



**DARLINGTON
BOROUGH COUNCIL**

PROJECT INITIATION DOCUMENT

**DBC CHANGE
PROGRAMME**

LITTER REDUCTION AND GROUNDS MAINTENANCE

Date: 21 January 2014

Authorised for Issue:

Signature _____

Name Janet Walke Ian Thompson Debbie Spence Paul Wildsmith

Project Role Project Manager Project Owner Business Manager Lead Director

Note: Original document with signatures is maintained in the project file

Rev	Date	Prepared By	Checked By	Issue/Changes
0	10/12/13	JSW	IT/DS	Initial draft of combined PID
1	19/12/13	JSW	RA/IT	Amended following project team meeting
2	06/01/14	JSW	IT/RA	Amended following project team meeting
3	15/01/14	JSW	IT/PW	Amended in preparation for project team meeting
4	21/01/14	JSW	PW	Amended following Project Team meeting 20/1/14
5	28/04/14	JSW	IT	Amended following Project Team meeting 28/4/14 – change to Core Project Team membership.

This document is only valid on the day it was printed, the electronic master copy is held by the Organisational Planning Unit – Business Team

This document is the property of Darlington Borough Council. Neither the whole nor any part of this document may be disclosed to others or reproduced, stored in a retrieval system, or transmitted in any form by any means (electronic, mechanical, reprographic recording or otherwise) without prior written consent of the owner.

Executive Summary

Project Title – GROUNDS MAINTENANCE and LITTER REDUCTION

Alignment with Conditions for the Borough

Building Stronger Communities	✓	The outcome of the project may help to develop community infrastructure solutions as an enabler of community ‘ownership’ and the possible transfer of assets to community responsibility and management.
Every pound well spent, on the right things	✓	This project has been initiated as part of MTFP 2016 which has highlighted savings within the Grounds Maintenance division. This is set against the back drop of the continued financial demands being faced by the Council. The project will contribute to the need to change the way the Council operates and the move away from provider to commissioner.
Growing the Economy	✓	The success of the project will help ensure the outward appearance of the Borough [Darlington] encouraging inward investment as well as being an attractive place for residents and visitors.

In the context of this project, Darlington is used to refer to the Borough of Darlington.

Project Aims and Benefits

This project combines two elements - Grounds Maintenance, and Litter Reduction. These two elements have clearly defined outcome: Firstly, to identify alternative ways of maintaining green and open spaces and secondly, to facilitate behaviour change within the borough [Darlington] to realise a reduction in the volume of litter and identify alternative means of collection. Total savings of £600k have been identified within the MTFP.

The drivers for the project are:

- the reduction in available budget as defined within the Medium-term Financial Plan (MTFP);
- The requirement to ensure the most appropriate use of reduced Council resources whilst minimising the impact to the appearance of the borough.

The project combines two distinct projects with critical crossovers and commonalities of products and activities, particularly around research, identification of Action Research Projects (ARP) and evaluation. The personnel required for the project teams were virtually identical with only two or three people being unique to each project. In view of this a core project team can manage the process more cohesively and bring in the personnel required for the two identified elements of **Grounds Maintenance** and **Litter Reduction**.

The project supports all three of the conditions of success for Darlington:

- Building Stronger communities
- Every public pound well spent, on the right things
- Growing the economy

Start Date	18 November 2013	End Date	March 2017
-------------------	------------------	-----------------	------------

Forecast Saving

2014/2015	2015/2016	2016/2017	Total
£50k	£250k	£600k	£600k

The savings identified above are the initial allocation within the MTFP for the projects under the heading '*Public involvement and demand reduction in Street Cleaning and Parks and Open Spaces*'. (see Appendix 10 of the MTFP Report - <http://www.darlington.gov.uk/Generic/budget201216/BudgetLanding.htm>)

Investment Required

A fund is to be proposed to cover all up-front investment required across the whole change programme. Should investment be required for this project resources will come from this fund.

Resources required for delivery

The primary resource for the delivery of this project is staff time from the Council and key partners. The project is intensively research based in its' early stages gathering a range of information on options to be taken into phase two.

