

**Wiltshire Council Playbuilder Project Plan
2008-2011**

(reviewed July 2009)



Wiltshire Council Playbuilder Project Plan

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1. Overview of project

1.1 Wiltshire has established a strong strategic steer in relation to play. The Council's ambitions for play are contained within its first play strategy which establishes challenging targets for 2007-2011, prior to the publication of this strategy Wiltshire did not have a co-coordinated, cohesive approach to play. The development of the strategy and the Wiltshire Play Partnership has marked a change in Wiltshire's ambitions and abilities to deliver widespread improvements. Playbuilder status will enhance this position and impact positively on children's ability to meet the Every Child Matter 5 Outcomes.

1.2 Playbuilder funding will support the development of at least 22 play areas in Wiltshire to increase the quality of children's play opportunities in a variety of different locations and settings and ensure that all of Wiltshire's children and young people can access these facilities. The projects are targeted at areas of need which are clearly identified through the PPG17 audits and Leisure and Recreational Needs Assessments as well as applying Play England National Play Indicators.

1.3 This funding is subject to a number of requirements.

- Play areas must be inclusive, so that disabled children can enjoy playing in the same places as other children in their community.
- Children must be able to gain access to their play area safely.
- Play areas must be targeted at 8-13 year olds
- Play areas must be new or substantial refurbishments of an existing play area, with an average cost of £50,000.
- Play areas must be of high quality and properly maintained after completion.
- Play areas are also expected to be more than just sites for fixed play equipment.
- It is expected that the development of each play area should involve children and the local community in its design and upkeep.
- Play areas should not just be concrete and metal, they should be imaginative, exciting and include natural elements such as planting and landscaping.
- In addition, the play areas themselves must also lend themselves to organised play activities, such as play days, at certain times, particularly school holidays.

1.4 The Playbuilder programme will be led strategically by the Wiltshire Early Years and Childcare Service and Transport, Environment and Leisure Service Directorate in partnership with Community Teams, Town and Parish Councils, the voluntary and community sector and children and their families.

1.5 Cabinet approved the 'Everything to Play For' play strategy in May 2007. Its policy established the values, understandings, principles, objectives and criteria that will underpin and inform action on the ground. The emphasis within Wiltshire's play strategy is on increasing the range of opportunities available to children by developing more natural play areas.

1.6 The most familiar models of play provision have remained relatively unchanged despite changes in culture, public policy and wider society. Investment in public playgrounds has focused almost exclusively on the installation of off the shelf equipment yet there is good evidence that children and young people value and enjoy landscaping, sand, water, trees, bushes and other natural elements as much as, or more than, equipment.

1.7 Wiltshire's Playbuilder projects will demonstrate a determination to be innovative, challenging and much less focused on equipment but will concentrate on design, ingenuity and innovation, the natural environment and space for children to just be.

2. Which Fair Play aspirations are you seeking to achieve and how

2.1 All 22 play areas identified will try and reflect the broad aspirations of the governments Fair Play Strategy, these are:

- There are a variety of places including staffed and unsupervised dedicated play provisions,
- streets and neighborhoods feel like safe, interesting places to play,
- children and young people feel accepted when playing in their local street and neighborhood,
- parks and open spaces are attractive and welcoming to children and young people, are well maintained and generally well used,
- children and young people have a chance to take an active role in the development of local play services and provision,
- play spaces and general provision are always inclusive and attractive and welcoming,
- There are adaptable safe and accessible routes to school and play areas.

2.2 Play area provision is just one element of a wider play infrastructure of support within Wiltshire. The Play Development Team offers a direct service to all statutory, private and voluntary community organisations aimed at children from 0 to 25 years of age.

2.3 Wiltshire is the lowest funded local authority in the country and this is reflected in the financial allocations that Wiltshire receives it is therefore not possible to employ paid staff to supervise play areas within this capital grant award, however we are working closely with colleagues in residents associations, 'Friends of Groups', and other community groups to encourage volunteering schemes to support children's play.

2.4 Wiltshire is investigating potential apprenticeship placements for those students undertaking leisure, childcare and sports qualifications at Wiltshire College who could undertake placement work in this supervisory capacity at specific play projects.

2.5 Wiltshire is working hard with its planning departments to encourage more innovative use of Section 106 money to provide more stimulating play opportunities in community areas. National events like Playday and road shows and community awareness events and newsletters will encourage all individuals within neighborhoods to become involved in and increase their understanding and awareness of the importance of children's play.

