<br>Decomposing accumulations of leaves/branches/arisings<br>Overgrown vegetation<br>Evidence of defects (graffiti/vandalism/litter/detritus/dog fouling/fly tipping/bins overflowing) |
| 2 | Excellent overall presentation<br>Grass cut to high standard<br>Arisings collected or evenly spread<br>No arisings on paths/roads/beds<br>Defined edges<br>No presence of weeds<br>No accumulation – leaves/branches<br>Evidence of regular pruning<br>Evidence of a successful weed kill (summer)<br>Good overall presentation<br>Cultivated soil (winter)<br>No defects (graffiti/vandalism/litter/detritus/dog fouling/fly tipping/bins overflowing) | Good overall presentation<br>Grass cut to standard<br>Grass areas tidy; i.e. strimming work done on last cycle<br>Beds cleared of arisings<br>Low or only fresh accumulation of arisings on paths/roads<br>Defined edges; mechanical or herbicide<br>Low presence of weeds / Evidence of successful weed kill<br>Weathered soil surface<br>Some evidence of regular pruning<br>No (or only minor) defects (graffiti/vandalism/litter/detritus/dog fouling/fly tipping/bins overflowing) | Poor overall presentation<br>Grass only cut to medium standard<br>Arisings on paths/roads/beds<br>Undefined edges<br>Medium presence of weeds<br>Medium accumulation of leaves/branches<br>No evidence of regular pruning<br>Evidence of defects (graffiti/vandalism/litter/detritus/dog fouling/fly tipping/bins overflowing) | Poor overall presentation<br>Grass not cut to standard<br>Tails left after last cut<br>Arisings on paths/roads/beds<br>Cuttings left in beds<br>High accumulations of leaves/branches<br>Decomposing accumulations of leaves<br>Access paths obstructed by growth<br>Undefined edges<br>High presence of weeds<br>Overgrown vegetation forming obstructions<br>Evidence of defects (graffiti/vandalism/litter/detritus/dog fouling/fly tipping/bins overflowing) |
| 3 | Excellent overall presentation<br>Amenity grass cut to standard<br>No arisings on paths/roads/beds<br>No accumulation – leaves/branches<br>Evidence of regular pruning<br>Access paths clear of vegetation<br>Overhead clearance<br>No defects (graffiti/vandalism/litter/detritus/dog fouling/fly tipping/overflowing bins) | Good overall presentation<br>Amenity grass cut to standard<br>Minimal arisings on paths/roads/beds<br>Low accumulations – leaves/branches<br>Some evidence of regular pruning<br>Access paths clear of vegetation<br>Overhead clearance<br>No (or only minor) defects (graffiti/vandalism/litter/detritus/dog fouling/fly tipping/overflowing bins) | Poor overall presentation<br>Amenity grass not cut to standard<br>Arisings on paths/roads/beds<br>Medium presence weeds in visible areas / paths<br>Medium accumulations – leaves/branches<br>No evidence of regular pruning<br>Access paths overgrown<br>Poor overhead clearance (tree/shrub branches)<br>Some evidence of defects (graffiti/vandalism/litter/detritus/dog fouling/fly tipping/overflowing bins) | Poor overall presentation<br>Amenity grass not cut to standard<br>Arisings on paths/roads/beds<br>High presence weeds in visible areas / paths<br>Heavy accumulations – leaves/branches<br>No evidence of pruning<br>Poor overhead clearance (tree/shrub branches)<br>Access paths overgrown<br>Overgrown vegetation forming obstructions<br>Significant evidence of defects (graffiti/vandalism/litter/detritus/dog fouling/fly tipping/overflowing bins) |

# Zone 1 = Score A

# Zone 3 = Score A

# Cemeteries & Crematoria Module

✓ Previous templates were based around Grounds and Street cleansing.

✓ Increased interest from Cemeteries & Crematoria services led us to develop a specific template for the service.

