

Performance networks



Seeing the whole picture: How effective is your service?

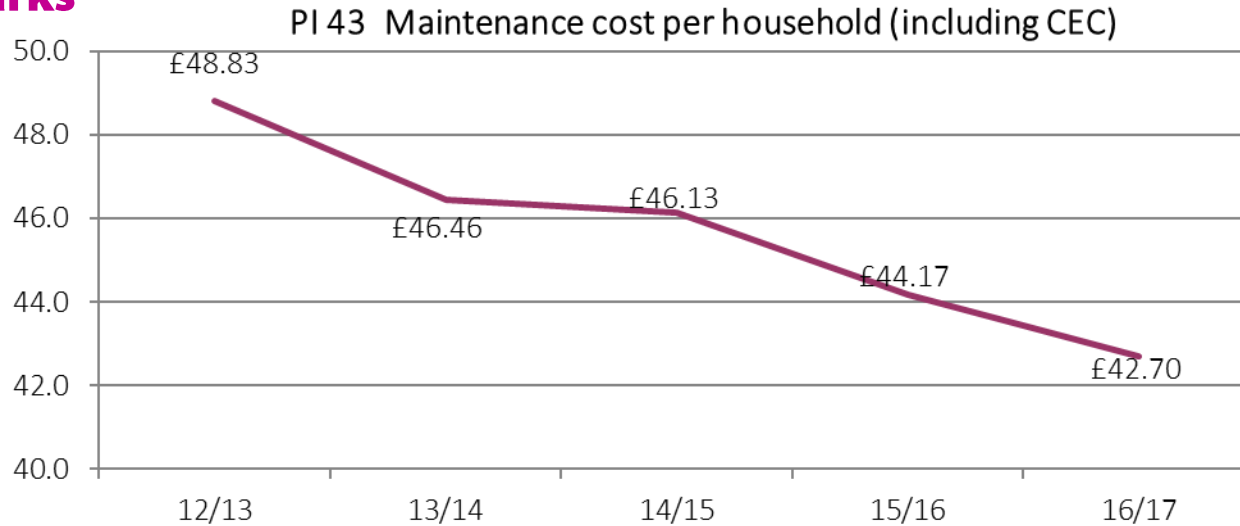
Thursday 28 June 2018

Debbie Johns, Head of Performance Networks

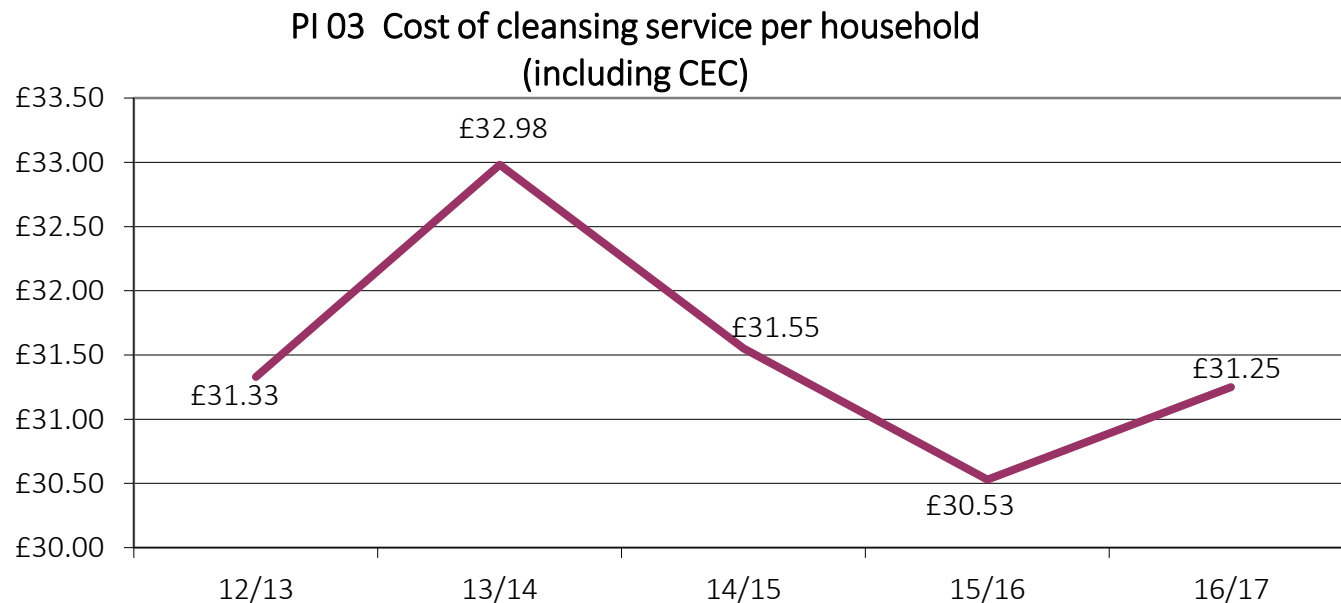
Performance trends - cost



Parks

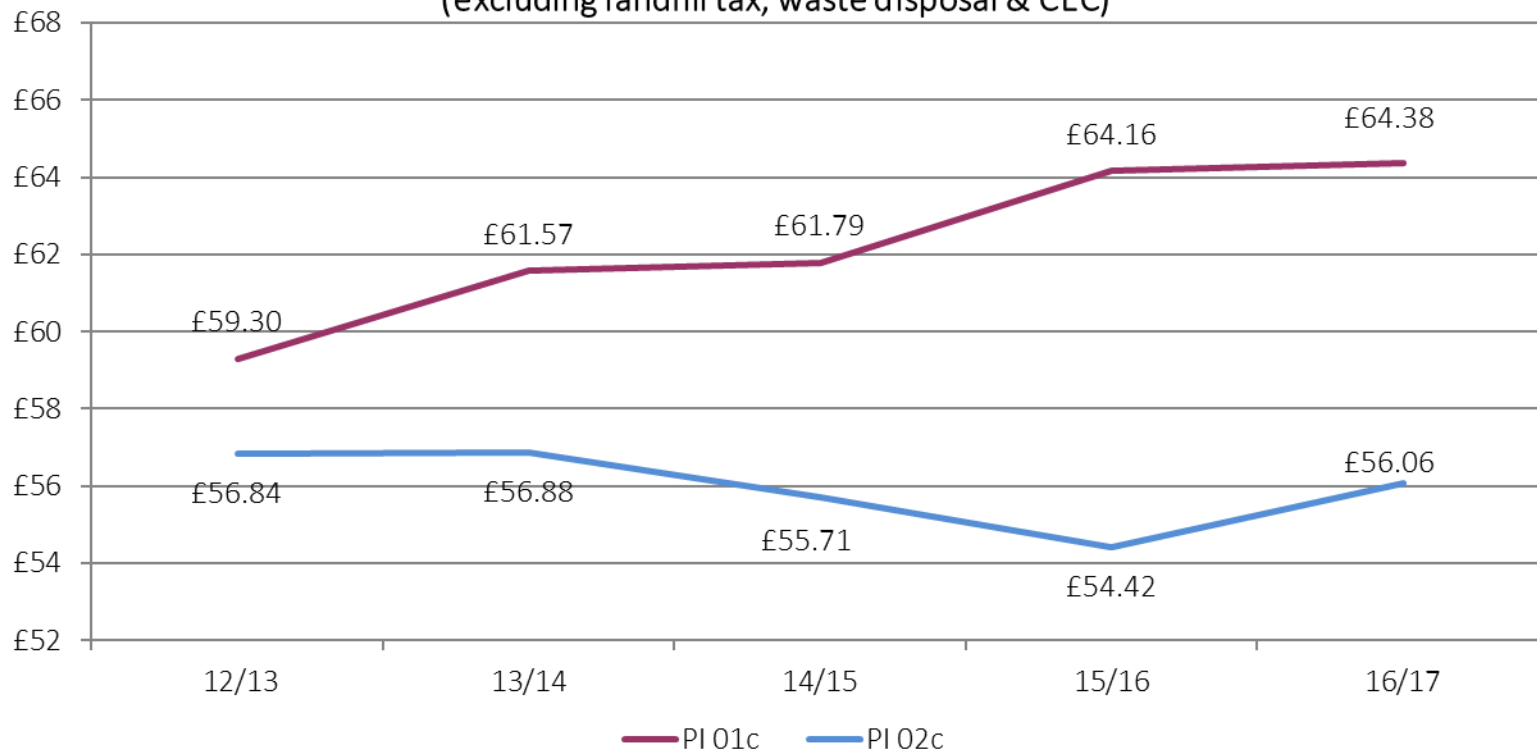


Street cleansing



Refuse collection

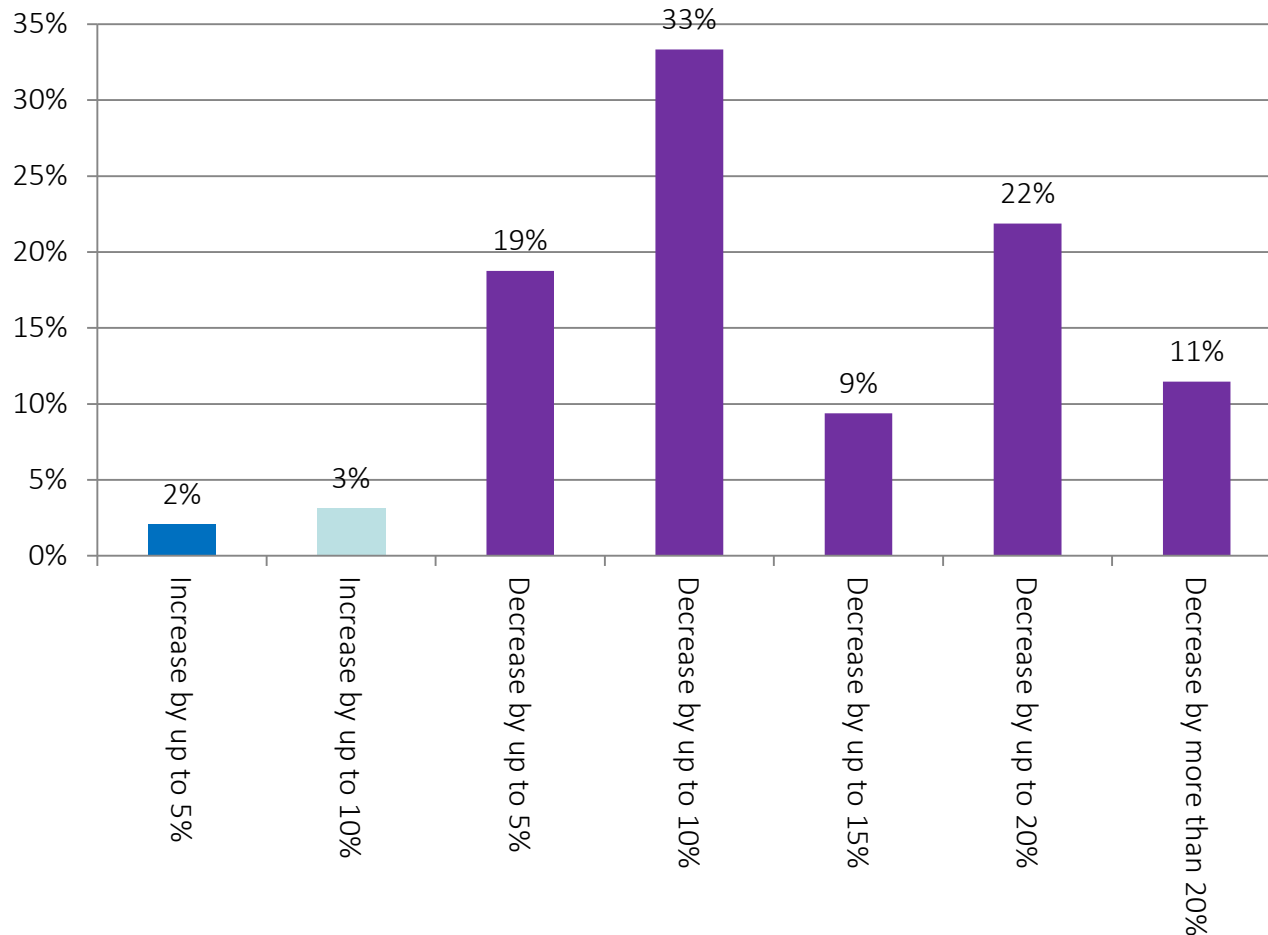
PI 01c Cost of refuse collection service per household
(excluding landfill tax & waste disposal, including CEC)
PI 02c Cost of refuse collection service per household
(excluding landfill tax, waste disposal & CEC)



Projection – funding for parks



What is your expectation of the level of funding in your service budget in the coming five years?