2.6 We will encourage residents associations to be a part of the Community Teams, to facilitate honest open discussion early in the process and provide opportunities to alleviate concerns, fears and negative attitudes.

2.7 Colleagues from highways departments, leisure and amenities and transport and the environment are a part of the Wiltshire Play Partnership and will become part of the Playbuilder Project Board (PPB) and Community Forums to ensure children's safety is considered when designing and developing new spaces.

2.8 Under unitary status, all policies are being reviewed providing opportunities for Wiltshire to consider incorporating accessibility of play sites and transportation issues with in new policy directives.

2.9 Wiltshire Council will be assimilating elements of the existing green spaces and open space strategies of the District Councils in the redevelopment of the new emerging Wiltshire Council strategies. In the new structure, maintenance of play areas will fall under the jurisdiction of the Transport, Environment and Leisure service directorate. Some of our key play areas are located within parks and open spaces and more spaces as a whole can be seen as areas and opportunities for play. Wiltshire will encourage the move towards more playful spaces with a real emphasis on natural landscapes.

2.10 A quantitative and qualitative analysis of play areas and detailed quality assessments undertaken on a bi annual basis will ensure that all play areas are well maintained and will map any deficiencies.

2.11 Community involvement is critical to ensure successful play spaces. Information, consultation and engagement are absolutely essential to hear the views of children, parents and the wider community. Community involvement is at the heart of Playbuilder proposals and will ensure that children, young people and their communities have ownership of their play spaces; this will hopefully reduce any potential vandalism, anti-social behaviour and improve community cohesion.

2.12 Wiltshire believes that all communities should be involved in the decisions that affect them, communities deserve high quality public play areas, shaped around their topographical environments, and play areas have to be seen within the wider context of children play and as part of a safe and healthy community. Play areas can not be maintained and used in isolation from the communities in which they are set, from the needs and interests of

the wider community, from the physical layout of the areas in which they are located and from the policies and services affecting those communities.

2.13 All play spaces will have consideration for accessibility and differing needs of children and young people in their play, effective consultation with children and young people and groups of children and young people being involved in the decision making process.

2.14 Designs will incorporate the 10 design principles, from 'Design For Play' and encourage integration of different play spaces for different ages and stages of development.

3. How will you work across service departments within the authority

3.1 Wiltshire's Early Years and Childcare Service has taken the strategic lead to promote and implement the Wiltshire Play Strategy but recognises that the Playbuilder programme requires close partnership working on this cross cutting agenda with many other service areas. Colleagues from the new Transport, Environment and Leisure Service Directorate, Legal services, Central Procurement Unit are all engaged with this process.

3.2 Effective communications have already been established with our Corporate Procurement Unit and Legal Services who are willing to support in an advisory capacity, whilst more direct working relationships have been established with the Youth Development Service to enable links to be made with the 'My Space' Agenda.

3.3 Many other internal departments, including Transport, Environment and Leisure Services are already engaged with this programme and willing to work strategically with Wiltshire's Children and Education Services to ensure sensitive and effective ownership of the strategies and effective implementation of the objectives.

3.4 Wiltshire Play Partnership has led the development of the Play Policy and subsequent Big Lottery Portfolio so it would be a natural progression for this group to oversee the Playbuilder investment programme. The Partnership is the key mechanism for cross service and departmental working in the development and promotion of play in Wiltshire. The Play Partnership includes a range of strategic partners and representatives from across Wiltshire, both internal and external departments and agencies and from the Third Sector. There is a strong and vibrant ethos of working in partnership with the voluntary and community sector in Wiltshire and we will seek to build on these positive foundations to enhance and develop the existing links. Wiltshire will seek to ensure that children and young people are represented at this Forum, appropriately supported by participation workers, and this will ensure that this partnership has a fundamental means of ensuring that progress on play takes due account of the views of these key beneficiaries. The Partnership meets quarterly and is the principle forum for developing and

promoting play, ensuring Wiltshire works effectively across all service departments.