Key Milestones

Milestone	Target Date
Scoping workshops	November 18, 2013 November 26, 2013
PID developed and circulated for comment	December 16, 2013
Update Meeting with Project Owners	December 19, 2013
Core Project Meeting	January 6, 2014
Criteria for initiative selection and evaluation defined	January 31, 2014
Pilot initiatives identified	March 31 2014
Project Plan developed	March 31 2014

Key Decision Required

- Approval of combined PID
- Authority to proceed with project phases

1. INTRODUCTION

This Document has been developed in consultation with the following people who attended two scoping workshops for Grounds Maintenance on November 18th and Litter Reduction on November 26th, 2013. The majority of participants attended both workshops and it is appropriate to develop a single PID covering both project areas.

Grounds Maintenance:

NAME:

POSITION:

<i>Richard Alty</i>	<i>Director of Services for Place</i>
<i>Ian Thompson</i>	<i>Assistant Director - Community Services</i>
<i>Cllr Dorothy Long</i>	<i>Chair of Place Scrutiny Committee</i>
<i>Cllr Paul Harman</i>	<i>Ward Councillor (Park East)</i>
<i>Rob George</i>	<i>Parks and Countryside Development Manager</i>
<i>Brian Graham</i>	<i>Head of Street Scene</i>
<i>Debbie Spence</i>	<i>Business Manager</i>
<i>Janet Walke</i>	<i>Senior Business Officer</i>
<i>Sue Walker</i>	<i>Analyst</i>
<i>Sharon Cable</i>	<i>Business Officer</i>
<i>Katie Blundell</i>	<i>Project Officer - Darlington Cares</i>
<i>Russell Stone</i>	<i>Head of Public Realm – York City Council</i>
<i>Emma Reah</i>	<i>Sports and Physical Activity Development Manager</i>
<i>Cllr Nick Wallis</i>	<i>Cabinet Member for Environment</i>
<i>Michelle Parkes</i>	<i>Communications Officer</i>
<i>Chris Watson</i>	<i>Tees Valley Manager Groundwork</i>
<i>Geoff Dawson</i>	<i>Development Manager Groundwork</i>

Litter Reduction:

NAME:

POSITION:

<i>Richard Alty</i>	<i>Director of Services for Place</i>
<i>Ian Thompson</i>	<i>Assistant Director - Community Services</i>
<i>Cllr Paul Harman</i>	<i>Ward Councillor (Park East)</i>
<i>Cllr Dorothy Long</i>	<i>Chair of Place Scrutiny Committee</i>
<i>Rob George</i>	<i>Parks and Countryside Development Manager</i>
<i>Brian Graham</i>	<i>Head of Street Scene</i>
<i>Debbie Spence</i>	<i>Business Manager</i>
<i>Janet Walke</i>	<i>Senior Business Officer</i>
<i>Sue Walker</i>	<i>Analyst</i>
<i>Sharon Cable</i>	<i>Business Officer</i>
<i>Katie Blundell</i>	<i>Project Officer - Darlington Cares</i>
<i>Russell Stone</i>	<i>Head of Public Realm – York City Council</i>
<i>Cllr Gerald Lee</i>	<i>Chair of Litter Free Durham</i>
<i>Phillippa Scrafton</i>	<i>Waste and recycling Officer</i>
<i>Charleen Dods</i>	<i>Directorate Support</i>
<i>John Herdman</i>	<i>Enforcement Officer</i>
<i>Bryan Huntley</i>	<i>Planning Officer</i>
<i>Owen Wilson</i>	<i>Strategy and Commissioning (Place)</i>

**Attendees in italics attended both workshops*

1. PROJECT DESCRIPTION

The project has two distinct parts addressing **Grounds Maintenance** and **Litter Reduction**. However, there are commonalities across both areas where significant overlap in key areas such as research, identifying action research projects, testing and evaluating these projects to find the best options for Darlington will be best served through a joined up approach to maximise staff resources.

The drivers for the project are the savings within the Medium-term Financial Plan (MTFP) through the more appropriate direction of resources used to ensure Darlington is an attractive place for residents, visitors and businesses. This involves not only the practical ways in which services are provided, but also changing the behaviours of people and engaging communities to reduce demand for services related to littering for example, making it socially unacceptable to drop litter. As well as researching, identifying and testing alternative methods of delivery for grounds maintenance whilst supporting the natural environment and green infrastructure in the borough and encouraging increased social responsibility and pride in the area.