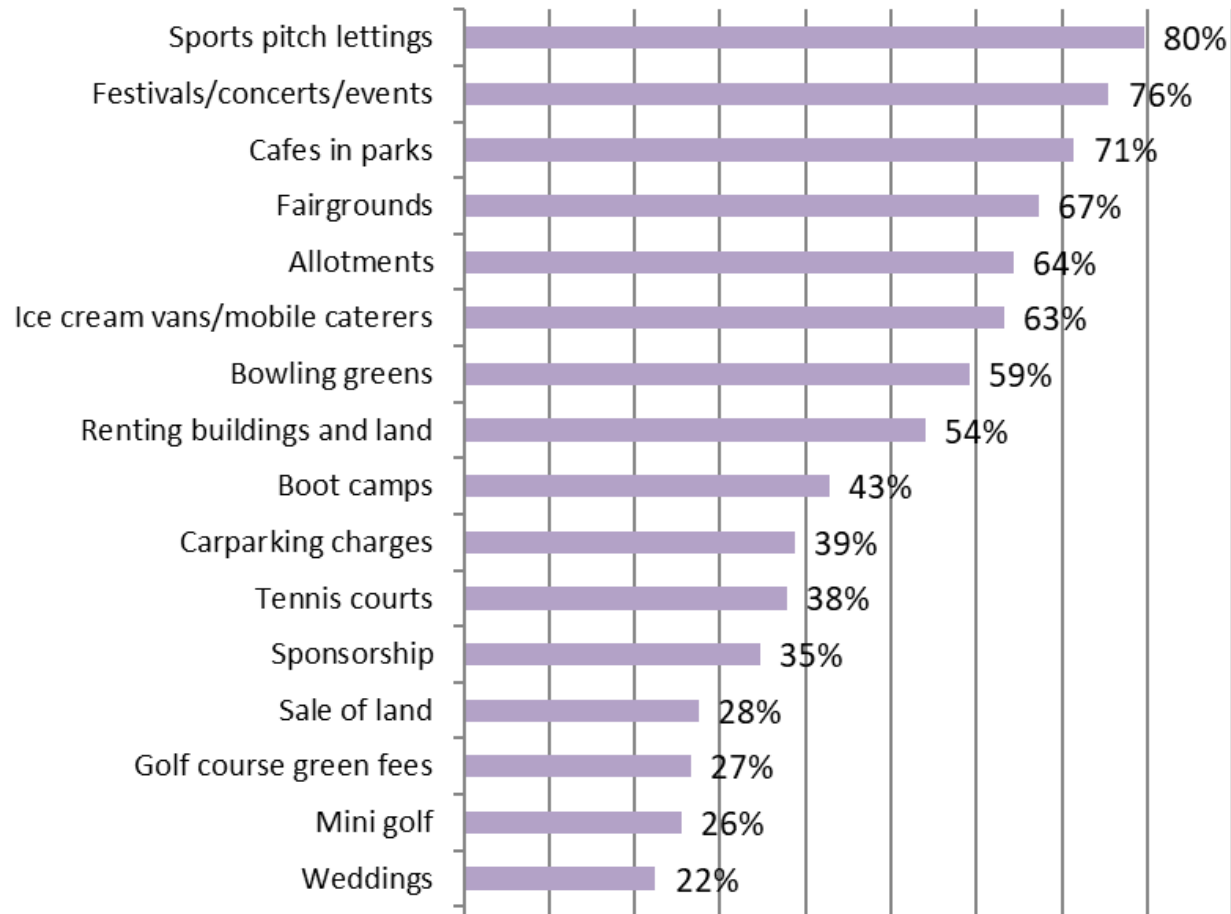




Answer Options	Agree strongly	Agree	Disagree	Disagree strongly	No opinion
The squeeze on public sector resources is affecting parks and green spaces disproportionately to other service areas	43%	32%	23%	0%	2%
Reductions in funding has resulted in a withdrawal of maintenance from some land and an increase in unmaintained land	40%	35%	20%	2%	3%
Lack of investment in parks and green spaces will have health and social impacts	72%	23%	2%	0%	3%
There is a clear link between parks/play provision and levels of crime/anti-social behaviour	31%	40%	9%	1%	19%
There's a limit to the extent to which volunteers can be involved in delivering parks and green space services	56%	39%	3%	1%	1%
The public should get free access to all parks	63%	28%	5%	0%	4%

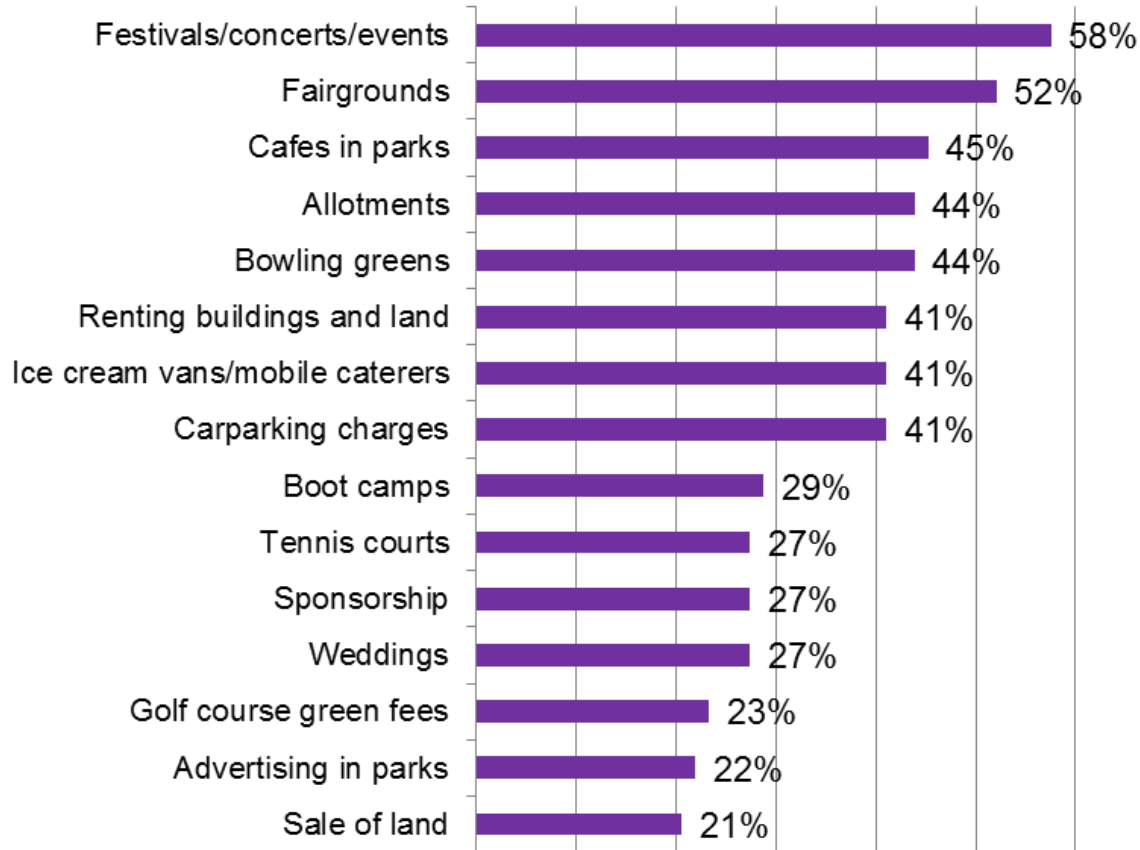


What areas do you currently generate income in through fees and charges?





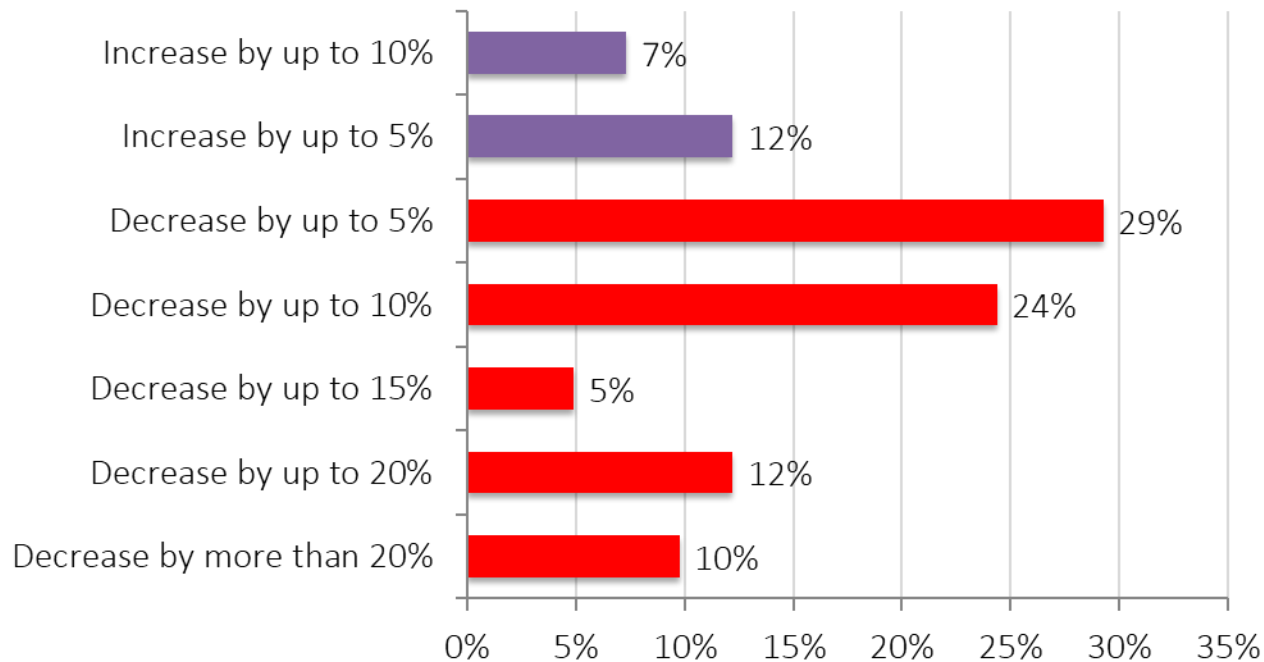
What areas do you intend to increase fees and charges in over the next 2-3 years?



Projection – funding for street cleansing



What is your expectation of the level of funding in your service budget in the coming five years?

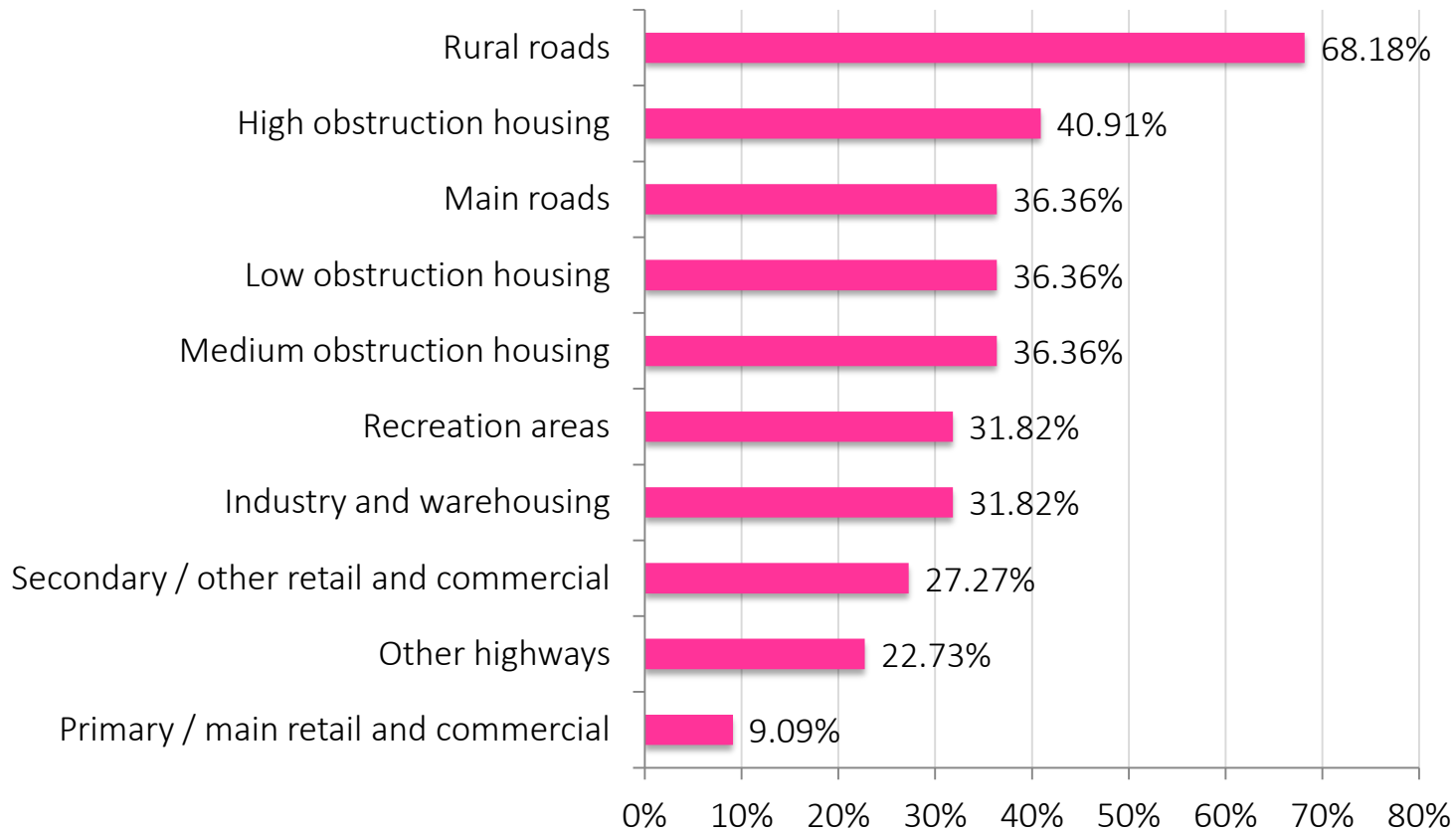




Where do you see future decreases in work for the service?