✓ The template and guidance notes have now been designed.

# What we monitor

| | Grounds maintenance | Street cleansing | Cemetery and crematorium services |
|---|---|---|---|
| Grounds maintenance standard | ✓ | | ✓ |
| Surface weeds | ✓ | ✓ | ✓ |
| Litter | ✓ | ✓ | ✓ |
| Detritus | | ✓ | |
| Fly tipping | ✓ | ✓ | ✓ |
| Dog fouling | ✓ | ✓ | ✓ |
| Bins over flowing | ✓ | ✓ | ✓ |
| Bin structure | ✓ | ✓ | ✓ |
| Bin cleanliness | ✓ | ✓ | ✓ |
| Vandalism/ damage | | | ✓ |
| Graffitti | | ✓ | |
| Staining/ gum | | ✓ | |
| Grounds conditions | ✓ | | ✓ |
| Water courses | ✓ | | |

# Land Audit Management System (LAMS)

## LAMS requirements and local options

| Local | National |
|---|---|
| Frequency of inspections set locally | Bi-monthly data input timetable must be met |
| Number of inspections (transects) per period/annum | Minimum requirement of 10 inspections per geographical area per bi-monthly tranche |
| Intervention levels / times | Grading standards using Guidance Manual |

# Intervention Time Lines

❖ Set locally – its up to you!!

❖ From a B to A – dependant on resource availability.

❖ C to B – up to two weeks from discussion with team.

❖ D to B – one week from discussion with team.

# Street Cleansing Performance

Information now available on a suite of Performance Indicators;

PI L02 Percentage of sites classed as acceptable (combined litter and detritus)

PI L04 Percentage of sites classed as acceptable (litter)

PI L05 Percentage of sites classed as grade A (fly tipping)

PI L06 Percentage of sites classed as acceptable (dog fouling)

PI L07 Percentage of sites where bins were over flowing

PI L08 Percentage of sites classed as acceptable (bin structure)

PI L09 Percentage of sites classed as acceptable (bin cleanliness)

# Grounds Maintenance Performance

Information now available on a suite of Performance Indicators;

PI L02 Percentage of sites classed as acceptable (G/Maintenance)

PI L03 Percentage of sites classed as acceptable (litter)

PI L04 Percentage of sites classed as grade A (fly tipping)

PI L05 Percentage of sites classed as acceptable (dog fouling)

PI L06 Percentage of sites where bins were over flowing

PI L07 Percentage of sites containing bins classed as acceptable (bin structure)

PI L08 Percentage of sites containing bins classed as acceptable (bin cleanliness)

PI L09 Percentage of sites classed as unacceptable (hard surface weeds)

# Land Audit Management System (LAMS) Important dates



| Inspections completed for | Results to APSE by | Report back to authorities by |
| --- | --- | --- |
| April & May | 08 June 2018 | 15 June 2018 |
| June & July | 10 August 2018 | 17 August 2018 |
| August & September | 05 October 2018 | 12 October 2018 |
| October & November | 14 December 2018 | 21 December 2018 |
| December & January | 08 February 2019 | 15 February 2019 |
| February & March | 05 April 2019 | 12 April 2019 |

# Case Studies

*It's free, we do not have to purchase chargeable bolt on extras to the system to measure these extra inspection elements and run reports.*

*Therefore Authorities are not restricted by cost in order to obtain a truer analysis of their data.*

Oxford City Council

*Initially LAMS is useful to highlight - forgotten areas or areas with a history.*

*areas that could/should be managed differently.*

*Longer term benefits of LAMS - Adds evidence to anecdotal reports of maintenance issues for example quality of weed spraying.*

*Highlights positives of areas.*

*Reports to elected members.*

Aberdeen City Council has been carrying out LAMS since 2012.