3.6 Membership to the Wiltshire Play Partnership was as follows:

| | |
|--|----------------------------------|
| Play Development Advisor | Wiltshire Council |
| Childcare Manager | Wiltshire Council |
| Head of Sure Start | Wiltshire Council |
| Senior Childcare Development Officer | Wiltshire Council |
| Councillor - WCC Play Champion | Wiltshire Council |
| Children's Centre Manager | Wiltshire Council |
| County Children's Librarian | Wiltshire Council |
| Head of Youth Development | Wiltshire Council |
| KS3 Strategy Manager | Wiltshire Council |
| Youth Development Co-ordinator | Wiltshire Council |
| Planner | Wiltshire Council |
| Extended Schools Co-ordinator | Wiltshire Council |
| Primary Heads | Mere School |
| Primary Heads | Corsham County Primary |
| Secondary Heads | St Edmunds School |
| Salisbury Play Champion | Wiltshire Council |
| Community Partnership Officer | Wiltshire Council |
| North Wilts Play Champion | Wiltshire Council |
| Leisure Manager | Wiltshire Council |
| West Wilts Play Champion | Wiltshire Council |
| Leisure and Arts Development Manager | Wiltshire Council |
| Champion for Community Safety, Health and Well-being | Wiltshire Council |
| Chief Inspector | Wiltshire Police |
| Head of Splash | Splash |
| Programme Manager | Wiltshire Children's Fund |
| Outreach Worker | NCH |
| Representative | WASP |
| Regional Manager - South West | Play England |
| Outreach Worker | Shine |
| Traveller and Gypsy Services | Wiltshire Council |
| Acting Head of Services | Wiltshire Council |
| Arts Administration and Information Officer | Wiltshire Youth Arts Partnership |
| Health Promotion Specialist | NHS Primary Care Trust |
| Owner | Dragons Out-of-School Clubs |
| Partnership Development Manager | Devizes School |
| Head of Services | Pre-School Learning Alliance |
| Service Manager | ASK |
| EAL Teacher | EMAS |
| Representative | JACUF |
| Outreach Worker | Rural Needs Initiative |
| Outreach Worker | Homestart |
| Childcare Manager | MOD |
| Senior Manager | Wiltshire Council |

| | |
|------------------------------------|-----------------------------------|
| Inclusion Development Officer | Wiltshire Council |
| Parenting Strategy Co-ordinator | Wiltshire Council |
| Parenting Strategy Co-ordinator | Wiltshire Council |
| Youth Strategy Officer | Wiltshire Police |
| Community Police Officer | Wiltshire Police |
| Community Care Development Officer | Wiltshire Racial Equality Council |
| Manager | Coyotes After School Club |
| Training and Recruitment Manager | Bright Horizons |
| Leading Teacher | Wiltshire Council |
| Inspector Community Affairs | Wiltshire Police |

3.7 Wiltshire will deliver the play agenda through the Wiltshire Play Partnership and will report directly to the Children and Young People's Trust Board.

3.8 Wiltshire has now moved into unitary status and there is a real emphasis on resilient communities and community cohesion that has effective partnership working within the 20 Community Areas and within localities at the very core of decision making processes. Each Community Area is developing its Community Profile of which includes public play areas and open green spaces and we hope to be able to develop a high level strategic monitoring body for play in Wiltshire. This group will represent all the key stakeholders from across Children's Services, Children's Trust, NHS Wiltshire, Community Voluntary Sector and Transport, Environment and Leisure colleagues. Biannual reports on the delivery of the Playbuilder strategy and play strategy as well as externally funded play projects will be considered by this group.

4. Provide an overview of your authority's strategic approach to play and how it links to local spatial planning frameworks and relevant strategies on community safety and transport (this should be reflected in both your Children and Young People's Plan & Sustainable Community Strategy)

4.1 Wiltshire Council's Play Strategy provides a top tier strategic policy framework for providing a range of play opportunities for the children of Wiltshire; it provides a co-coordinated, cohesive approach to play and includes the priorities and ambitions for play for 2007-2011, taken from the 7 Best Play objectives.

1. Extend the choice and control that children have over their play, the freedom they enjoy and the satisfaction they gain from it
2. Recognise the child's need to test boundaries and respond positively to that need
3. Manage the balance between the need to offer risk and the need to keep children safe from harm
4. Maximise the range of play opportunities
5. Foster independence and self-esteem
6. Foster children's respect for others and offer opportunities for social

interaction

7. Foster the child's well being, healthy growth and development, knowledge and understanding, creativity and capacity to learn.

4.2 Inherent within the Strategy are other overarching themes:

- a need to strengthen and promote play in Wiltshire
- a need to provide challenging play for older children
- a need to increase play opportunities for children with disabilities
- a need to improve quality play, particularly in schools
- a need to develop innovative play projects which promote health and physical play

4.3 The play strategy is strongly linked to wider spatial planning and regional natural urban green spaces initiatives. The Play Strategy supports the Narrowing the Gap agenda and encompasses all of the Every Child Matters 5 Outcomes.