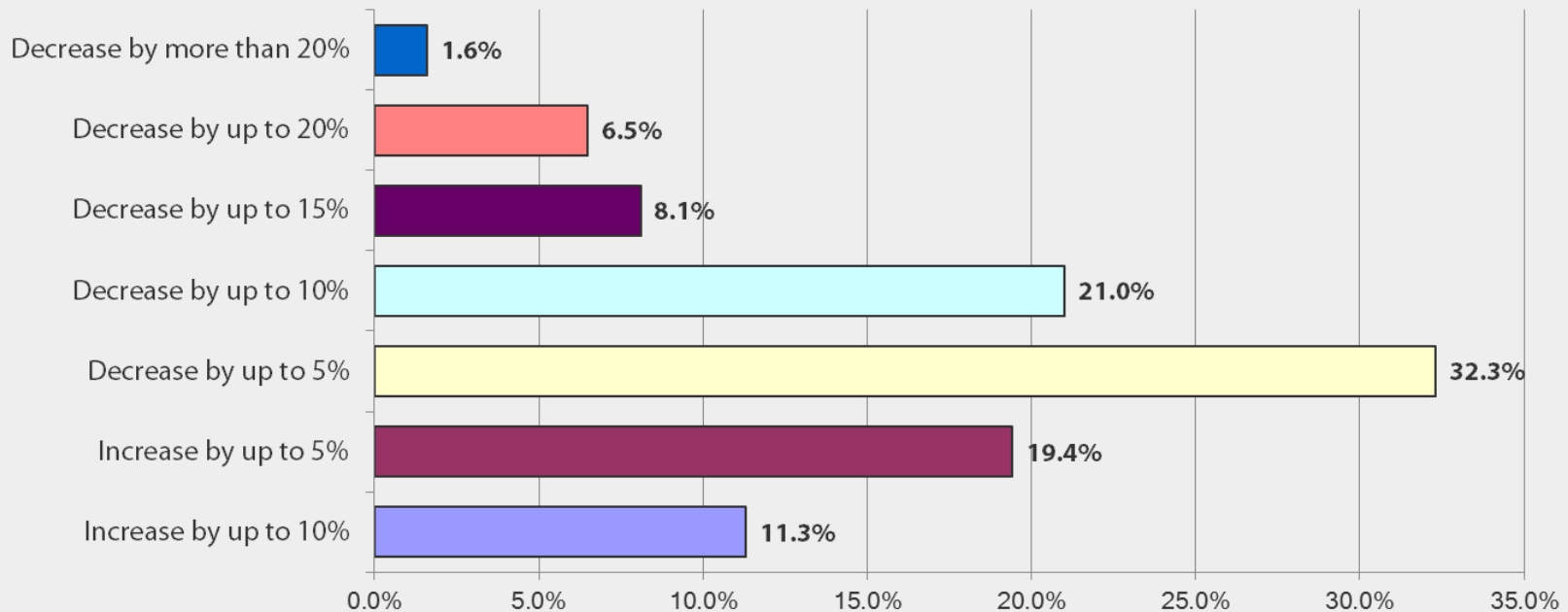
If you are anticipating future reductions in sweeping and litter picking work, which areas of land do you think this will relate to?



Projection – funding for refuse collection



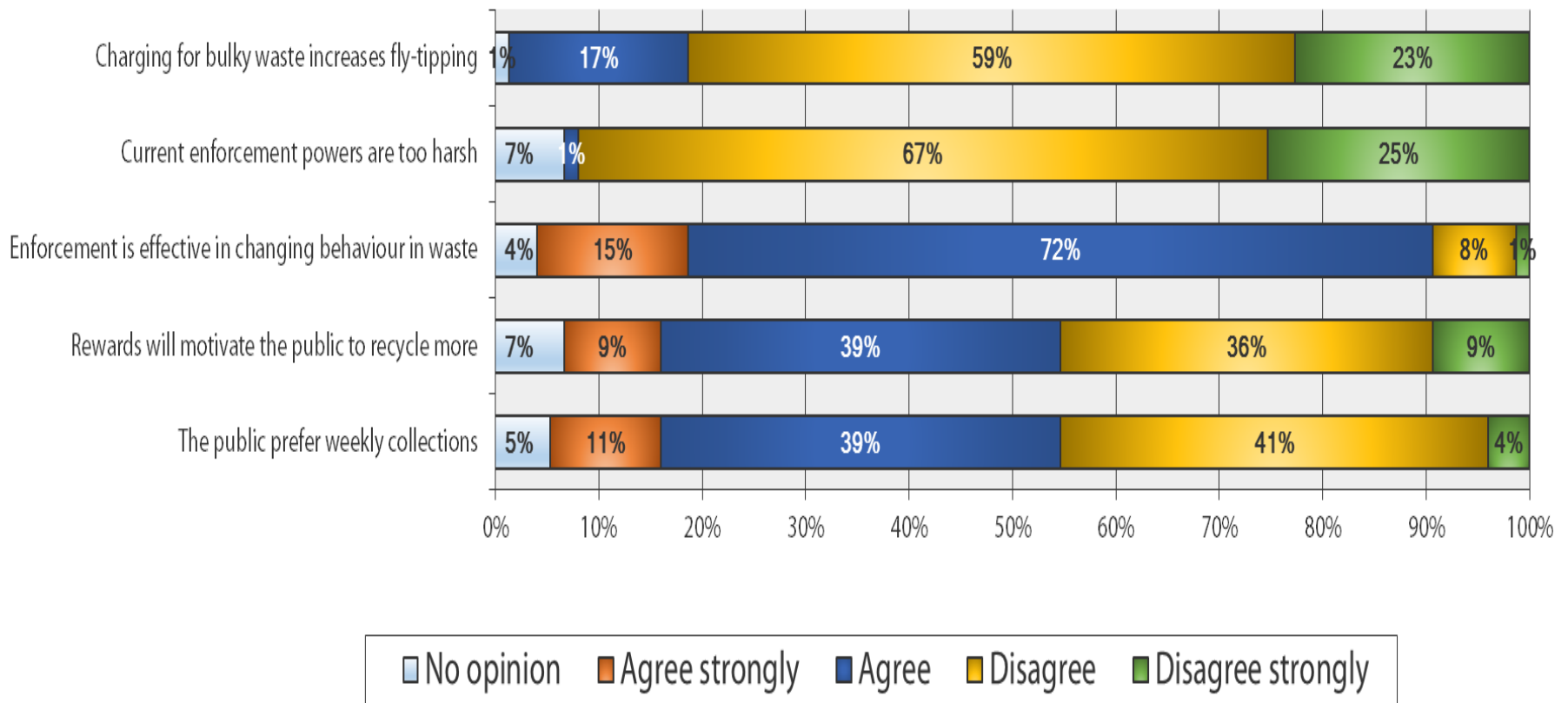
What is your expectation of the level of funding in your service budget in the coming five years?





Service	Yes	No	No but will do within the next 1-2 years
Bulky waste collections	71	3	1
Trade waste collections to schools and hospitals	53	7	2
Supply of replacement bins	39	26	6
Green waste collections	29	29	13
Clinical waste collections	6	39	6
Black bags	4	35	1
Food waste collection	2	41	0

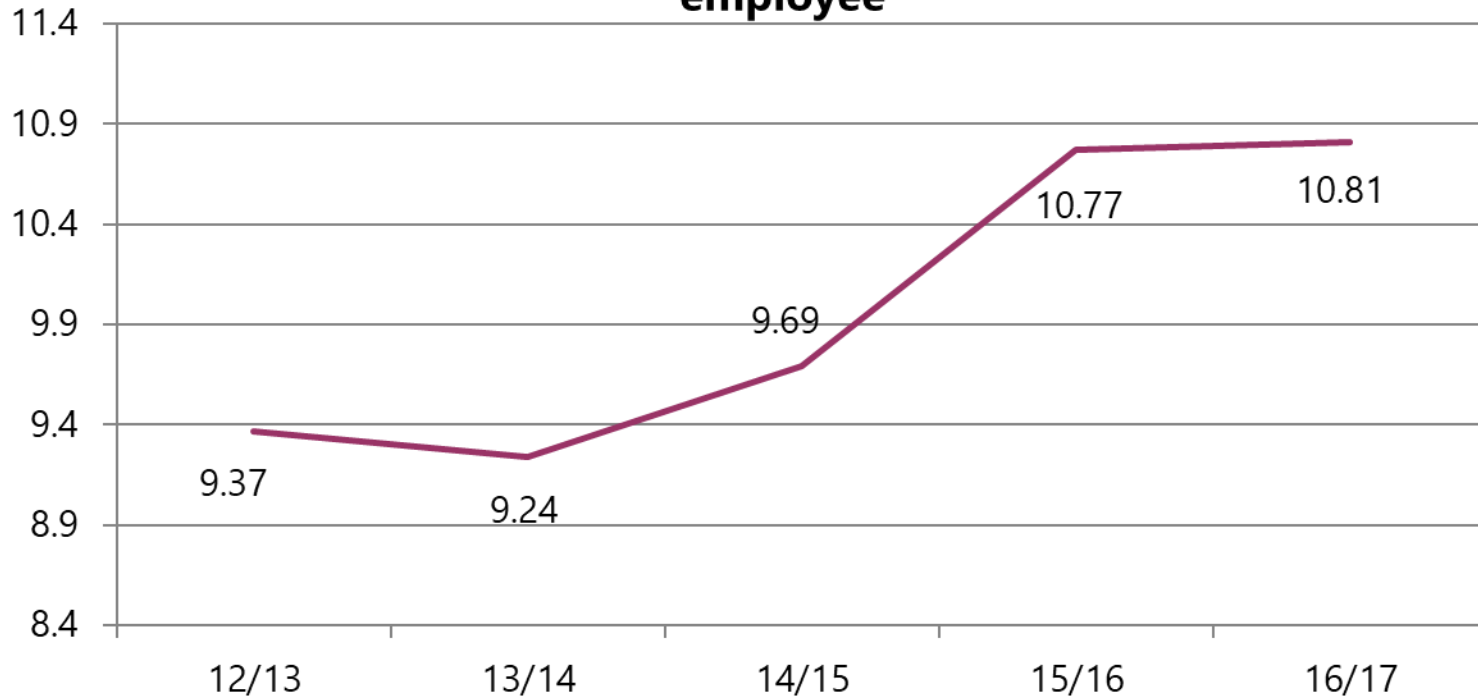
Please give your opinion on the following statements



Productivity - Parks



PI 12 Number of hectares maintained per FTE front line employee

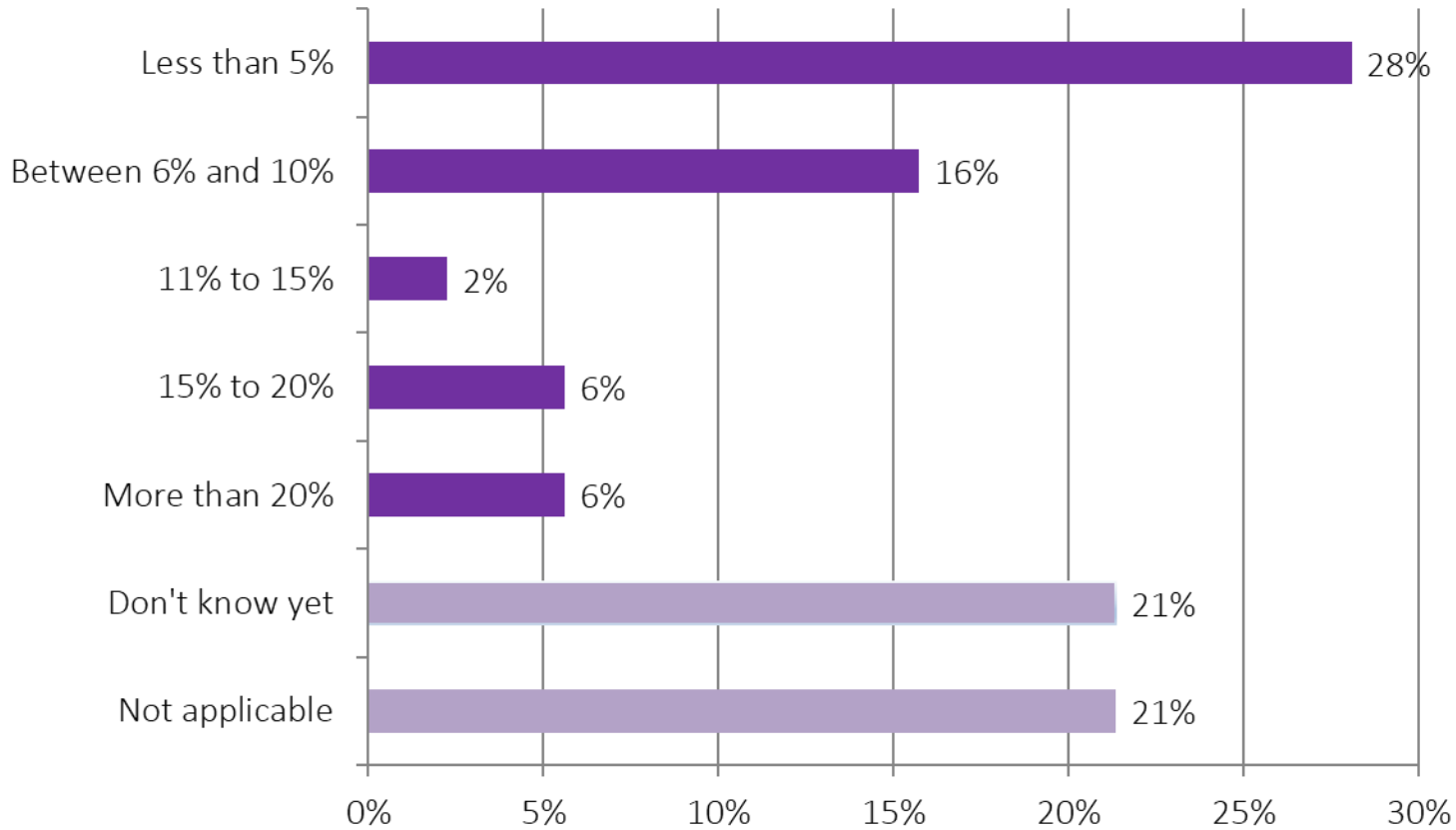


Has or does your service intend to implement any of the following within the next 12 months:





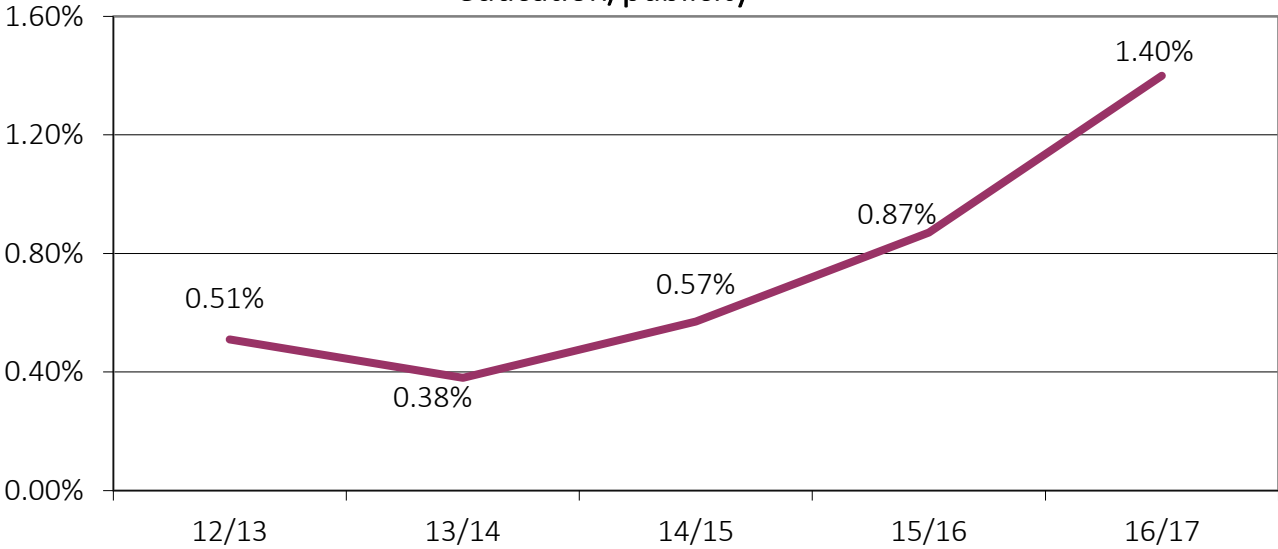
If your service area is subject to workforce reductions, what percentage of staff do you expect to lose from the service?