# Case Studies

# Case Studies

*Benefits of LAMS*

- *Reduction in administration time to set inspections*
- *Reduction in time when submitting inspections*
- *Reduction in inspections*
- *Reduction in inspectors time due to a more cross department    approach (Streets and Grounds)*
- *All the reduction in time produces more data than previous inspections*
- *System is user friendly so training new staff is more efficient benchmarking opportunities*
- *Inspections cover only land which are authorities responsibility*

*LAMS have produced us a huge saving in time but with more data and information gained, we love LAMS here at Kettering Borough!!! And welcome new developments with a new app which will save us more time in admin and officer time, but with more results.*
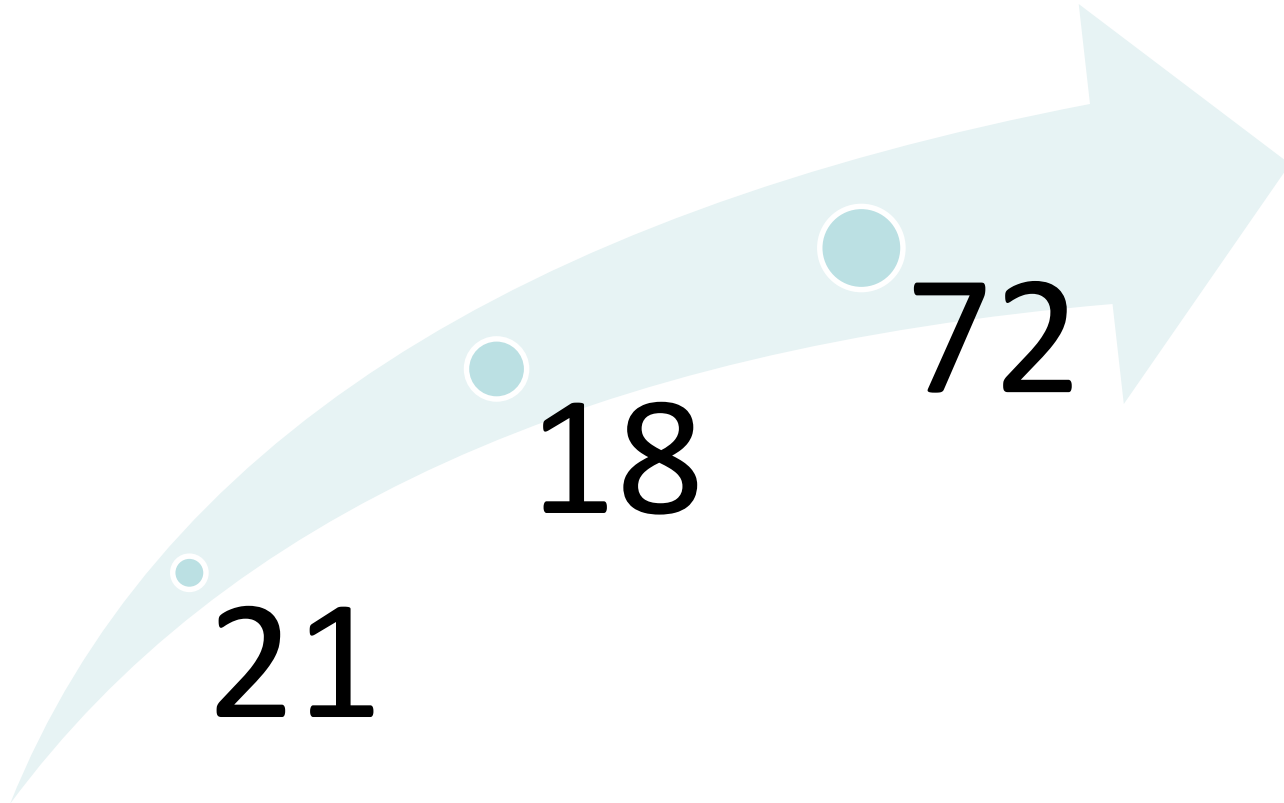
# New App

