



**Measuring the quality of grounds  
maintenance within cemeteries and  
crematoria by using the Land Audit  
Management System - LAMS**

**Ian Jones  
APSE associate**

**October 2016**

# Today's Points;



- The importance of maintaining the quality of Cemeteries and Crematoria grounds.
  
- What is LAMS?
  
- Additional benefits of the LAMS approach.

# Challenges to Service



- Never before has the cost and efficiency of local service delivery been so closely scrutinised!
- Grounds Maintenance service area is no stranger to these tough times!
- Reductions in service resource but still expected to continually deliver lower cost, yet high value services!

# Challenges to Service



- These measures may take on further impact when the sensitivity around the grounds at Cemeteries and Crematoria are taken into consideration.
- Absence of an established overall quality audit for the maintenance of all green space!
- So how do we evidence quality of our services?

# Previous Quality Monitoring Arrangements



- ❑ **CCT** – monitoring through contract requirements - **effective!!**
  
- ❑ **Empowerment approach** ownership of local areas –
  - ❖ T/L's with individual perceptions.
  - ❖ Inconsistent service delivery.
  - ❖ Members issues on standards and frequencies varying from Ward to Ward.
  - ❖ Management through complaint - **ineffective!!**

# LAMS IS;



- Land Audit Management System.
- Developed in Scotland and now rolling out on a UK wide basis.
- Monitor grounds maintenance, also be applied to street cleansing for a total street scene quality score.
- Users to identify a number of transects which must include a number of different amenity types or 'zones'
- Simple and effective performance measuring system
- 'What the public would see' rather than requiring a technical inspection.

# LAMS pilot 2014

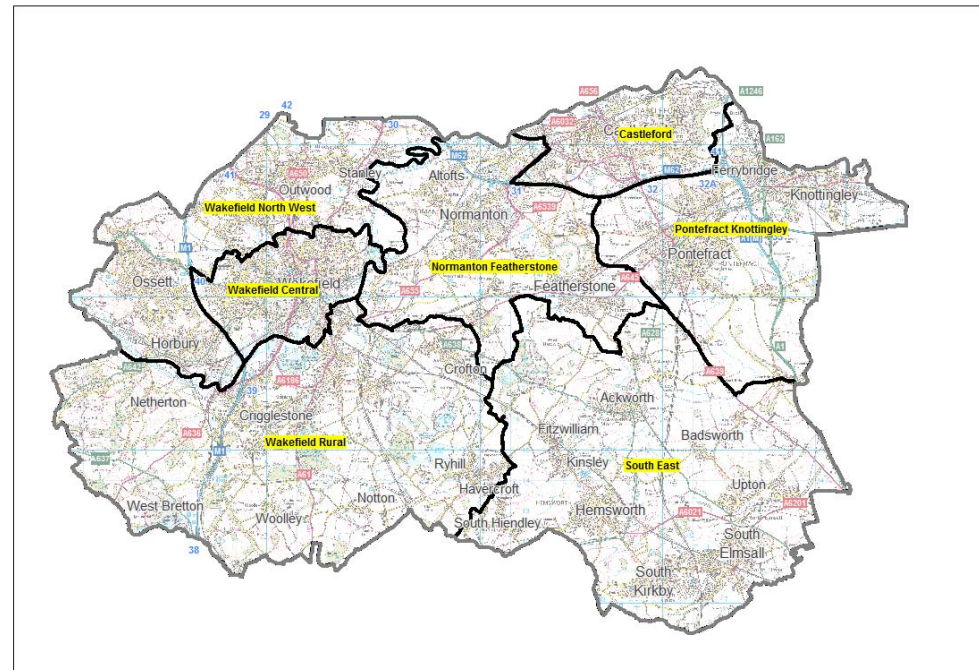


- 8 authorities took part in the pilot between April and November 2014
- Inspections took place in 3 tranches during June, August & October
- Review / working group meetings were held as necessary to review
- Results published periodically to pilot authorities
- Report was published by APSE in December with roll out in 2015.