Both areas of service are part of the Street Scene Service established in 2006 and include both mechanical and manual interventions e.g. grass cutting, edging, weed spraying, hedge maintenance, planting and floral displays, leaf clearance, rural verge cutting, landscaping, litter collection, street sweeping, as well as enforcement and education roles. The service is labour intensive but uses the full range of options in the maintenance of open spaces and collection and management of litter.

What people see influences their judgement of Darlington as a place; whether as a resident, visitor, business or potential investor. It is important to engender a 'pride in our borough' and by understanding our communities; what they want and the appetite they have for change we can maximise the opportunities for success. The project defines communities in the widest sense such as:-

- Individuals
- Businesses of all sizes
- Visitors
- Naturally occurring geographical groups e.g. villages, wards, industrial estates
- Small communities of interest e.g. Friends Groups, Wildlife Trust, Green groups.

The understanding we have of our communities and 'what makes them tick' is crucial to the success of the project. A range of opportunities will be identified which may or may not work for Darlington – a 'suck it and see' approach.

The following sections describe the specific elements relating to Grounds Maintenance and Litter Reduction.

Grounds Maintenance:

There are currently 333 open spaces in the borough (>0.1 hectare [ha]) of which 298 are located in the urban wards and 35 in rural wards. These are 'monitored' by the Council however, there are smaller pockets of land across the borough which are not included in the 333 and may impact upon the success of the project, because many of these pockets of land are currently unmaintained and therefore would not generate a

saving should a community group take responsibility for their maintenance. This may impact in one of two ways; either

- a) The continued lack of maintenance and poor appearance will detract from the successes of the project, or
- b) These will be the pockets of land that local communities are attracted to and wish to maintain, in itself a success, but as these areas are not currently maintained it will not generate a saving and utilise community capacity that could be used elsewhere.

Budgets within the whole of Street Scene Services have been significantly reduced since 2006. The overall Street Scene budget has reduced by £1.3M, which has significantly impacted on the staff resources and equipment available. On average during the summer of 2010 there were 123 Street Scene Operatives on shift delivering services on the streets each day. During the summer of 2012, there was an average of 100 Street Scene Operatives on the streets delivering services, a reduction of 23 employees, which has already had an impact on the quality of service delivery.

Litter Reduction:

This aspect of the project can be split into two distinct elements how to stop people dropping litter in the first place (BEHAVIOUR CHANGE) and secondly, exploring different ways of picking it up (COMMUNITY ENGAGEMENT). A phased approach to the project will ensure that all possible avenues are explored and the opportunities for success maximised.

- **Phase 1:** Research into the theory of behaviour change, and how this might be applied to the population of Darlington in relation to this particular topic, and
- **Phase 2:** Delivery and evaluation of pilot initiatives to determine which messages/campaigns are most effective in reducing the volume of litter discarded within the borough and in encouraging the community to take responsibility for clearing litter and maintaining the appearance of their neighbourhoods. This will undoubtedly involve some revisiting in terms of the Action Research Projects, (ARP's), undertaken as learning is gathered evaluated, approaches tested and in some cases set aside.

The second phase of the project may involve a number of parallel approaches including working with businesses to tackle the source of litter, with schools to deliver education, with established campaign groups such as Litter Free Durham, with enforcement officers to increase awareness of existing legislation and penalties enforceable, and with other key groups within the community. This list is by no means exhaustive.

An initial exercise within the scoping workshop produced the following high level campaign ideas for consideration and evaluation. This list can be further developed by the project team and added to and/or revised as the project develops, and the level of success of initial campaigns is evaluated.