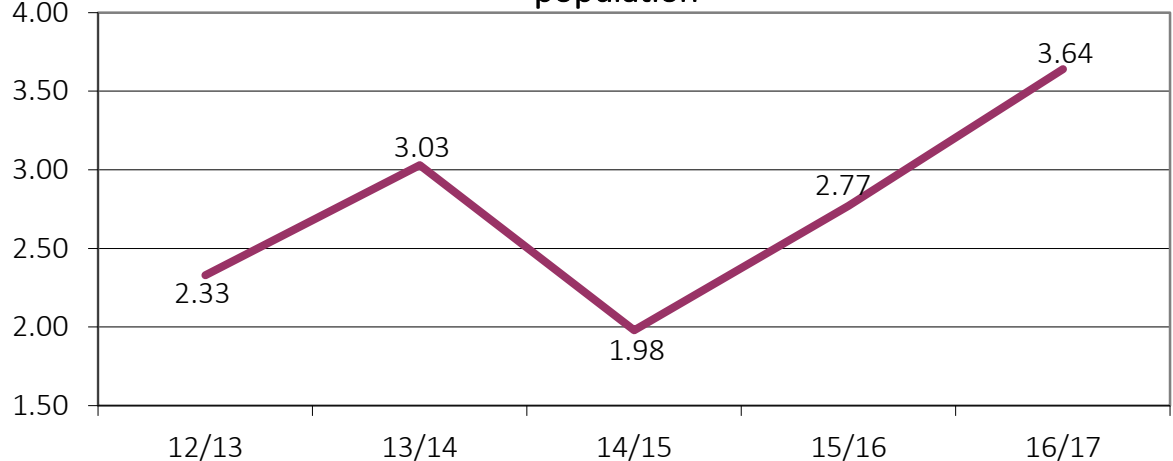
Productivity – street cleansing



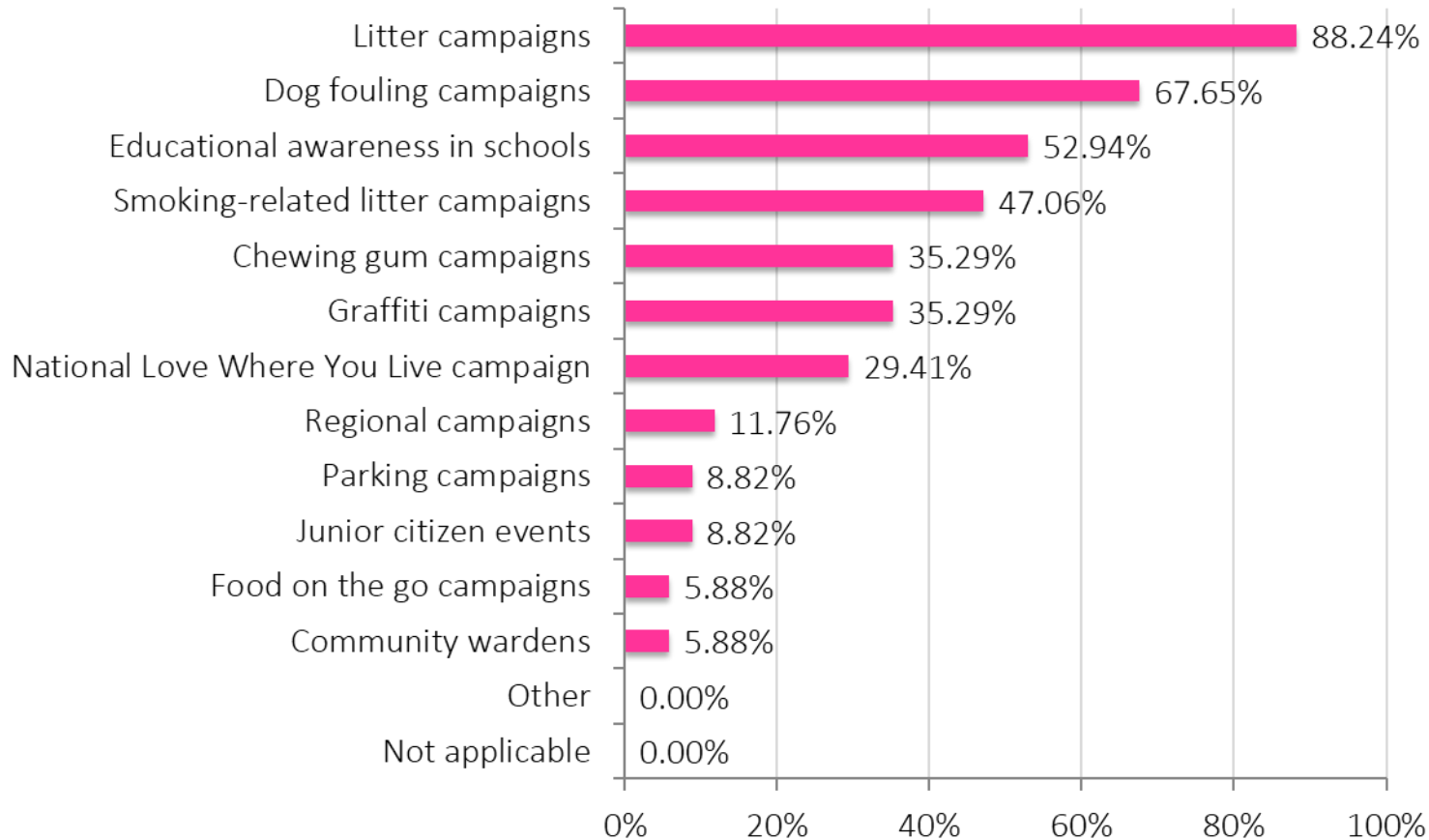
PI 40 Percentage of street cleansing budget allocated to education/publicity



PI 25a Fixed penalty notices issued per 1,000 head of population

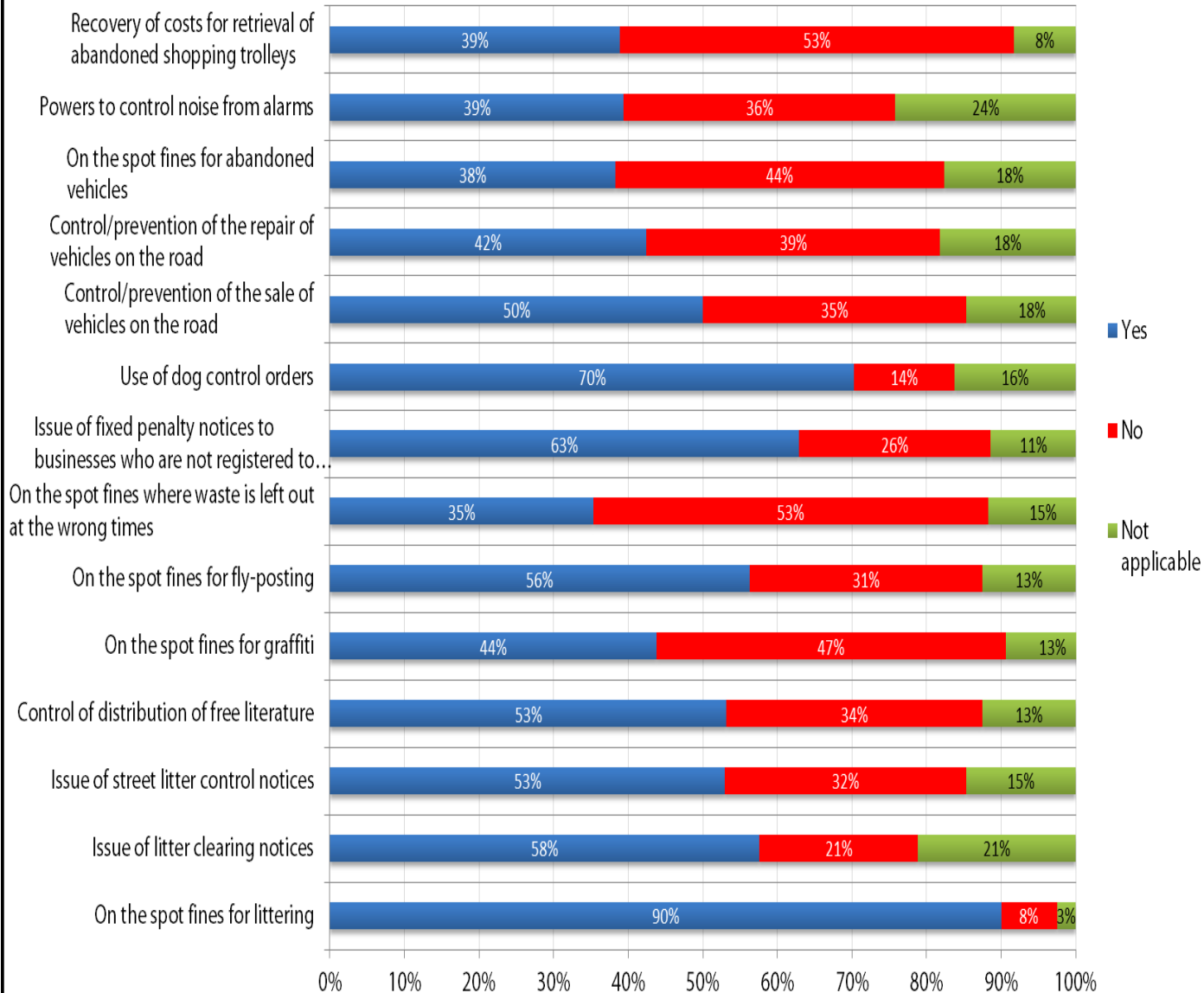


Are you planning any education campaigns in the next 2 years? If yes, what are these?





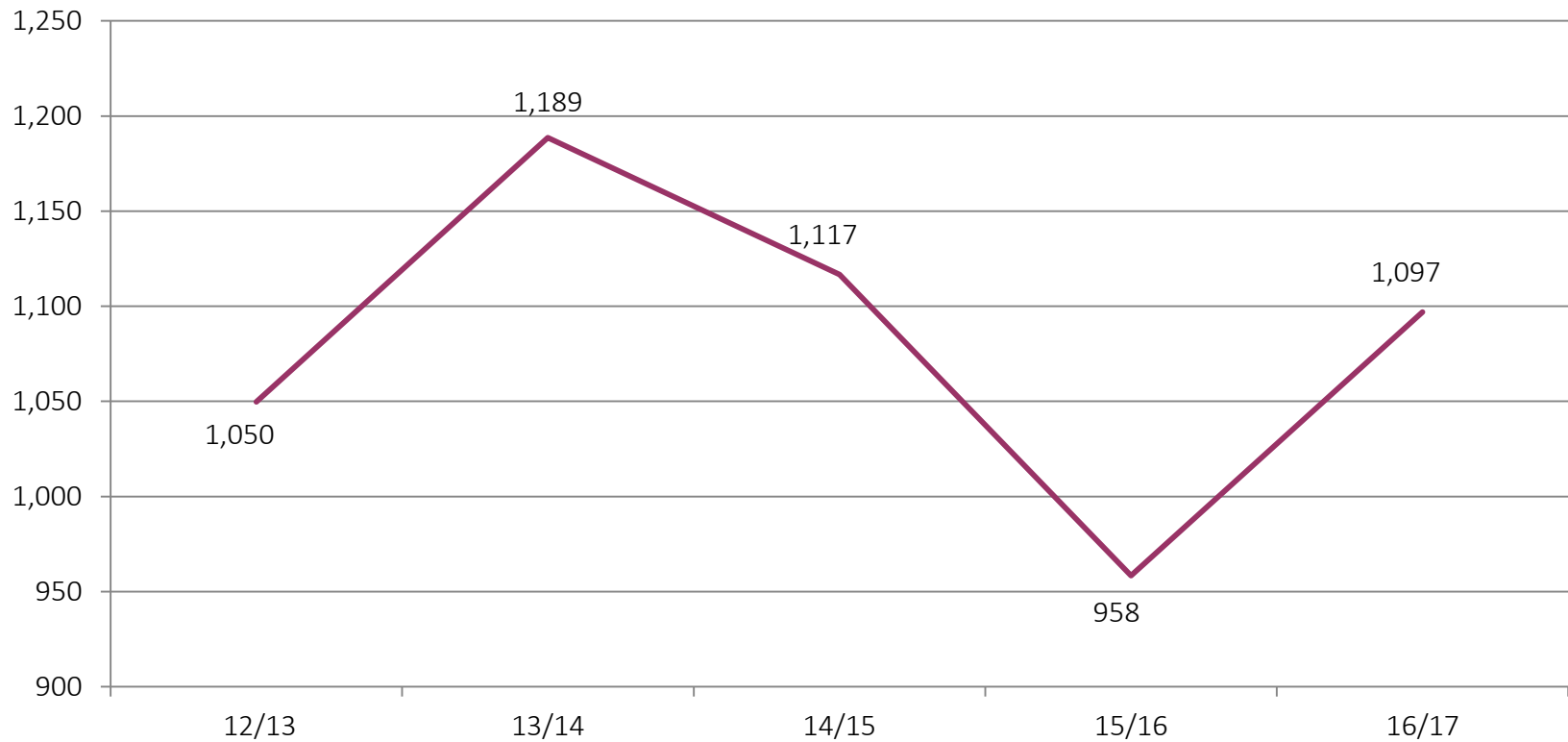
Which of the following powers are you currently using (where applicable)?