4.4 Wiltshire Play Partnership will form a subgroup of the Children Trust Board and will have overarching responsibility for ensuring continual progress of the Playbuilder programme, regular reports on progress will be provided to the Wiltshire Capital Implementation Group.

4.5 Wiltshire's Children and Young People's Strategic Plan 2009-2012 includes key play priorities in relation to all Every Child Matters Outcomes and particularly falls into the Places to Go, Things to Do sub section. The CYPP stipulates a need to improve the health and well being of all children and young people through their engagement with play opportunities, particularly as West Wiltshire is the worst performing area in the South West for children and young people's participation in sport and activity. The implementation of the Play Strategy is specifically highlighted within this plan and key play outcomes in relation to Playbuilder status will be integrated into the CYPP and yearly monitoring and review.

4.6 Play is a specific theme within the Schools and Learning Branch Strategic Plan 2009, an annual plan developed by high level strategic managers in Schools and Learning Branch that encompasses all the work of the Schools and Learning Branch. A play strategy, milestones within play and activity lines in relation to play are all incorporated into the overall plan and provide a valuable framework for service delivery.

4.7 The Local Area Agreement specifies under the 'enjoy and achieve' outcome that "the number of play areas in parks and open spaces is significantly developed and improved particularly in terms of play value, educationally based play and/or sensory stimulation". The measure for this is a 10% improvement of provision year on year.

4.8 Play contributes to a number of KPI's monitored by Wiltshire Council. Play encourages increased physical activity and a reduction in childhood obesity levels. Informal sport and active play also contribute to LAA NI 57 and play constitutes a positive activity for young people. Access to play facilities

by public transport, walking and cycling is vital and increased play participation is an outcome of good access. For this reason play is an important factor in performance relating to all of the following indicators:

- NI 57 Children and young people's participation in high-quality PE and sport
- NI 199 Children and young people's satisfaction with parks and play areas-
For introduction in 2009/10
- NI 55 Obesity among primary school -age children in reception year
- NI 56 Obesity among primary school -age children in year 6
- NI 110 young people's participation in positive activities
- NI 175 Access to services and facilities by public transport, walking and cycling
- NI 199 Children and Young People's satisfaction with public parks and open spaces.

4.9 In the latest 'Tomorrows Voice', a survey of local people the top three most important things in making somewhere a good place to live for Wiltshire residents were feeling safe and being safe from anti-social behaviour, better local environments and the top concern was somewhere for young people to go or things for them to do. The same issues were identified as being the most in need of improvement. These concerns relate to similar concerns identified through the Play Strategy and have helped shape the priorities of the Sustainable Community Strategy.

4.10 Some of the priorities for Wiltshire Council outlined in the Sustainable Communities Strategy 2009-2016 are relating directly to play:

- Reduce levels of crime
- Reduce levels of anti-social behaviour
- Improve public perceptions of community safety
- Improve/protect public green spaces
- Reduce obesity
- Increase physical activity
- Improve/develop local facilities
- Improve positive activities for young people
- Improve public transport

These show a longstanding commitment towards recognising the value of play and how play can impact positively on children's outcomes in life.

4.11 The Playbuilder programme will enable Wiltshire to work in partnership with colleagues from Transport and Environment, Planners, developers, social housing providers to build on the current good practice exonerated through the various different strategies and impact analysis and establish and implement access standards for play provision within the public realm.

4.12 The spatial planning policy functions of the 4 existing Districts have already been transferred to the Implementation Executive (the body responsible for overseeing the creation of the new Council. Work is well under way for the production of a single Local Development Framework and the Local Development Schedule is a schedule of work that identifies the

Development Plan documents that Wiltshire Council will prepare over a three year period as part of our Local Development Framework. The LDF will now incorporate the associated guidance from the old District Council's such as North Wiltshire's Playing Pitch Strategy 2001 and West Wiltshire's River Biss Public Realm Design Guide (SPD) 2008.

4.13 Wiltshire Council has the opportunity as a consequence of Unitary Status to review its Supplementary Planning Documentation and will seek in the Forward Plans in December 09 to review how the Councils deals with its planning obligations. The recommendation would be that a contribution from developers would be sought on the basis of m2 and a minimum standard of space provision is made but developers would not be responsible for the design and installation, they would make the financial contribution but Transport, Environment and Leisure and Early Years and Childcare would work together to continue the consultation exercises with children and young people to design, develop and install equipment/landscaping that they would use. This approach will strengthen Wiltshire's links to planning and increase Section 106 capital gains for play, using targeted allocations embedded within Section 106 plans and adding value to Playbuilder development projects. There is also an opportunity to link play design and public art to create play opportunities within the public realm.