- Litter Free – ZERO TOLERANCE
- My Patch
- 'Our XX' – the Barrow Man
- Association/ Dis-association with community payback
- Engagement with business owners – reduction of waste/clean own area
- Closer communication with Street Champions/Litter Picks
- Pop-up Litter Picks

- A Day in the Life of a Street Scene Champion
- Which side of the fence – March/April
- Dog Fouling – visibility
- Social Norms – positive slant. Most people don't drop litter
- Include litter in the schools' social norms survey
- Social Media
- 'Shocking/Edgy' marketing campaigns – e.g. ESSEX 'Don't be a tosser'
- Civic Theatre – visiting stars (Vox Pops)
- Environment Agency – tap into their campaigns
- Schools' Curriculum
- Creating Peer Pressure
- "the Cage" – collected litter
- Enforcement – targeted blitz and publicity
- Night-time economy

It was recognised that transfer of campaign leadership to a non-Council body may significantly increase the chances of success of some of these campaigns by disassociating the campaign purpose from the need to reduce Council costs. This may help to prevent perception by the public that they are being asked to 'do the Council's job'. This approach underpins the Council's 'stepping-back' approach from doing everything for people to facilitating change and increasing social responsibility.

The involvement of elected ward Members in the production and scoping of this project is very much welcomed. Their role as community leaders will be instrumental in engaging the public and encouraging participation going forward and may well be critical in facilitating the transfer of leadership from Council officers to the public through a re-balancing of the relationships between the Council, our local communities and organisations, so that there is more personal and collective responsibility for the appearance of the Borough and less reliance on thinking it is 'the Council's job'.

Financial considerations

The following financial information from the MTFP outlines the budget breakdown between staffing and equipment costs across Grounds Maintenance and Street Cleansing. These figures are subject to amendment and do not include the savings identified for each area totalling £600k.

DRAFT MTFP 2014/15

	Environmental Crime Team	Play Areas	Street Scene	South Park	Tree Team	Total
Staffing	£98,720	£32,340	£2,133,130	£74,940	£132,170	£2,471,300
Premises	£0	£20,710	£154,560	£27,990	£4,830	£208,090
Transport	£7,710	£0	£754,870	£6,180	£42,180	£810,940
Supplies & Services	£18,110	£0	£182,380	£22,770	£19,000	£242,260
Third Party Payments	£2,700	£0	£0	£0	£17,250	£19,950
Support Services	£0	£0	£125,440	£0	£0	£125,440
Capital	£0	£0	£0	£0	£5,300	£5,300
Income	-£26,290	£0	-£584,450	£0	-£121,720	-£732,460
	£100,950	£53,050	£2,765,930	£131,880	£99,010	£3,150,820

The project contains four **Strands** to achieve the reduction of £600k by 2016. These are **Strand A** - Reducing the amount of litter dropped; **Strand B** - The public, communities and organisations being involved in looking after their own environment (both picking up litter and grounds maintenance); and **Strand C** - Solutions which avoid the Council having responsibility for the cost of grounds maintenance (e.g. asset transfer or using the planning system to avoid public open space coming to the Council at all). It is also important to develop a '**Plan D**' contingency of how to save £600k if Strands A, B and C do not realise the savings.

2. OBJECTIVES

- To identify options to reduce the budget by £600k by 2016 whilst maintaining, as far as possible, or improving the overall appearance of the Borough.
- To achieve this reduction by
 - A** - Reducing the amount of litter dropped (Strand A)
 - B** - The public, communities and organisations being involved in looking after their own environment (both picking up litter and grounds maintenance) (Strand B)
 - C** - Solutions which avoid the Council having responsibility for the cost of grounds maintenance (e.g. asset transfer or using the planning system to avoid public open space coming to the Council at all) (Strand C)
- To develop a '**Plan D**' contingency of how to save £600k if Strands A, B and C do not realise it.
- To re-balance the relationships between the Council our local communities and organisations, so that there is more personal and collective responsibility for the appearance of the Borough and less reliance on thinking it is 'the Council's job' .

3. SCOPE

Grounds Maintenance: In scope:

- All park/countryside sites/open space owned by the Council
- Council housing land and funding model
- Exploring funding from Health and Well-being budgets
- Increasing income through Levy Schemes
- Personal and collective responsibility
- Review of the level and standards of provision
- Use of partnerships e.g. health/probation/police
- Cemeteries
- All models of "delivery" (including paid outsourcing at local and small scale level)
- Asset Transfer
- Market Segmentation Research
- Who uses the land, what are the communities
- What might motivate them to get involved
- How do we keep them involved
- What support do they need
- Role the Council in the future – support/facilitation
- Role of Members as community leaders
- Involvement of businesses and residents
- Use of Planning Policy to increase income e.g. levies
- Potential use of volunteering networks
- Potential for sponsorship