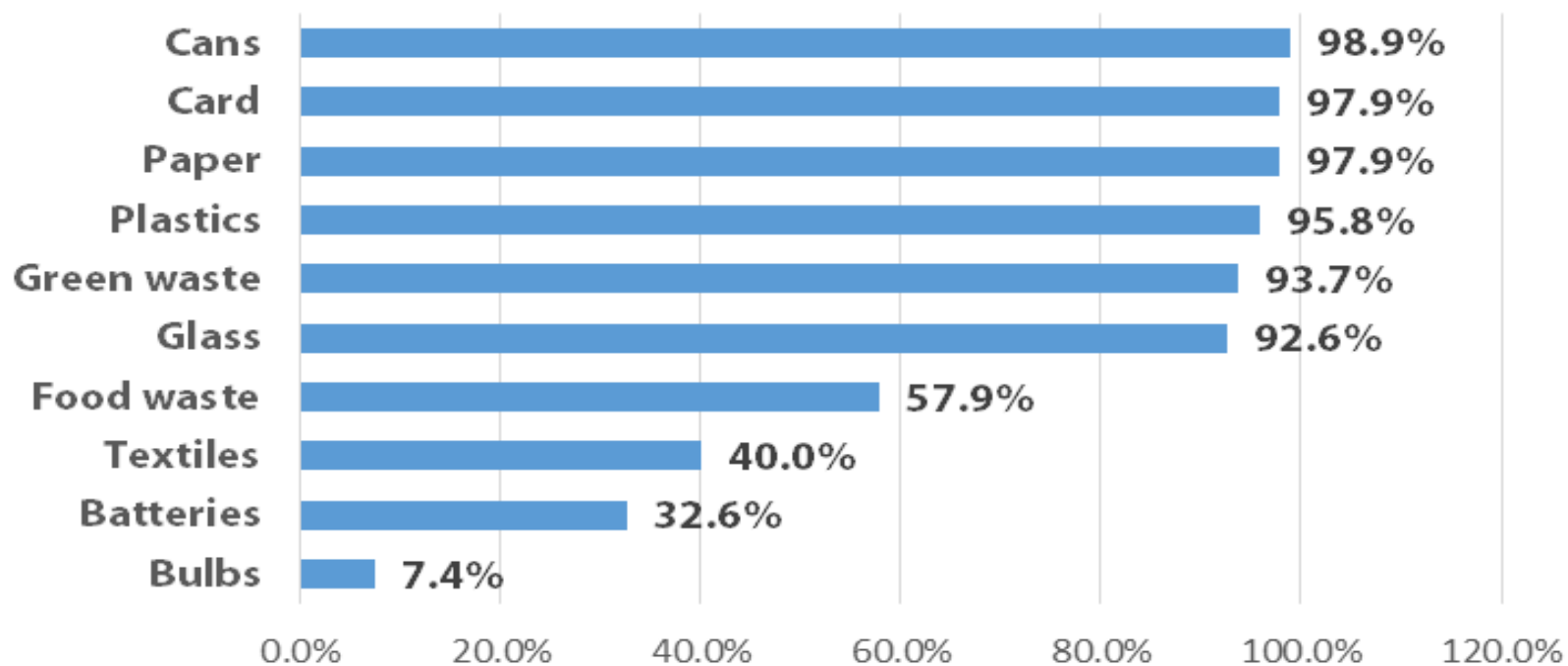
Productivity – refuse collection



PI 34 Average numbers of lifts per collection round



Which of the following materials do you collect for recycling?



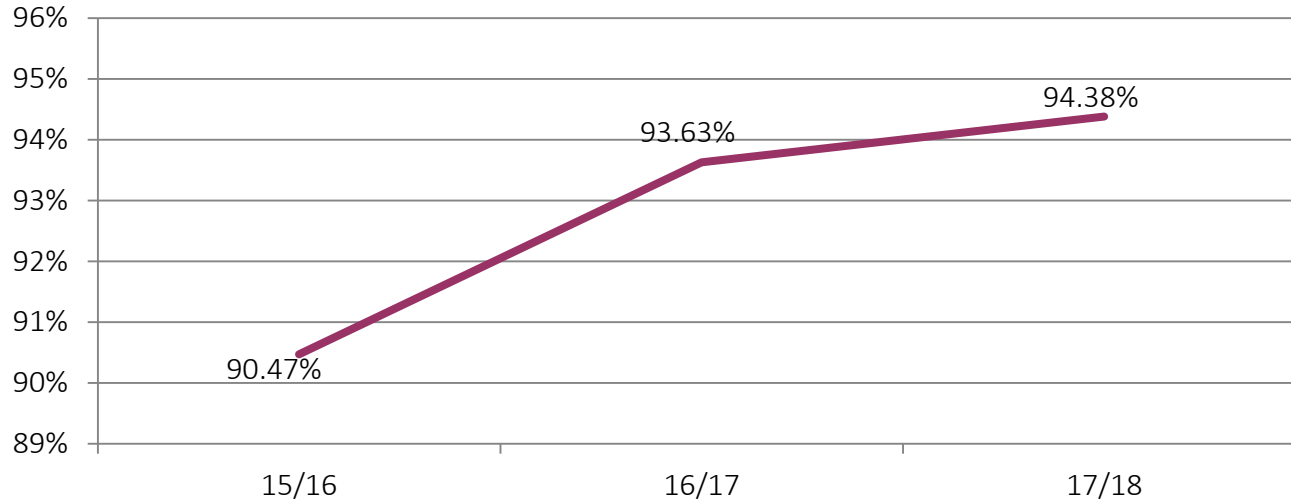


Answer Options	Results from 2017	Results from 2016	Results from 2015
Natural wastage	30.0%	34.3%	34.7%
Recruitment freeze	8.6%	13.4%	19.4%
Voluntary redundancy	17.1%	32.8%	34.7%
Compulsory redundancy	7.1%	7.5%	8.3%
None of these	62.9%	43.3%	47.2%

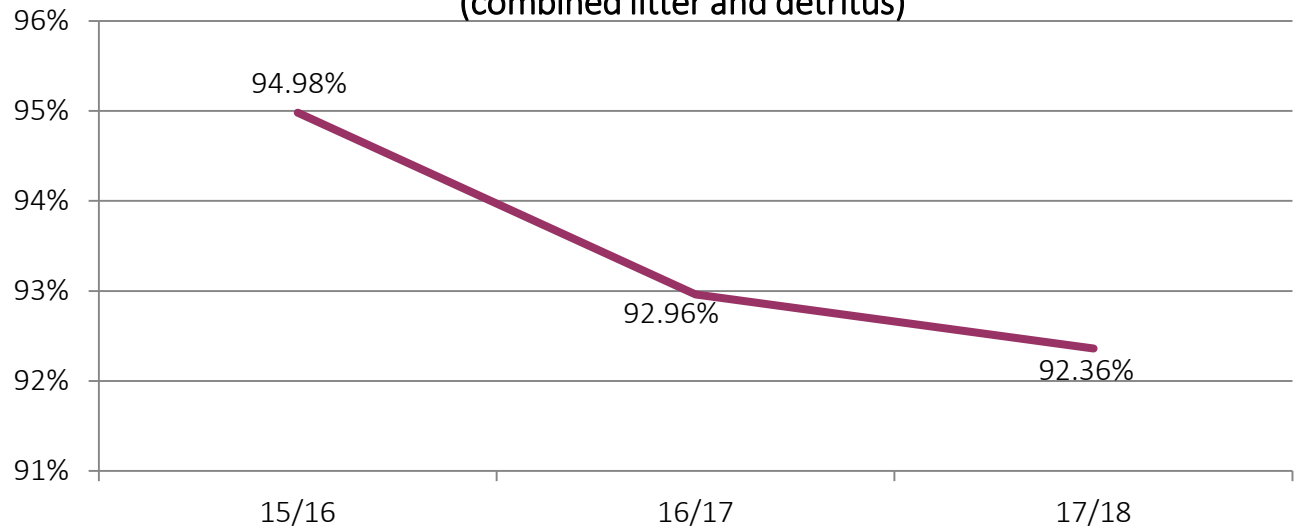
Quality - LAMS



PI L02 LAMS Parks - Percentage of sites classed as acceptable



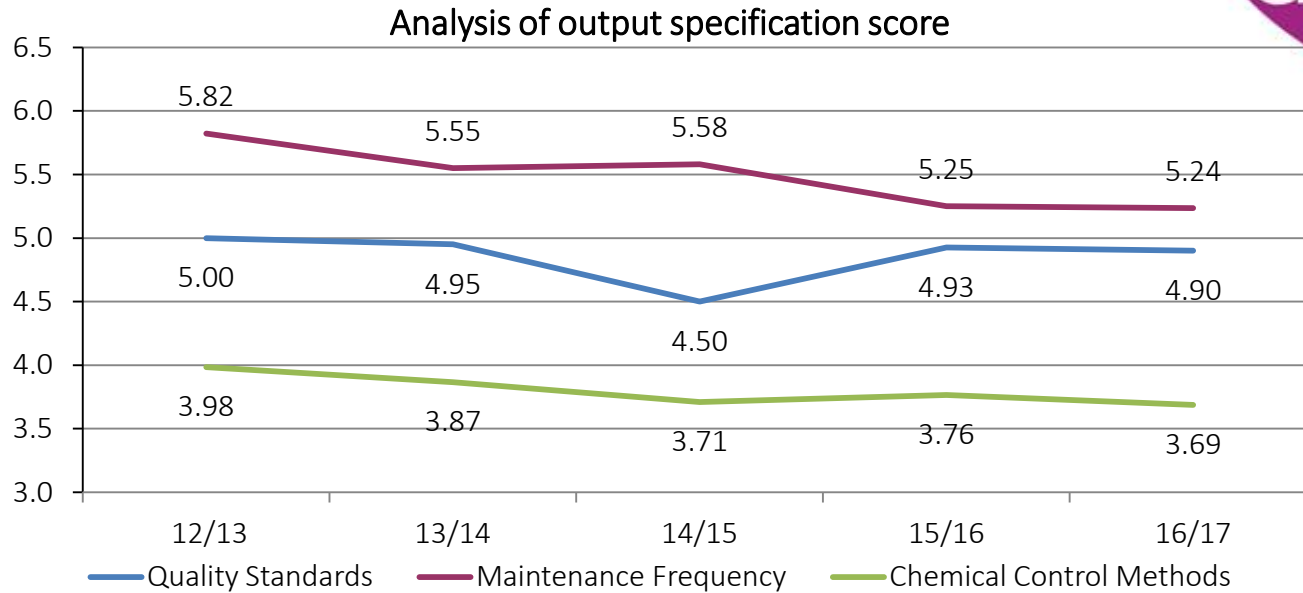
PI L02 LAMS Streets - Percentage of sites classed as acceptable (combined litter and detritus)