# District Approach to LAMS



- ❑ 7 Areas
- ❑ 10 inspections per area
- ❑ Random selection
- ❑ 50 metre transect
- ❑ Officers/Supervisors
- ❑ 2 hours per Officer
- ❑ Photographic evidence





# Approach to Zones (examples)



## 3 Zone types:

- 1 - High Amenity** - *Civic Buildings, Bedding Schemes, Bowling Greens, Crematoria and high standard Cemeteries*
- 2 - Standard Amenity** - *Parks/Roadside Features/Play Areas, POS and Cemeteries*
- 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

# Grading & Scoring Mechanism



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

# Score Example



Month	No. of Inspections	Highest Achievable Score	Actual Score	Breakdown
June	70	210 (3pts *70 inspections)	62.38%	62 x B(2) =124 Pts 7 x C (1) = 7 Pts 1 x D (0) = 0 Pts 131/210 = 62.38%
August	70	210	65.71%	68 x B (2) = 136Pts 2 x C (1) = 2 Pts 138/210 = 65.71%
October	70	210	66.19%	69 x B (2) = 138Pts 1 x C (1) = 1 Pt 139/210 = 66.19%
Summary	210	630	64.76%	199 x B (2) = 398 pts 10 x C (1) =10 Pts 1 x D (0) = (0 Pts) 408/630 = 64.76%

**66.6 % and above is the benchmark score**

[www.apse.org.uk](http://www.apse.org.uk)

# Intervention Time Lines



Set locally – its up to you!!

	GRADE A	GRADE B	GRADE C	GRADE D
ZONE 1	No action	Restore to A in 2 weeks	Restore to B in 3 days / A in 2 weeks	Restore to B in 1 day / A in 2 weeks
ZONE 2	No action	No action	Restore to B in 2 weeks	Restore to B in 1 week
ZONE 3	No action	No action	Restore to B in 3 weeks	Restore to B in 2 weeks

# 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.
- "40% catastrophe!!!" – if only LAMS had been in place!!!

# Other potential benefits



- Grounds maintenance can be about more than carrying out scheduled cuts and planting.
- LAMS inspections can identify new maintenance opportunities
- Cemeteries, particularly old ones, may have areas which have laid undisturbed/unvisited for decades.
- Balance between wild and manicured.
- Stroud Cemetery is one of three in UK to have Nature Reserve status – largely managed by volunteers.
- Potential for reduced maintenance costs.





# Preserving the Past



- LAMS could be used as part of a wider inspection approach, where not only grounds maintenance and biodiversity is measured but also the cultural and artistic value of the cemetery is also considered.
- Many cemeteries have cemetery art or famous residents worthy of note and these features have social, aesthetic, educational and even national value.
- No matter how localised some of these assets may be, they can be utilised to make the cemetery and its ground a local feature of value promoting volunteering, funding and community ownership.
- Sheffield General Cemetery is to receive up to £4 million to restore it.
- LAMS sees the world from the eyes of the public and they see the whole picture!



# APSE LAMS Roll Out 2016



**Thank You  
Any Questions?**

[www.apse.org.uk](http://www.apse.org.uk)

**LOCAL SERVICES**

**LOCAL SOLUTIONS**



## Contact details

**Debbie Johns, Head of Performance Networks**

**Email: [djohns@apse.org.uk](mailto:djohns@apse.org.uk)**

**Association for Public Service Excellence**

2nd floor Washbrook House, Lancastrian Office Centre, Talbot Road,  
Old Trafford, Manchester M32 0FP.

**telephone:** 0161 772 1810

**fax:** 0161 772 1811

**web:** [www.apse.org.uk](http://www.apse.org.uk)



INVESTOR IN PEOPLE



**GB 11409**



**GB 11132**



**GB 14074**