- Working beyond existing “community groups”

Grounds Maintenance - Out of Scope:

- Sight Lines
- Private land including schools
- Areas with existing Levy Schemes for grounds maintenance e.g. West Park/Central Park
- Large scale outsourcing
- Changes to Planning Policy (e.g. change of use or selling open spaces)

Litter Reduction – In Scope:

- Whole Borough – urban and rural
- Where does waste come from – tackling the source/packaging etcetera
- Definition of future roles – DBC/Community Groups/BID Rangers and use of resources in future

Stop Dropping Litter

- Education – public, businesses, visitors
- Prevention – understanding the consequences of litter
- Behaviour change – personal and collective
- Use of recyclables and reusable packaging
- Fly Tipping – including private land
- Litter from vehicles – highlighting road safety issues

Methods of Litter Collection

- Finding the most efficient and effective solutions
- Community involvement – taking pride in Darlington
- Engaging businesses
- Social Responsibility

Picking up litter

- Engagement
- Encouraging community litter picks, maintenance of ‘own patch’ etc.
- Businesses – large/SME and sole traders – prevention, and supporting enforcement
- Understanding incentives
- Enforcement
- Addressing Barriers – make it easy to get involved

Out of Scope:

- Collection of asbestos waste and other hazardous waste
- Collection of sharps e.g. hypodermic needles/clinical waste (it is not the intention of this project to encourage the public to pick up hazardous waste/litter but to report it)

4. CONSTRAINTS

The following constraints have been identified in discussions with the project owners and the project team.

CONSTRAINT	IMPACT
1. The outcome of the project must deliver or exceed the savings identified in the MTFP	The level of services within scope will reduce by £600k from 2016 and there will be a negative impact on the image of the Borough for residents, businesses and visitors if the savings identified cannot be achieved.
2. Timescales	The project must secure the identified savings by April 2016. Failure to do so will result in necessary reductions in service and a decline in the appearance of the borough.
3. Insurance	Encouraging community participation in activities previously undertaken by the Council has significant insurance and liability issues which require robust legal guidance.
4. Health and Safety	Encouraging community participation in activities previously undertaken by the Council has significant insurance and liability issues which require robust legal guidance in respect of Health and Safety requirements.
5. Codes of Practice	Failure to follow Codes of Practice enshrined within Environmental Protection Act 1990 may result in enforcement action against the Council.

1. PRODUCTS/DELIVERABLES AND QUALITY ASSURANCE

Strand A - Reducing the amount of litter dropped;

Strand B - The public, communities and organisations being involved in looking after their own environment (both picking up litter and grounds maintenance); and

Strand C - Solutions which avoid the Council having responsibility for the cost of grounds maintenance

'Plan D' contingency of how to save £600k if Strands A, B and C do not realise the savings.

Product No	Product Name	Brief Product Description	Delivered by	Quality Assured by	Delivery date	Strands A,B,C & Plan D
Cross-cutting Products						
1.	PID report	Standard project documentation	Janet Walke	Project owner	16 Dec 13	A,B,C,D
2.	Risk Log	Standard project documentation	Janet Walke	Project owner	16 Dec 13	A,B,C,D
3.	Project Plan	Standard project documentation	Janet Walke	Business Manager	31 Mar 14	A,B,C,D
4.	Issues/ changes and actions log	Live document, providing audit trail recording project issues, changes and actions	Janet Walke	Business Manager	On-going	A,B,C,D
5.	Communications Plan	Communications plan to be developed to ensure appropriate information and engagement with stakeholders	Janet Walke + Communications Sub Group: Michelle Parkes Rob George Phillippa Scrafton Kirsty McNaught	Project Team	31 Mar 14	A,B,C,D