4.14 The Wiltshire Core Strategy sets out the Council's spatial vision, key objectives and overall principles for development in the County. The key objectives of the vision will be derived from an analysis of the County's characteristics, a review of the Council's own corporate plans and priorities (for example the Sustainable Community Strategy) and national and regional planning guidance. At its heart will be the delivery of viable and vibrant communities based on the principles of sustainability. It will prescribe a sustainable spatial strategy for future development in the County. In particular, it will describe the key principles of development, identify the location of strategic sites for new housing and employment development, and set out policies with which planning applications will be judged. The Core Strategy displays the spatial aspects of the entire Strategy and includes objectives and principles for the whole of Wiltshire, as well as, policies relating to specific locations within Wiltshire.

4.15 Crime Disorder and Substance Misuse Strategy 2008-11 forms a key component of the Safer Wiltshire Executive Partnership and the Community Safety Teams work to ensure that community safety is maximized. Strategy ambitions include making Wiltshire a safer place to live, promoting positive attitudes to the environment and having cleaner, greener areas and improve people's health, care and well-being, all of which can be directly related to Wiltshire's play priorities, other priorities that relate to play include:

- working towards safer neighbourhoods
- tackling environmental crime e.g. dog fouling and graffiti which can affect perceptions of the local communities
- Road safety
- Young people

- Anti-social behaviour
- Racially motivated crimes

4.16 Wiltshire Community Safety Partnerships also accept the need to take account of the many other strategies and plans which overlap with the aims and objectives of the Crime, Disorder and Substance Misuse Strategy, including the Play Strategy and play agenda. The Play Development Service will work closely with Wiltshire Safer Communities Partnerships in contributing to their published strategic objectives and identifying new priorities on an annual basis. Play engagement activities will also align community safety, community engagement and communications addressing the perceptions of crime. Park wardens and 'Friends of Groups' could be utilised to work in partnership with community safety teams to increase road safety in and around parks and open spaces.

4.17 Wiltshire has shown a commitment to improving safety and promoting safety and perceptions of safety for all modes of transport. It has been committed to using sustainable means of transport such as walking and cycling with a clear focused strategy for delivery Local Transport Plan 2007-2011. On an annual basis the County produces an Annual Progress Report detailing delivery, spend and measured progress and impact on four key themes:

- Tackling Congestion
- Better Air Quality
- Delivering Accessibility
- Safer Roads

All 20 Community Areas will have their own Local Transport Plan which identifies specific concerns for each locality area and representatives from Environmental Services Department with remit for Transport will be invited to the Playbuilder Project Board to ensure children's safety and access to play areas and public spaces is as safe as possible.

4.18 Wiltshire Childcare Strategy 2008-2011 focuses on delivering the governments 10 year childcare strategy and Children's Plan objectives – choices for parents and the best start for children at a local level. The Childcare Strategy has four specific aims which are to ensure that parents receive choice and flexibility, availability, affordability and quality when selecting childcare for their child/children. The Integrated Services Team and Childcare Team are responsible for ensuring these objectives are delivered at a local level. The teams provide funding, practical and professional support and advice to new and existing childcare/play providers. The development function also delivers a business support programme for new and existing providers of childcare and play. The Play Development Service is investigating using the Quality in Play assurance scheme or First Claim to ensure a quality framework for all our provision and will source funding to enable staff to train as Quality in Play mentors.

4.19 The Wiltshire Obesity Group has a vision in its Wiltshire Overweight and Obesity Strategy 2008-2012 that everyone in Wiltshire maintains a healthy weight for life, through eating well and enjoying being active, the overarching aim being to improve the health of the people in Wiltshire by identifying and implementing effective plans to prevent obesity and enable people to achieve a healthy weight at all life stages. Being overweight or obese is also increasing in children in Wiltshire. In 2006, 16% of children aged 2-15 years were classified as obese (11% in 1995). If the proportion of obese children continues to rise, a whole generation may have a shorter average life expectancy than their parents. The priorities of the Wiltshire Obesity Strategy are to:

- ❖ Ensure healthy growth and development of children
- ❖ Promote healthier food choices
- ❖ Build physical activity into everyone's lives
- ❖ Create incentives for better health
- ❖ Provide personalised advice and support.