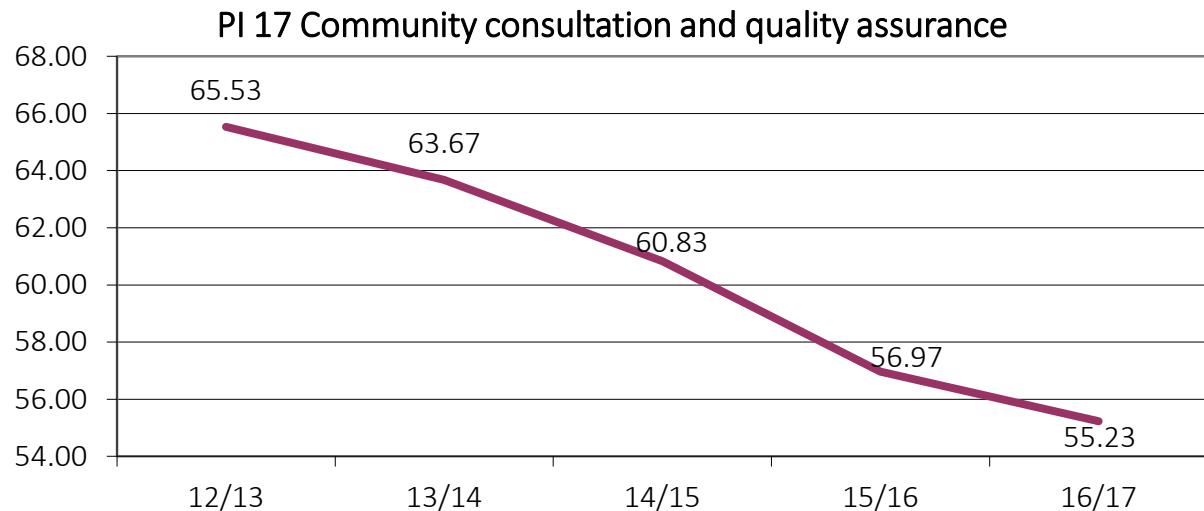
Quality



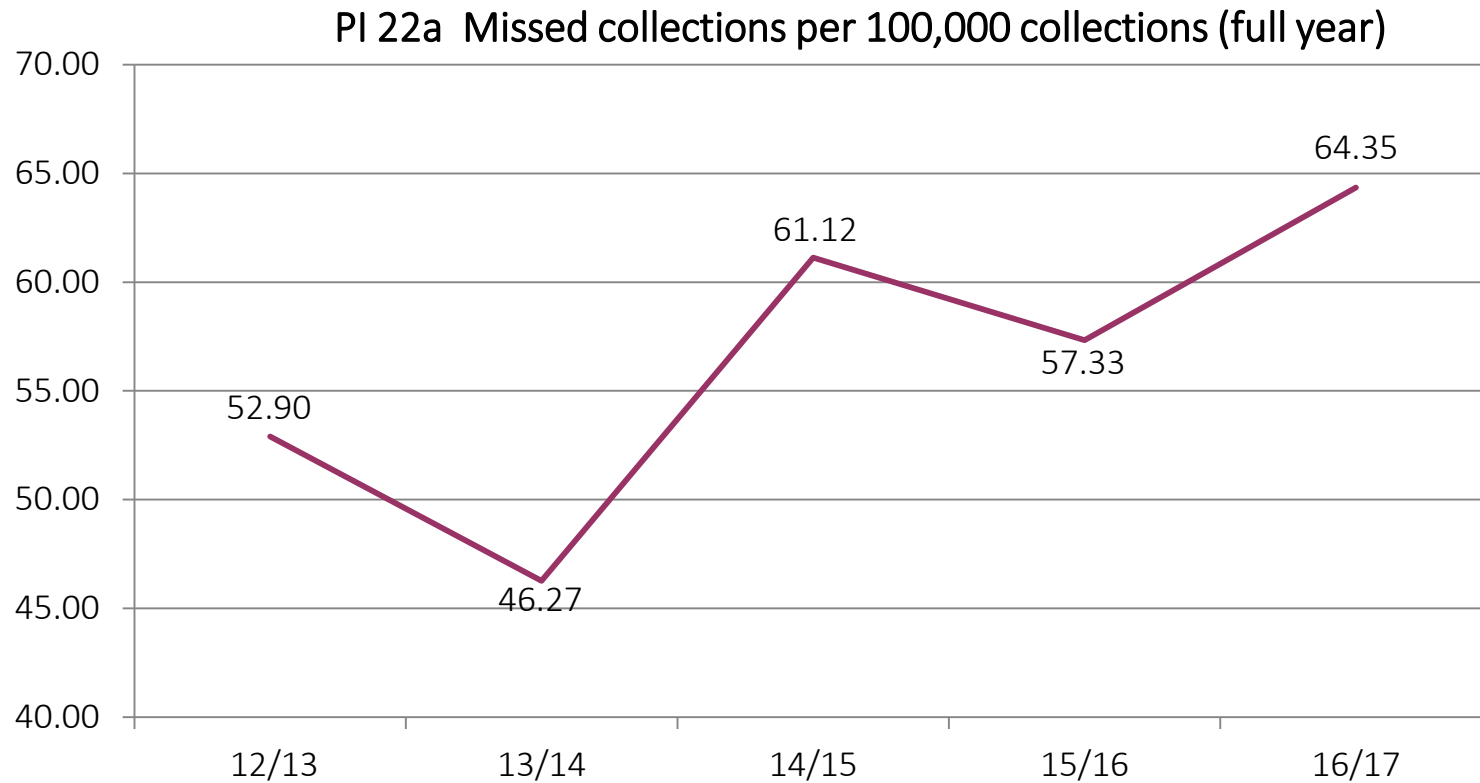
Parks



Street cleansing



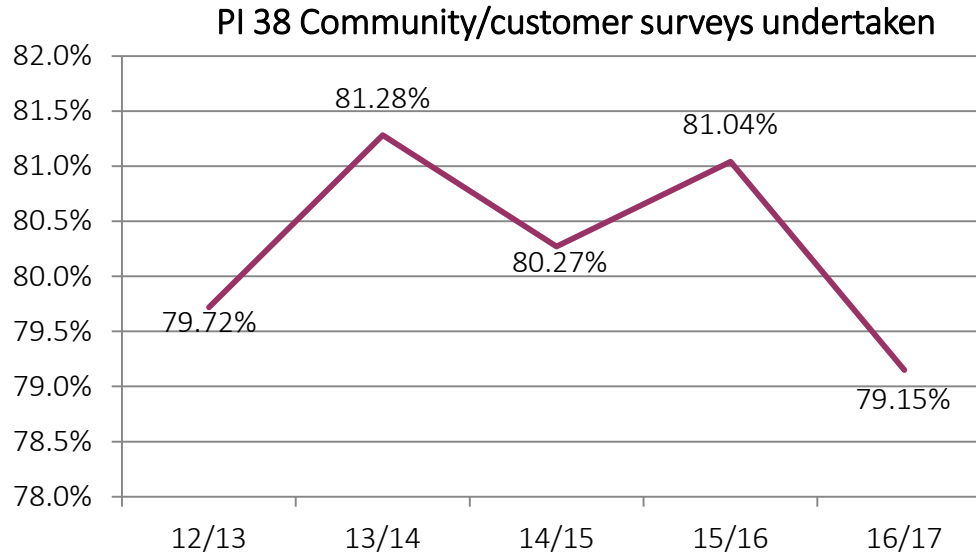
Refuse collection



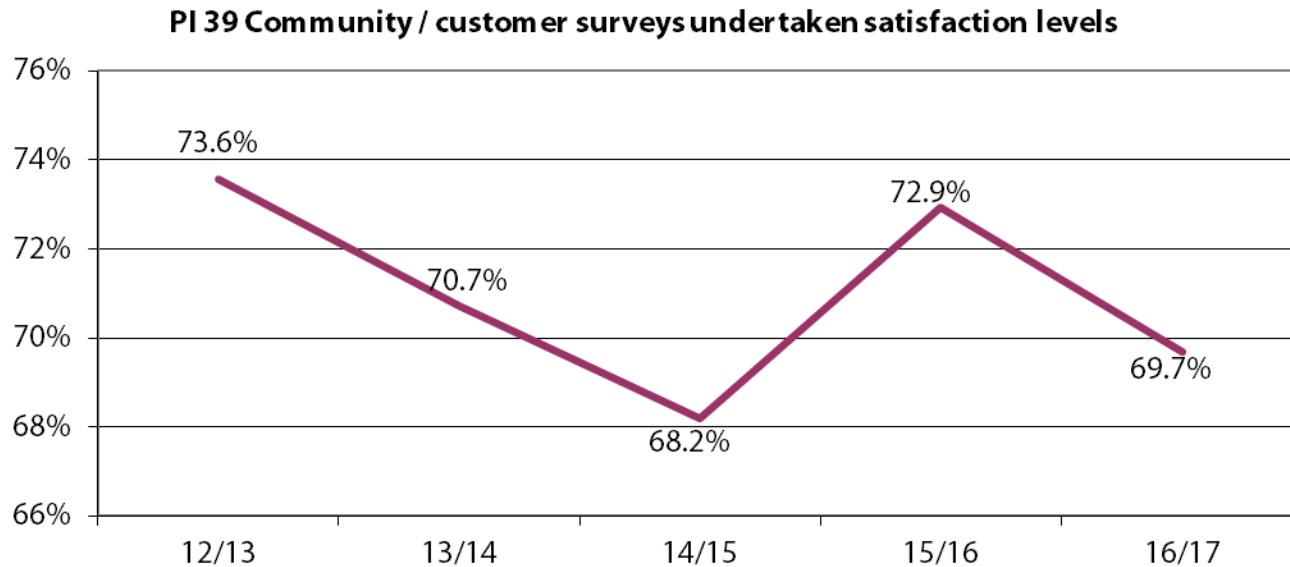
Customer satisfaction



Parks



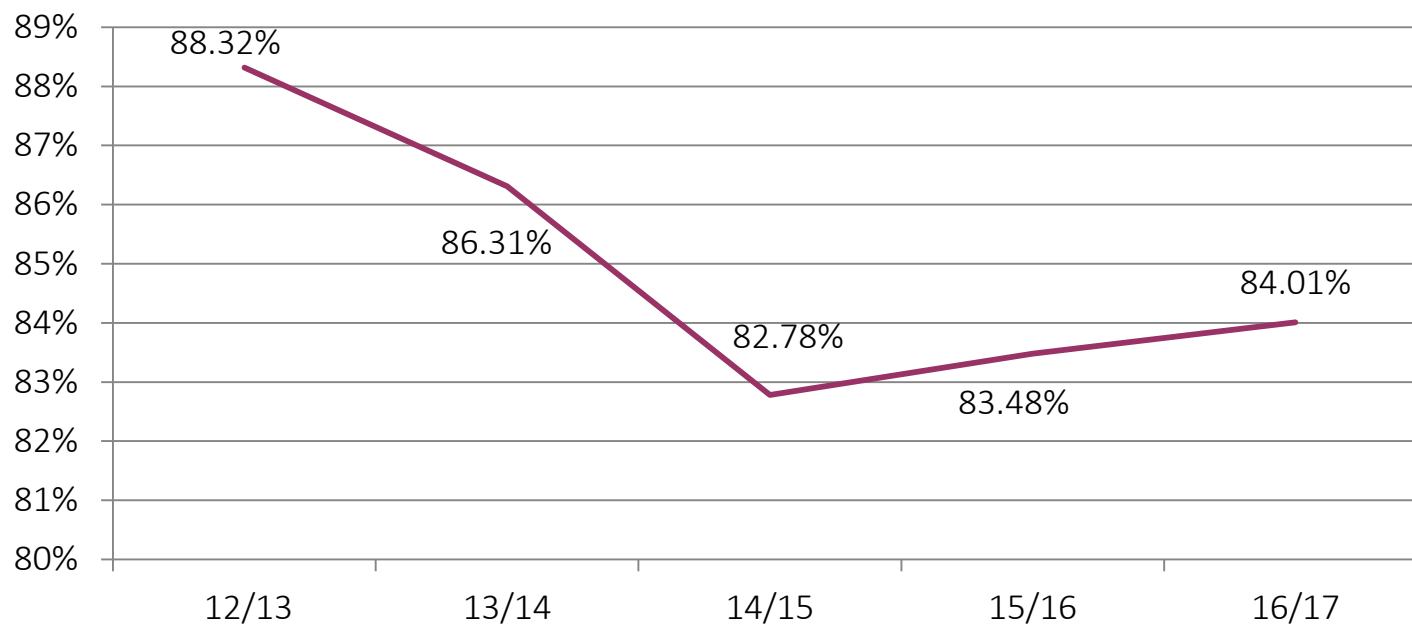
Street cleansing



Refuse collection



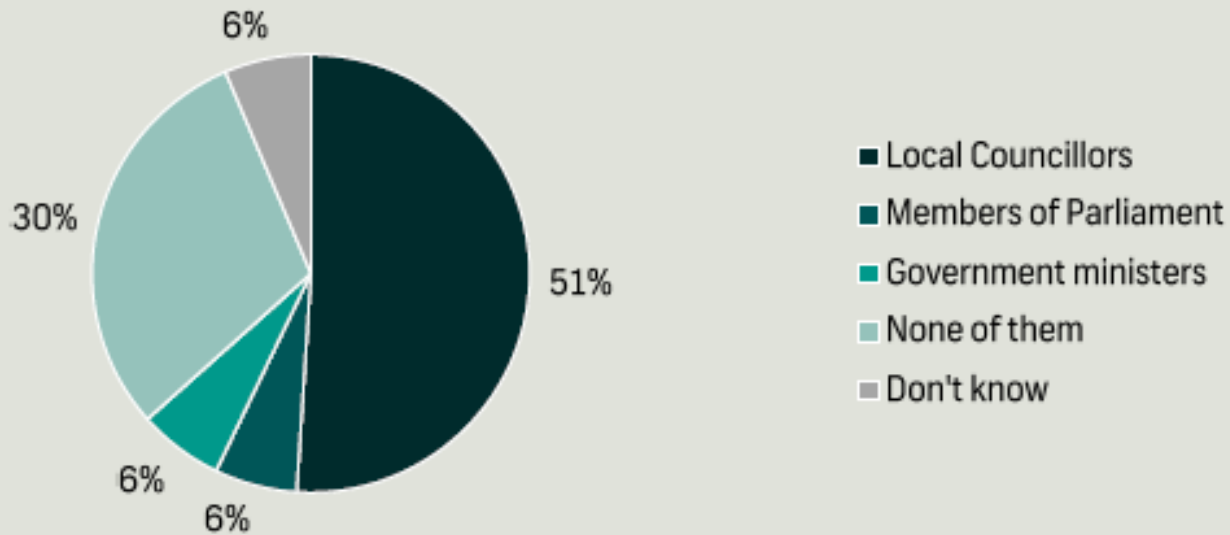
PI 33 Community / customer surveys undertaken



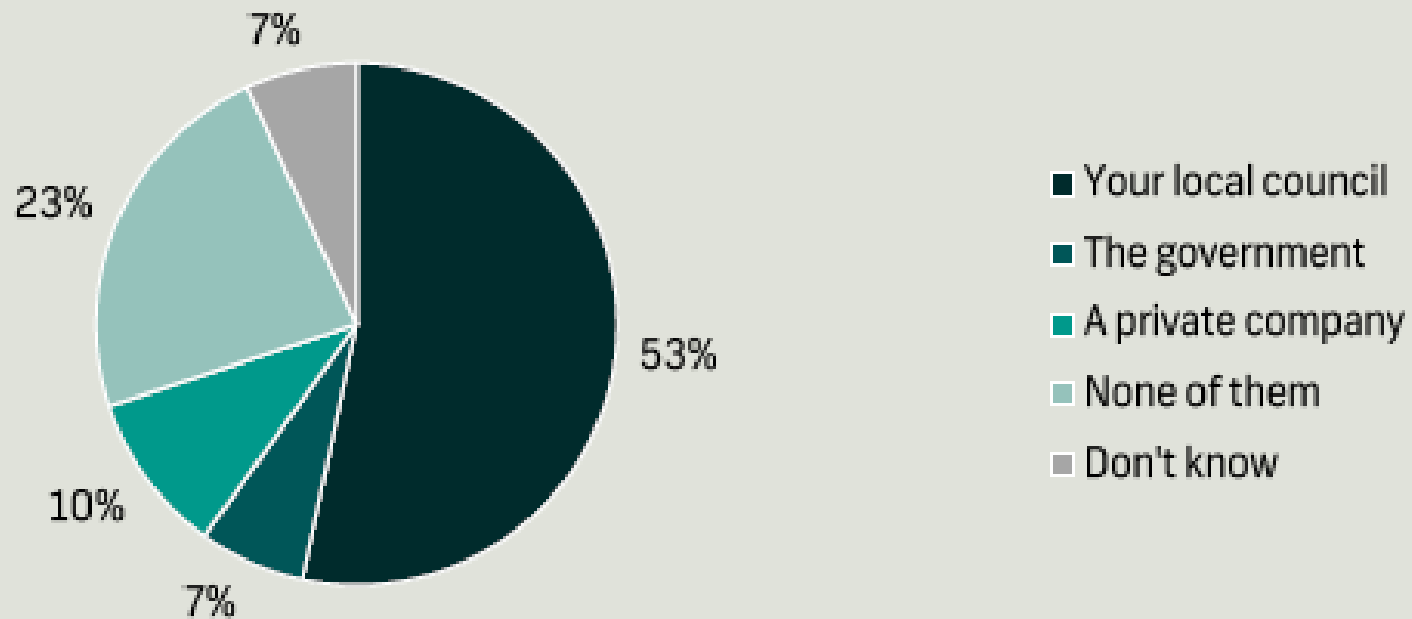
What do the public think?