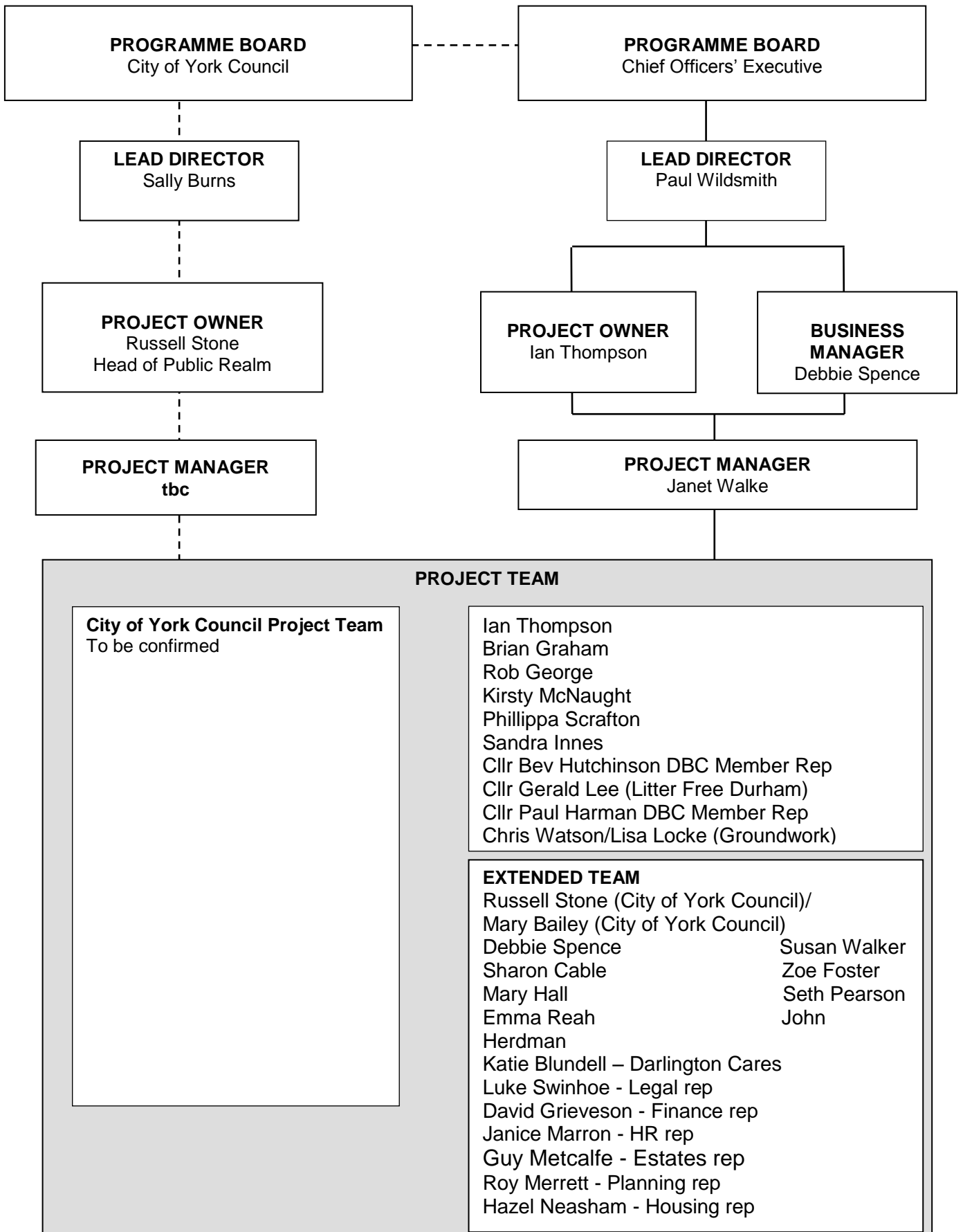
Product No	Product Name	Brief Product Description	Delivered by	Quality Assured by	Delivery date	Strands A,B,C & Plan D
6.	Development of prioritisation criteria for proposed Action Research Projects (ARP).	An agreed list of criteria and scoring/evaluation processes to be used in identifying ARPs to be undertaken and to monitor their effectiveness.	Ian Thompson Debbie Spence	Project Owner	31 Jan 14	A,B,C
7.	Plan 'D'	Identifying what the services will look like if savings are not achieved.	Ian Thompson Brian Graham	Project Owner and Scrutiny	30 April 14	D
Research/Data collection activity						
8.	Mapping green open spaces	Categorisation of land – use, size, cost, location, condition etc.	Rob George Sue Walker Brian Graham	Project Owner	10 Feb 14	B,C
9.	Population Segmentation	Identification and analysis of the population – who uses green open spaces including where, when and frequency.	Sue Walker	Project Owner	17 Feb 14	B,C
10.	Population Segmentation	Identification and analysis of the population relating to litter (dropping/picking up)	Sue Walker	Project Owner	17 Feb 14	A,B
11.	Mapping existing groups	Identifying existing groups in the borough including location, activity, and areas of interest (including Parish Councils)	Phillippa Scrafton Rob George	Project Owner	31 Jan 14	A,B,C