This strategy recognises that play is potentially a critical factor in improving children's physical well being and can contribute to all of the strategies key objectives. There is clear overlap with the play partnership on play development issues that can impact on the outcomes of children in reducing obesity.

5. Briefly outline how this project fits strategically to Lottery Play projects.

5.1 This funding will build on the needs already identified in play audits and play strategies within the four old districts of Wiltshire; these were developed as a part of The Big Lottery Children's Play Programme. Critically both Playbuilder expenditure proposals and BIG Lottery Play Projects are comprehensively linked to the findings and priorities identified within the Play Strategy. The site selection process for this Playbuilder portfolio has been contextualized by reference to the BIG Lottery Play Funding and these two streams of expenditure are designed to provide both geographical spread and added value across areas of need.

5.2 This programme will enhance Wiltshire's existing play portfolio and aligns very closely with other funding streams, including the Wiltshire Community Strategy, Children's Centre's, Aiming High for Disabled Children, Parks Capital investment and Section 106 and R2 Funds as well as existing department capital and revenue funding streams.

5.3 Wiltshire Play Partnership has been successfully developed in Wiltshire and has effectively combined the Council's Play Services and partners as well as Town and Parish Councils and the voluntary and community play sector. This expertise and knowledge gained during the Lottery Play Projects will inform identification of sites for the Playbuilder programme and support the work of the Play Partnership in strategically managing the Playbuilder programme. Funding will be allocated on a needs analysis basis focused on audit evidence.

5.4 The Playbuilder projects are targeted to areas of need and the projects as a whole are underpinned by a systematic and planned approach to engagement and evaluation which is designed to dovetail with the methodology being adopted for the delivery of the BIG Lottery Funded Projects. This included:

- Views and experiences of over 1000 local children across the county and dedicated consultation with children and young people with difficulties and disabilities
- Ideas and opinions of parents and focus groups
- Stakeholder analysis
- Open consultation processes for Wiltshire residents
- Sustained input of Wiltshire Play Partnership

5.5 The following activities were undertaken in order to undertake a needs analysis of the state of play in the county:

- Play areas were mapped and assessed on play value and quality
- Play services were mapped and assessed.

The research and consultation highlighted priorities for each of the old districts and differing priorities dependent upon geographical and topographical needs. Therefore bespoke play strategies for each of the four districts were developed which highlights the play spaces in greatest need of enhanced play provision.

5.6 For the Playbuilder Projects Wiltshire has prioritised play spaces based on a number of different factors:

- Number of children within each community area in the specified age range
- Multiple indices of deprivation statistics
- Levels of obesity
- Rurality and access to play opportunities
- Quantity of fixed equipment play areas
- Quality of fixed equipment play areas
- Range of other play projects within the community area

5.7 BIG Lottery Funded Projects have historically sat within the District Councils as the money was distributed directly to the Chief Executives of each of the Districts. The District Councils are also accountable for the monitoring and evaluation responsibilities for this funding. Under unitary status this responsibility will pass to Wiltshire Council who will be accountable for the BIG Lottery Funded Projects service delivery and/or the monitoring and evaluation.

5.8 Wiltshire Council will develop a robust approach to evaluation and outcome monitoring and hope to build upon the outcome monitoring already established as part of the BIG lottery play portfolio. Each District undertook a consultation and community engagement exercise for BIG Lottery so the views and attitudes of children and young people were considered before the start of the play projects, subsequent to the Playbuilder completion it will be

necessary to evaluate children and young people's views to ascertain whether the projects have engendered change.

5.9 Wiltshire Council will document and monitor the number and profile of children, including those with disabilities, who actively participate in producing and implementing development plans for the improvement of their local play spaces and then evaluate whether this involvement process impacts on children's confidence and self esteem, using Ferre Laevers child involvement scales. Using sample surveys we will assess whether children feel that their play areas have become more challenging and rewarding and are providing better opportunities for independent play and social interaction.

5.10 Using survey samples Wiltshire will assess whether children feel that their local play areas have become more challenging and rewarding and are providing better opportunities for independent play and social interaction, this will also be reflected in the National Indicator 199 Tell Us Survey.

6. Briefly outline local governance arrangements

6.1 The entire governance structure of Wiltshire is changing as a result of unitary status and many new structures are evolving that will be implemented from April 2009. Below is a brief synopsis of the local governance arrangements.

6.2 Over the last year or so, encouraged by government, the Council and its partners have set out a vision for the future of Wiltshire, and the broad outline of how to make a reality of this vision, in a document called the Sustainable Community Strategy for Wiltshire. The Local Agreement for Wiltshire is the delivery mechanism for this community strategy and the new Wiltshire's Family of Partnerships are how we will work together to make things happen to improve the quality of life in Wiltshire.