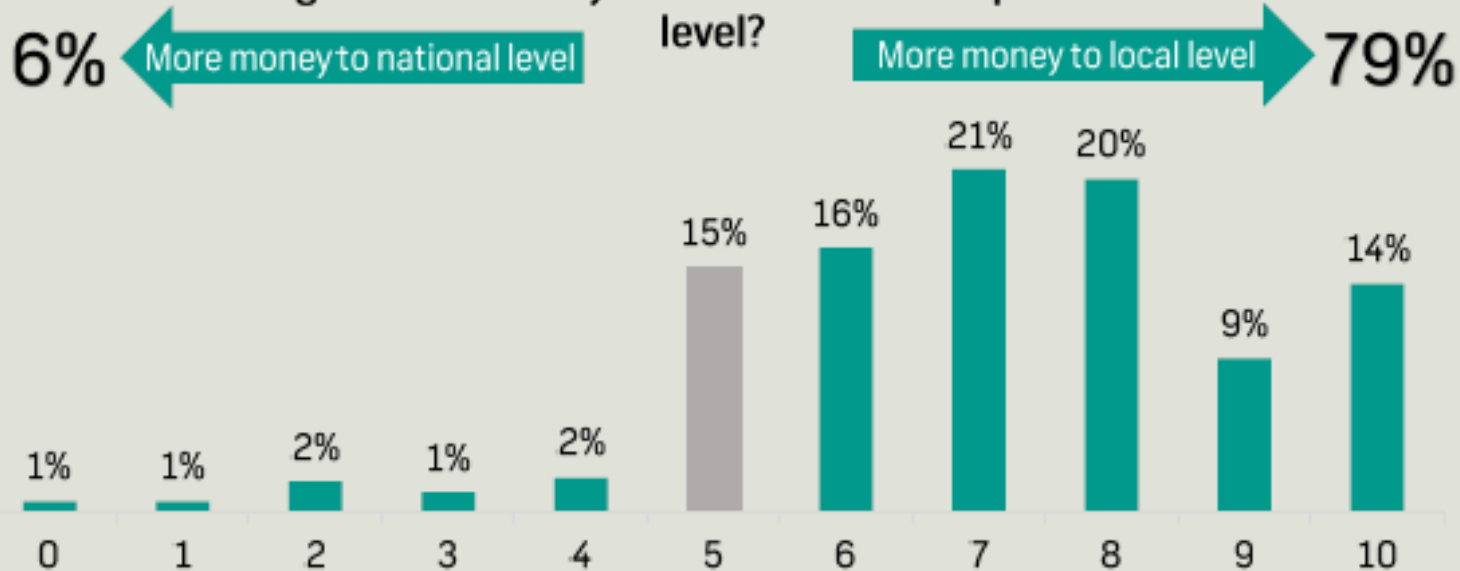
Who do you trust the most to make decisions about how services are provided in your local area?



Who do you trust most to deliver services to your local area?

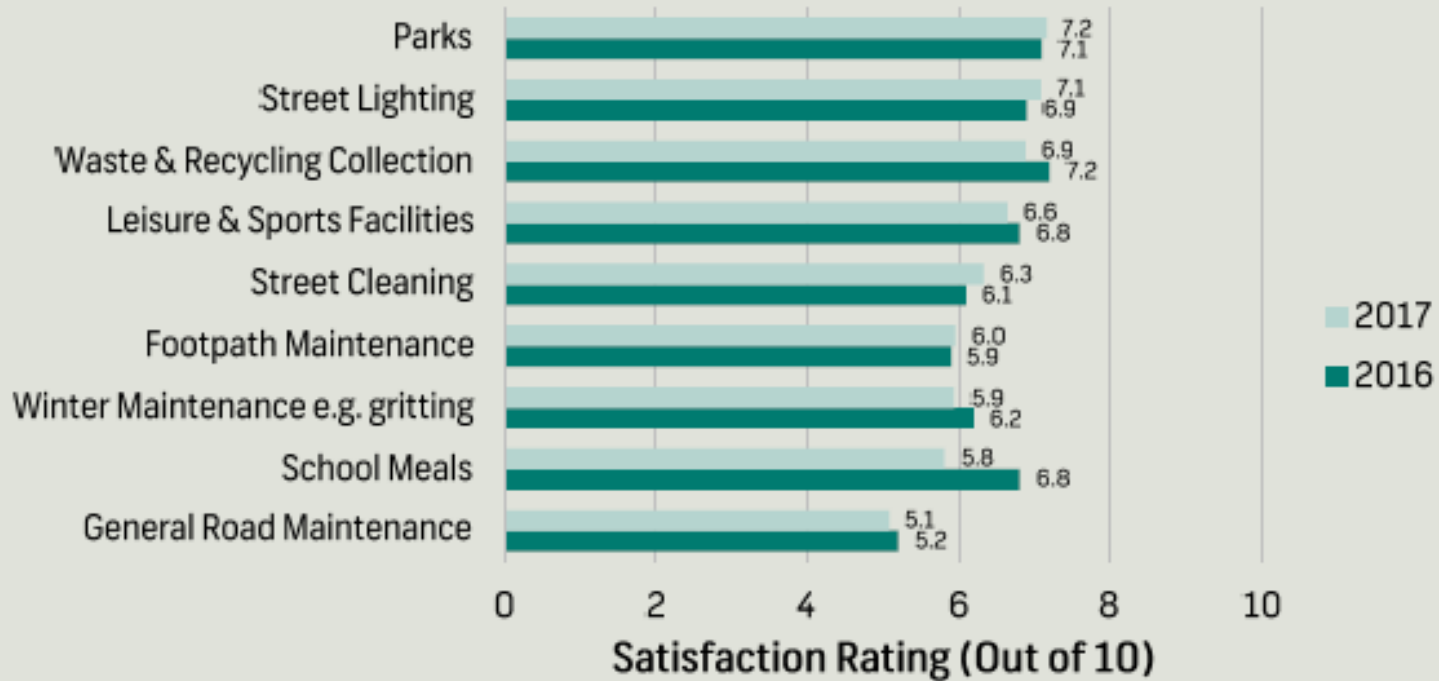


Would you like to see the government keep more money than it currently gives to local councils to spend at national level or should it give more money to local councils to spend at the local level?