- ✓ Partnered with BBITS (Love Clean Streets) to develop an App for LA's to collect the data
- ✓ Currently finalising legal agreement
- ✓ To be launched on 24 May
- ✓ Training / testing / pilots during June and July
- ✓ Train the trainer
- ✓ Start date (all being well) is 1 August tranche
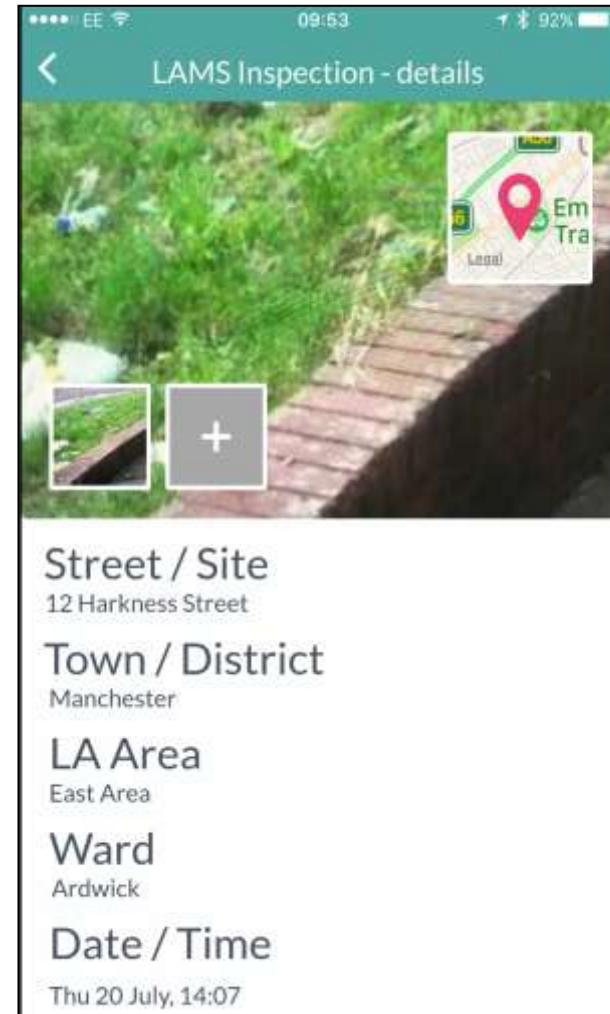
**Expansion of the scheme**



21

18

72

# Other developments agreed through the working group

**Validation Process;**

❑ A validation process to ensure the scores returned are correct (this was raised as a number of authorities are returning 100% 'percentage of sites acceptable' of total sites inspected).

❑ Validations, we don't want to increase the resource input from members on this by doing peer reviews etc. so a preferred option is for APSE to carry out periodic validations using the photos provided.

# Other developments agreed through the working group

## Volunteers Involvement;

❑ Member authority Telford and Wrekin are currently working on a procedure to include 57 volunteers on LAMS quality audits (will utilise the LAMS App).

❑ Numerous member authorities have registered an interest in this approach

❑ Volunteer involvement enabled by the '*Simple to undertake & administer 'What the public would see' rather than requiring a technical inspection'* approach.

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# Further developments

❑ LAMS/LEAMS, practitioners working on a collaboration of the two quality frameworks to provide both efficiency in completion of audits and greater value of the benchmarked data (UK wide)

❑ Cross boundary inspections; four member authorities engaging in this process

❑ An authority in the north west of England is looking to use the LAMS process as a quality audit on one of their outsourced Ground maintenance contracts'

# Benefits of the LAMS Initiative

❖ A simple and effective performance measuring system

❖ LAMS can be a useful tool to senior managers who have to justify greenspace and street scene budgets,

❖ Marketing tool when applying for new contract work (tenders often scored against cost and quality)

❖ A great way to publicise the work the council does in maintaining its local environment to residents and businesses.