6.3 The way organisations in Wiltshire work together has changed. These changes have been prompted by many issues, including:

- The wish to make strong connections with community areas and have improved involvement from elected members;
- The move to a single council for Wiltshire;
- New Local Agreement for Wiltshire (LAW) and Local Area Agreement (LAA) 2008, and the changing role of Local Strategic Partnerships (LSPs);
- The Government's focus on communities and 'place',
- and the introduction of the Comprehensive Area Assessment (CAA) with its focus on performance and accountability of partnerships rather than of single organisations.

In order to address these issues, a new Wiltshire family of partnerships has been developed. These replace WISB and WISBEx and form the Local Strategic Partnership (LSP) for Wiltshire.

6.4 The Wiltshire Sustainable Community Strategy captures the underpinning values and beliefs about what is important to improving the quality of life in Wiltshire. It describes the vision for strong and sustainable communities in Wiltshire. It describes the strengths and advantages which the county enjoys, and upon which we must build. It then summarises the key trends and challenges facing the county. The document identifies those aspects of the county which are not sustainable and which we must seek to change.

6.5 The Local Agreement for Wiltshire (LAW) is an agreement between organisations in Wiltshire to take action over the next three years to improve the quality of life in Wiltshire. Included within the LAW is the Local Area Agreement (LAA) which gives the 28 performance targets that central government has agreed with Wiltshire organisations. Over the next three years the actions and target listed in the LAW and LAA will be monitored by the partnership and groups with the family of partnership structure.

6.6 The Local Agreement for Wiltshire is an agreement between organisations in Wiltshire to take action over the next three years to improve the quality of life in Wiltshire; this will be achieved by addressing the following ambitions:

- Resilient communities
- Affordable housing
- Lives not services
- Economic growth
- Communities safe and feel safe
- Natural environment and CO2
- People and Communities

6.7 Thematic Delivery Partnerships are the powerhouse of Wiltshire Family of Partnerships; they are responsible for delivering significant action and developing strategy to achieve the ambitions detailed above, including the LAA. TDP's are represented in the Wiltshire Co-ordinating Group (WCG) and will help develop and influence strategy in the WCG and Wiltshire Assembly. TDP's are also responsible to the Wiltshire Accountable Bodies Group for the delivery of action and targets in the Local Agreement for Wiltshire.

6.8 There are currently eight thematic delivery partnerships which are either established or being developed. The established partnerships are:

- Wiltshire Strategic Economic Partnership
- Wiltshire Children and Young People's Trust Board
- The Community Safety Partnership

Those partnerships being developed are:

- The Housing Partnership
- Resilient Communities Partnership
- Transport Alliance

- Wiltshire Environmental Alliance
- The Health and Well-being Partnership Board.

6.9 The Wiltshire Co-ordinating Group is a small action focused working group which will bring issues together to assist the Wiltshire Assembly and to develop, update and co-ordinate delivery of the Wiltshire Sustainable Community Strategy, it will also support the Accountable Bodies Group in its responsibility to deliver the Local Agreement for Wiltshire and LAA. It will meet every 6 weeks and bring together strategies from Thematic Delivery Partnerships - refining, checking, and looking for gaps & synergies/opportunities, so that the whole is greater than the sum of the parts.

Most strategic work will happen within Thematic Delivery Partnerships – the Coordinating group will ensure that the delivery partnerships work together. It feeds this co-ordinated strategy into the Assembly and supports the Accountable Bodies Group. It has a strong role in coordination, evaluation and performance management.

6.10 Wiltshire's Accountable Bodies Group is the Public Sector Board for Wiltshire and brings together key public sector organisations that allocate significant resources to Wiltshire and is held accountable by government. The ABG enables the public sector to work together in a more focused way to improve its efficiency and effectiveness.