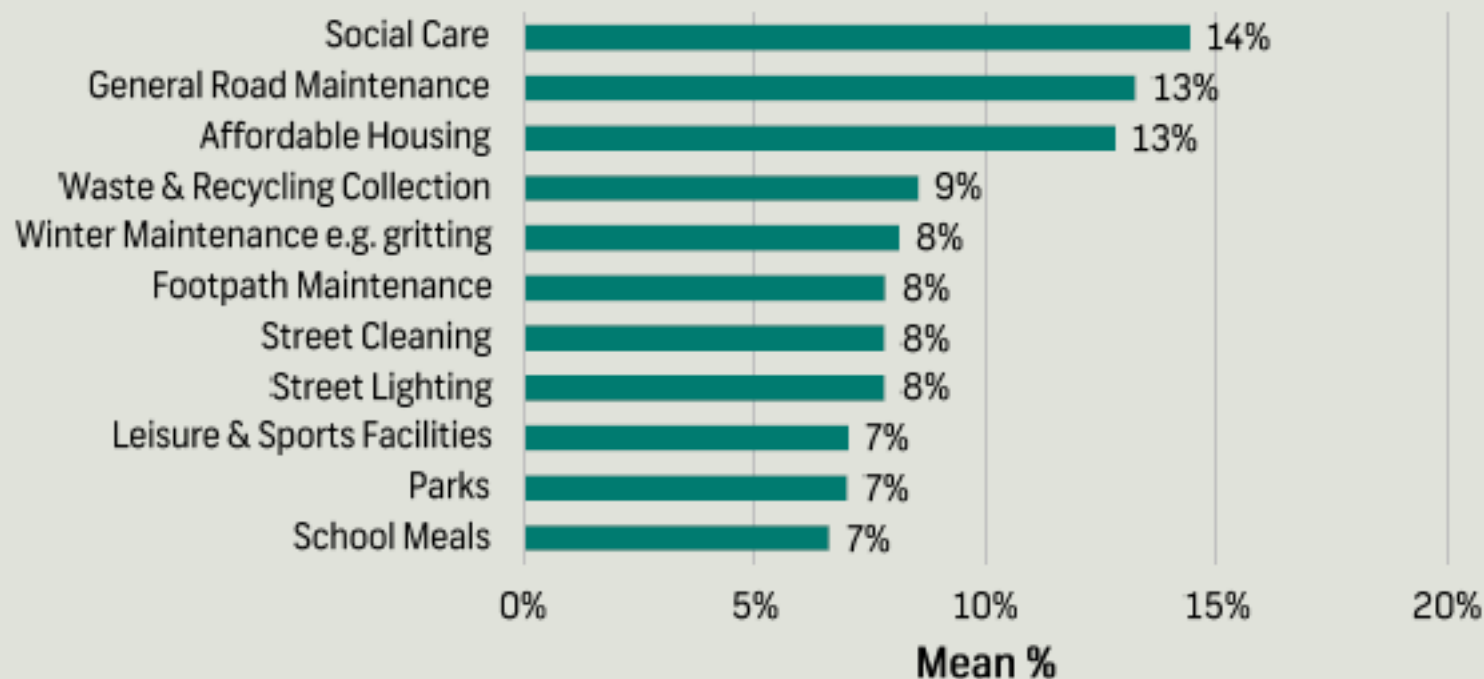




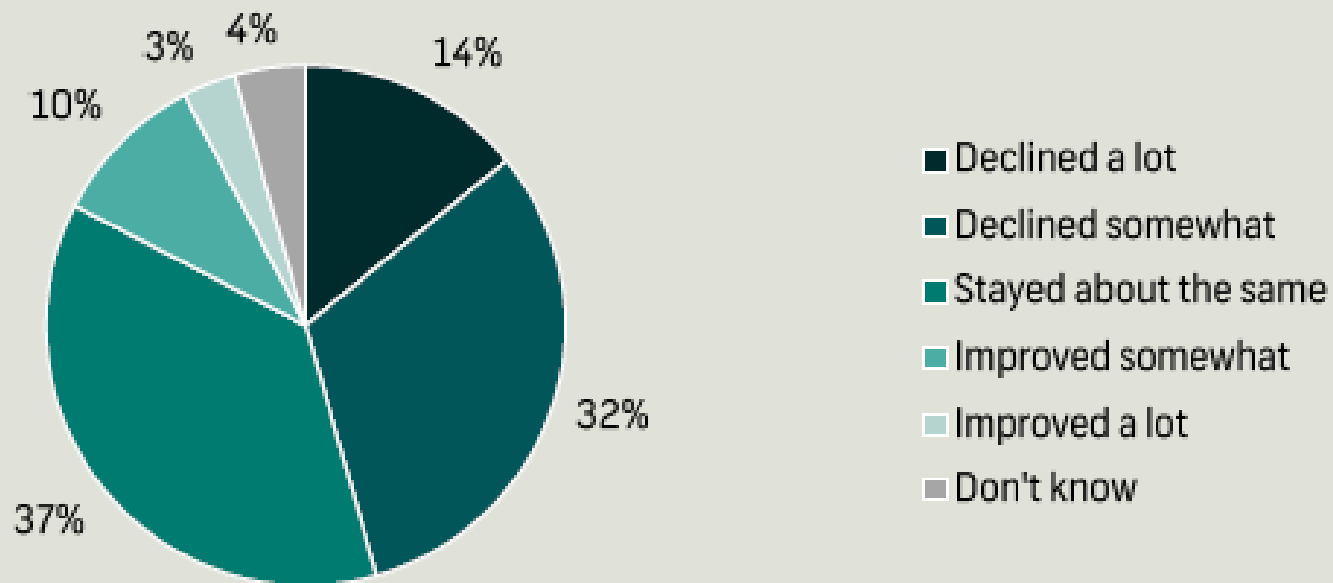
Satisfaction With Services



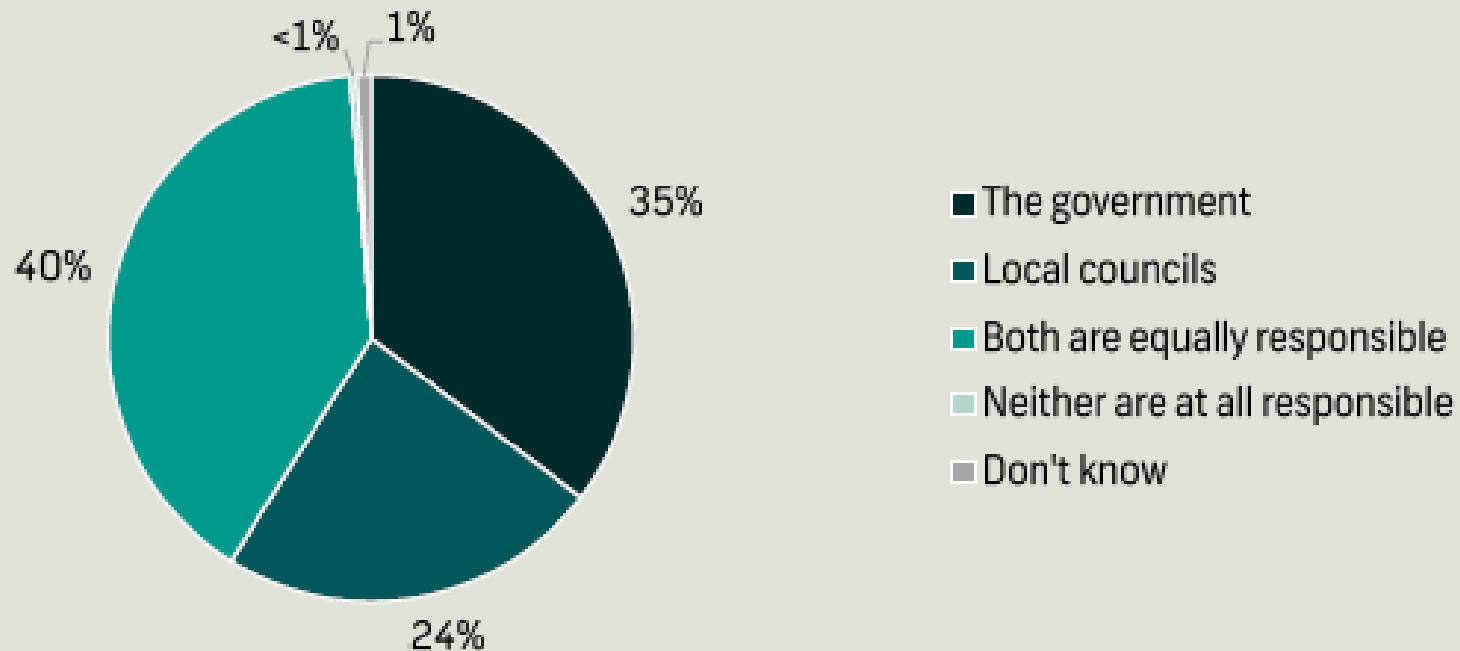
What percentage of the extra money would be spent on each of the 11 services below?



Do you think that local services have declined or improved in your local area in recent years?



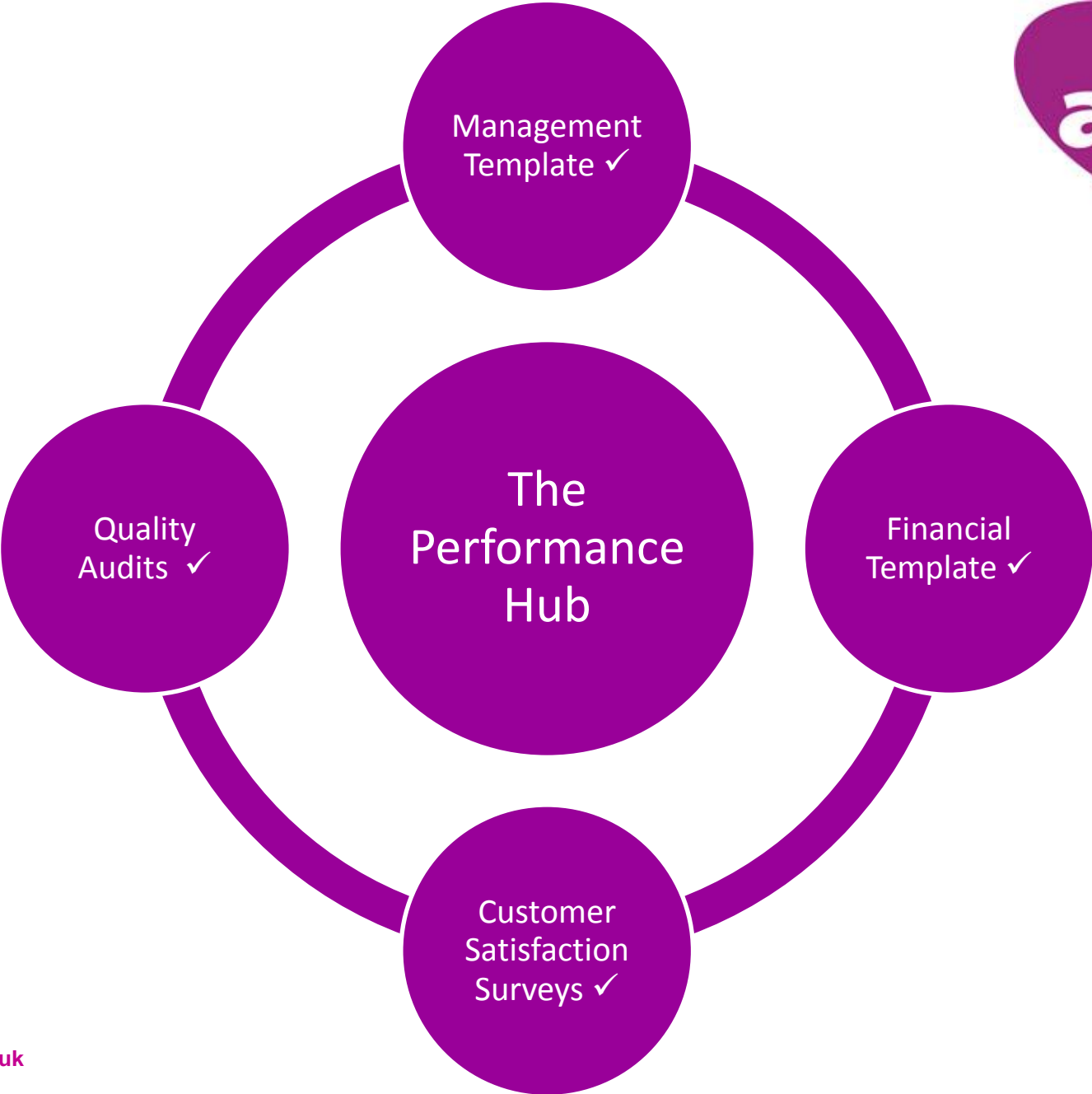
Who do you think is the most responsible for the declining services in your local area?



Our survey said



- Parks, waste and street cleansing given higher satisfaction ratings
- The public have seen a decline in local services but..
- Don't fully relate that easily to central government cuts '*Its the council*'
- Public are starting to see the impact of austerity
- APSE will continue to provide intelligence on front line services



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
- ❖ Can be used for cemetery land
- ❖ 'what the public would see' rather than requiring a technical inspection.



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



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.

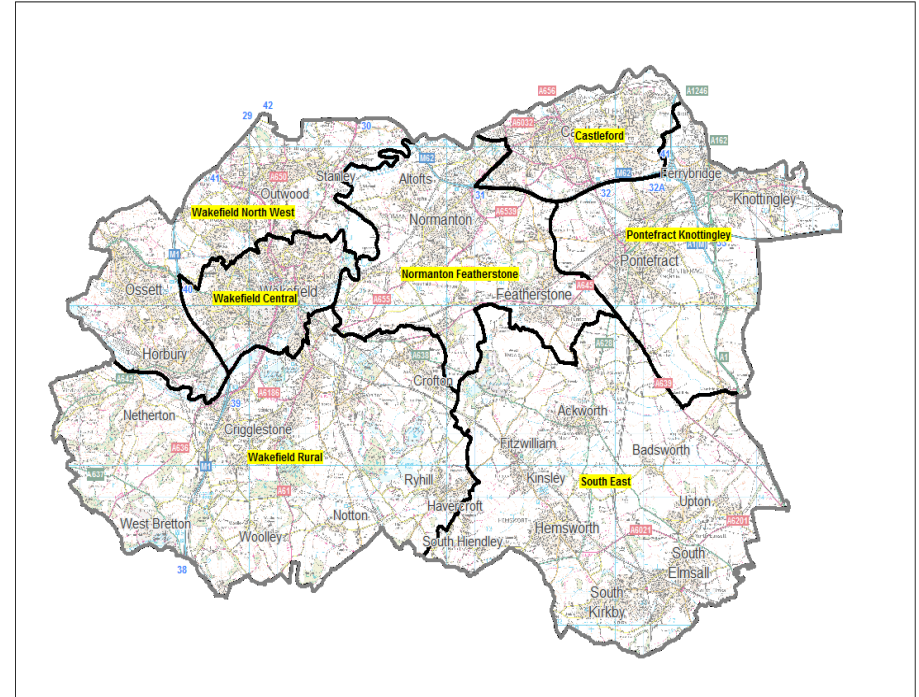
Reports to elected members.

Aberdeen City Council has been carrying out LAMS since 2012.

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 (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 Desired minimum score of B and above (66.6% if quality index score is required)	0 points

Zone 1 = Score A



Zone 3 = Score A



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			✓
Graffiti		✓	
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

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

Developments agreed through the working group



Volunteers Involvement;

- Member authority 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.



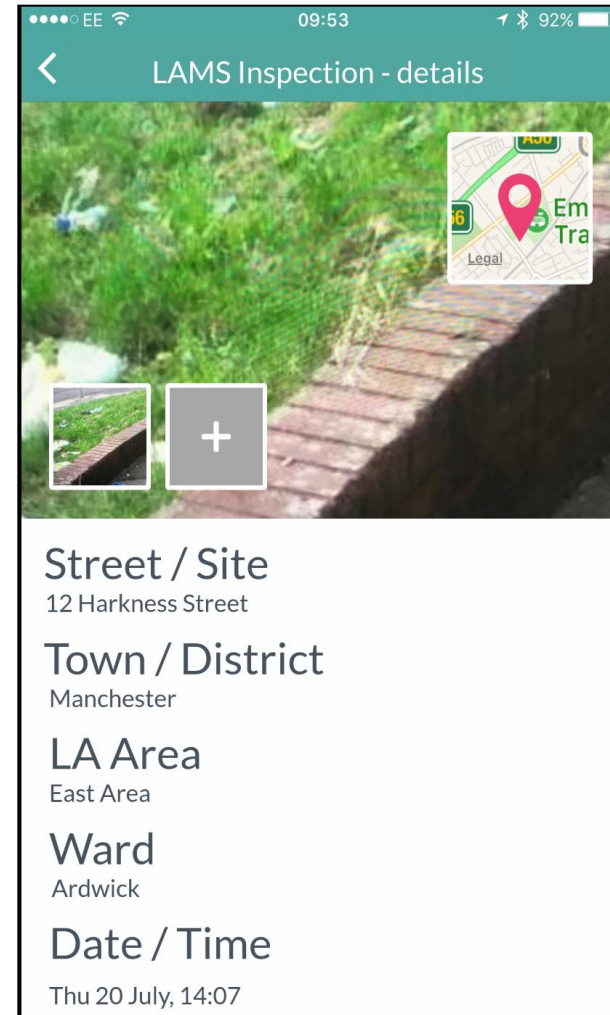
Further developments

- 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'

New App



- ✓ Partnered with BBITS (Love Clean Streets) to develop an App for LA's to collect the data
- ✓ Training / testing / pilots during June and July
- ✓ Train the trainer
- ✓ Start date (all being well) is 1 August tranche





10:45

apse surveys

Email

Password

LOGIN

FORGOTTEN PASSWORD

10:48

apse surveys

Training Grounds and Street Survey

Zones

- 1 High Amenity-Civic Buildings, Bowling Greens
- 2 Standard Amenity-Everything Else!
- 3 Low Maintenance-All features 7 cuts or less, Woodlands

General Information - Grounds and Street

Confirm or amend address if required

41 Caillard Road, Byfleet, KT14 7JA

Select a ward

10:48

apse surveys

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Select a ward



← apse surveys 10:48

Gradings - Grounds and Street

Grounds maintenance grading
B - Acceptable standard

Hard surface weeds grading
D - Extensive weed growth

Litter grading
C - Unacceptable standard

Detritus grading
C - Widespread distribution

Fly tipping grading

← apse surveys 10:49

Fly tipping grading
A - Free from fly-tipping

Dog fouling grading
C - Significant presence of fouling

Bins Overflowing
Yes
No
N/A

Bin condition - structural grade
N/A - Not applicable


Bin condition - cleanliness grade

← apse surveys 10:49

Comments and Reference Images

Comments

Is the inspection cross authority?



SEND LATER SEND NOW

Defra Litter Dashboard



Litter incidents reported in apps



11,900 incidents

Great British Spring Clean



303,000 volunteers

Great British Beach Clean
(and supplementary beach surveys)



744 items of litter per 100 metres of beach

Places meeting the acceptable standard for litter



88%

Percentage of people perceiving litter as a problem



30%

Cost of keeping the streets clean per household



£29

Parks Action Group



DCLG Committee established to look at

- Roles of parks
- The challenges facing the sector
- Future sustainability
- Conclusions and recommendations

APSE leading on the knowledge and skills
workstream and will contribute data at a
national level





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