Product No	Product Name	Brief Product Description	Delivered by	Quality Assured by	Delivery date	Strands A,B,C & Plan D
12.	Academic Research	Collate academic research into engagement activity.	Graduate Apprentices	Project Owner	17 Feb 14	B
13.	Good practice	Collate examples of good practice from the UK and abroad including analysis of cost and benefits	Graduate Apprentices	Project Owner	20 Feb 14	A,B,C
14.	Identifying potential models of delivery	To research delivery models in the UK and abroad falling within the agreed scope of the project	Graduate Apprentices	Project Owner	20 Feb 14	A,B,C
15.	Opportunities	Identify immediate opportunities e.g. funding opportunities	Rob George	Project Owner	31 Jan 2014	B,C
16.	Evaluation and identification of pilot ARPs using agreed criteria.	Identify and agree evaluation and prioritisation criteria to identify the Action Research Projects for pilot.	Project Team and others	Project Owner	31 Mar 14	A,B,C
	PHASE TWO				March 2014 – Mar 2015	
17.	Action Research Projects for grounds maintenance	Implement agreed action research projects and evaluate outcomes	Project Team and others	Project Owner	March 14 – March 15	A,B,C

Product No	Product Name	Brief Product Description	Delivered by	Quality Assured by	Delivery date	Strands A,B,C & Plan D
18.	Action Research Projects for litter reduction	Implement agreed action research projects and evaluate outcomes	Project Team and others	Project Owner	March 14 – March 15	A,B,C
	PHASE THREE				March 15 – March 16	
19.	Projects agreed for grounds maintenance and litter	Roll out and scale up projects identified from pilot ARP	Project Team		March 15 – March 16	A,B,C

1. PROJECT GOVERNANCE ARRANGEMENTS

The project governance arrangements below are illustrative of the joint working which will be undertaken for this project with the City of York Council.



REPORTING REQUIREMENTS

The minimum reporting requirements for any project are as follows:

Weekly

- Internal project reporting at task/activity level – Project Team to Project Manager

Fortnightly

- The Project Team will meet fortnightly with meetings with the Extended Team as required.

Monthly

- Project Progress meeting – Project Manager to update Project sponsor
- *Change Programme report produced by Programme Office to provide update to Programme Board.*
- Project team meeting – Team members and Project Manager (other invited attendees as required)

Exception reporting should always be undertaken as soon as there is evidence of a deviation from the project plan. This should not wait for the next reporting cycle but be reported upwards through the project hierarchy as soon as it is evident and a preliminary assessment of impact is available. This reporting may be verbal in the first instance and followed up with a formal exception report in keeping with a project ethos of 'No Surprises'.

The table below gives details of the format and purpose of each of the required reports and reviews and includes any specific reporting which is required over and above the minimum requirements listed above.

Type of Review	Format	Purpose	Key Participants	Frequency
Project Team Meetings	Meeting	To update sponsor re progress and issues. To share progress/status with project team	Project Manager, Lead Director, and project team members	Fortnightly
Extended Project Team	Meeting	To update and share progress and issues.	Project Manager, Lead Director and Project team	As determined by the Project Team and Lead Director
Issues, Changes and Actions Log	Live document with RAG status	To record, monitor and communicate issues actions and changes to the project team and sponsor	Project Manager, Project Team, Lead Director	Live document updated as required, Fortnightly review as a minimum.