# Benefits of the LAMS Initiative

❖ Be able to use LAMS to measure the quality of your own localities and at the same time, benchmark these against other local authorities.

❖ An overall picture can be established as to the quality and cleanliness of a local authority's environment and as stated previously, scores can be benchmarked against other local authorities.

❖ Management tool for resource profiles.

❖ "Service reduction!!!" – if only LAMS had been in place!!!

# Benefits of the LAMS Initiative

LPI 02  LAMS percentage of sites classed as acceptable



Average
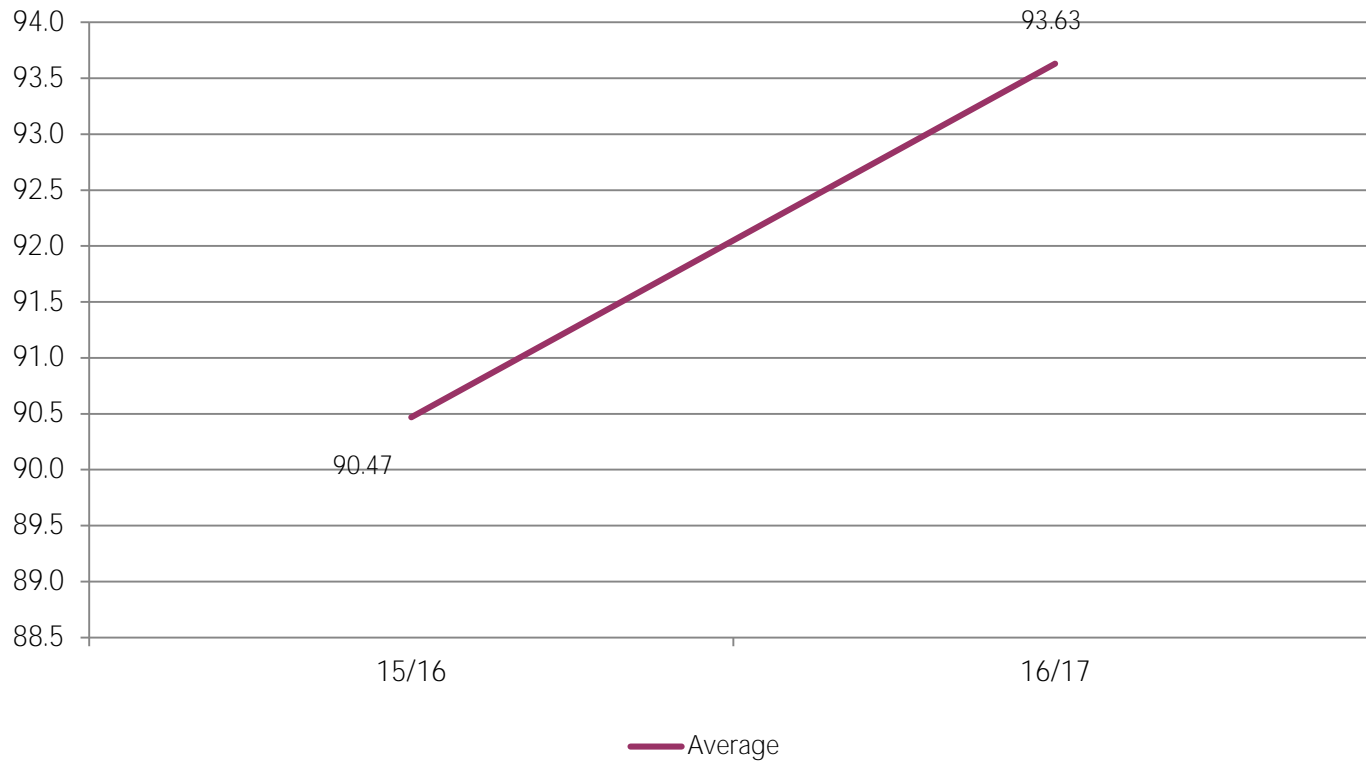
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