Type of Review	Format	Purpose	Key Participants	Frequency
Change Programme Highlight report	RAG report	To update COE with status/progress/issues across Change Programme	Project manager	Monthly
Team Meeting	Informal meeting	Informal update, sharing and resolution of issues, review risk log, review status vs. deliverable dates	Project Manager, Project team, extended team as required	Fortnightly/as required
Project Closure Report	Facilitated workshop & formal report	To capture any lessons learned from project & assess whether objectives were met	PM, Lead Director, Team, Suppliers, Customer rep, independent facilitator	One off at end of project
Post project Review	Formal Report	To assess whether forecast savings and benefits have been realised	PM, Lead Director, customer rep/end user	One off at end of project

The formal decision-making on the project will be through normal processes, i.e. decisions by Cabinet or Council, with regular briefing of the relevant Cabinet portfolio holder, Councillor Wallis, by the Lead Director and Project Owner.

In addition, it is anticipated that Place Scrutiny will want to play a role in contributing to this project, perhaps by setting up a Task & Finish Group which can:

- Take an overview on the overall progress of the project and advise Cabinet accordingly;
- Contribute to work on specific products within the project, such as some of the action-research element; and
- Support and encourage individual Members (or groups of Members) taking responsibility for actions and activities which fit within the project and could be evaluated as part of it.

Due to the nature of this project and joint working with City of York Council additional governance meetings may be required as the phases of the project develop.

2. PROJECT BUDGET

At this stage in the project no budget requirements have been identified, yet the possibility that pilot projects may require some initial investment cannot be ruled out. Similarly once potential operating models have been identified it may be that there is a need for some up-front investment to facilitate the research, pilot projects and evaluation. A fund is to be proposed to cover all up-front investment required across the whole Change Programme. Should investment be required for this project resources will come from this fund.

3. BUSINESS CASE

The business case for the proposed operational models will be developed through the delivery and evaluation of pilot schemes throughout the borough. Upon evaluation of the pilots a number of individual business cases may be considered as the final solution is unlikely to be a 'one size fits all' solution, more a number of models for different types and locations of land across the borough. The business case (including any investment required) will be developed on a case by case basis.

Project resource requirements

Role	Name	Off-Line/Role
Lead Director	Paul Wildsmith	Role
Project Owner	Ian Thompson	Role
Project Manager Project Support Officer	Janet Walke Sharon Cable	Role
Project Team	Brian Graham Rob George Kirsty McNaught Cllr Gerald Lee (Litter Free Durham) Chris Watson (Groundwork) Lisa Locke (Groundwork) Phillippa Scrafton Cllr Bev Hutchinson DBC Member Rep Cllr Paul Harman DBC Member Rep	Role
Extended Project Team	Mary Bailey/Russell Stone(City of York Council) Debbie Spence Susan Walker Sharon Cable Zoe Foster Mary Hall Seth Pearson Emma Reah John Herdman Katie Blundell – Darlington Cares Luke Swinhoe - Legal rep David Grieveson - Finance rep Janice Marron - HR rep Guy Metcalfe - Estates rep Roy Merrett - Planning rep Hazel Neasham - Housing rep	Role

4. INTERDEPENDENCIES

- Public engagement and consultation for the MTFP 2015-16

5. PROJECT COMMUNICATIONS

The scoping workshop identified a large number of stakeholders for this project which will be used to develop a comprehensive communications plan to ensure timely and

appropriate communications. Following the completion of the population segmentation work in Phase One of the project the appropriate engagement activity with the stakeholders can be identified and an agreed programme of communications and campaigns developed.

The following list is not exhaustive and may be reviewed and revised to add or remove stakeholders as the project progresses.

- Residents of the borough
- Elected Members
- Parish Councils
- Friends Groups (Parks)
- Friends Groups (Nature)
- Trades' Unions
- Frontline Staff
- NLF/Grant Providers
- Voluntary Sector e.g. Rotary Club
- Sports Clubs
- NHS partners
- Police
- Probation
- Users of open spaces
- Businesses
- Darlington Cares
- Business as sources of litter
- Businesses as front door producers of litter
- Schools/Colleges
- Youth MP
- Members of Parliament for Darlington and Sedgefield
- Lobbying/Campaigning Groups
- Equalities Groups
- Durham Wildlife Trust
- Sport England
- Developers – housing and commercial
- Environment Agency
- Insurers
- Residents' Association
- Street Champions
- Visitors to the Borough
- Business Improvement District (BID)
- Media – newspapers, radio, TV, social media
- Highways Agency
- Network Rail
- Inward commuters
- Darlington Partnership
- Darlington Healthwatch

Attached: Risk Log – attached

end