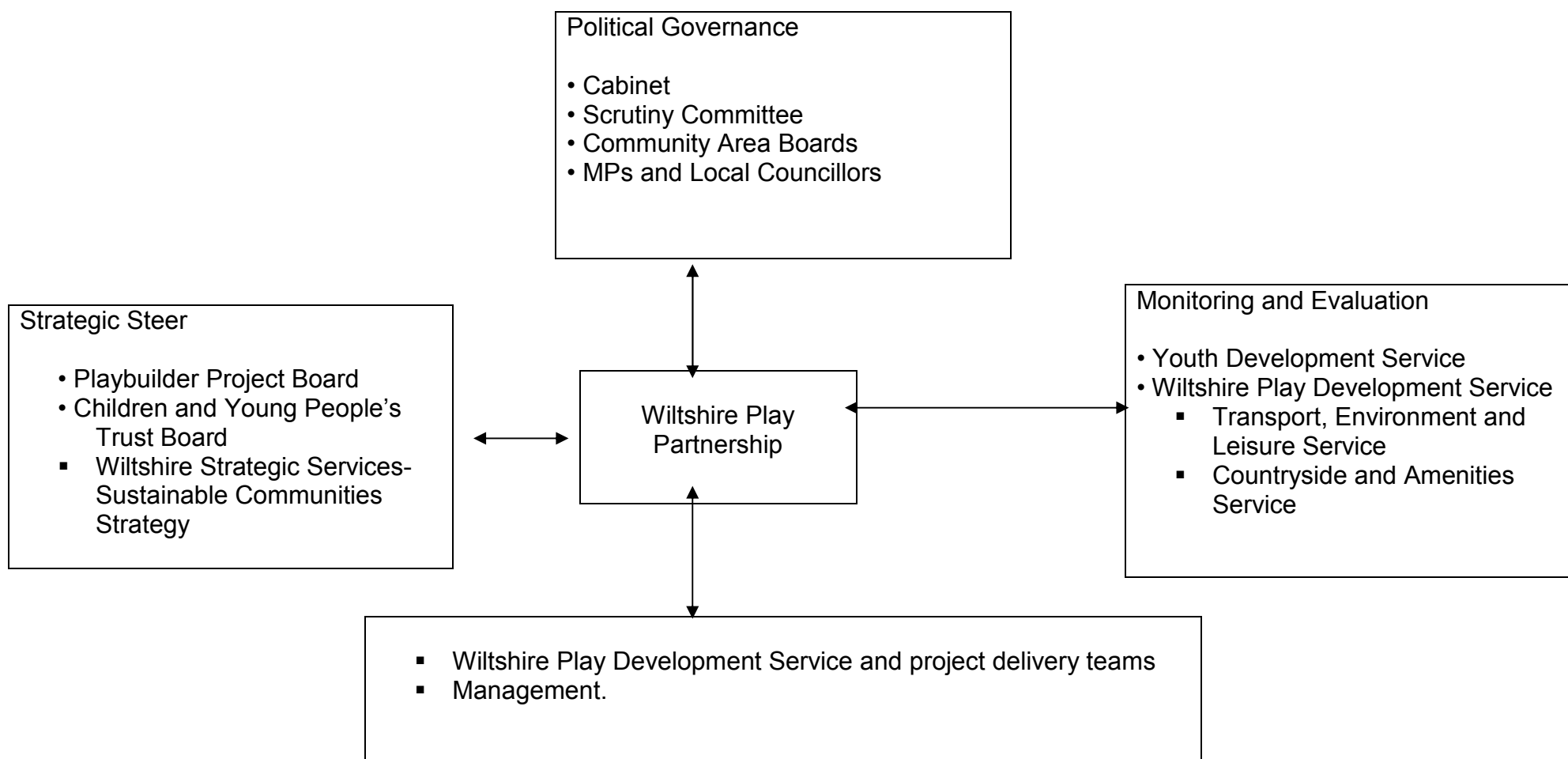
6.11 Wiltshire Assembly is a new body, which met for the first time in October 2008, it aims to be the main place where Wiltshire organisations come together to decide what needs to happen in order for Wiltshire to build brighter futures. The Assembly will meet twice a year.

6.12 The Cabinet is the main executive decision making body of the Council and the interests of play are represented in the portfolio of the Cabinet Member for Children, Families and Schools. Cabinet will be required to authorise Wiltshire's externally funded capital grant programme for play projects in line with the County's capital expenditure procedures.

6.13 Political Governance of Wiltshire is determined by see diagram below:

-

Local Governance Arrangements for Play



6.14 Wiltshire Council had 250 councillors representing the 4 Districts but on the 4th June 2009, 98 councillors were elected to the new Wiltshire Council and Wiltshire will be accountable to the 18 Community Area Boards. These Area Boards became fully operational in July 2009.

6.15 Community Area Boards are influential bodies and forums for local decision making pertaining in this instance to play areas, enabling local people to communicate directly to councillors and Local Authority representatives about the issues within their area.

6.16 Play crosses many service areas and as such the Children's Trust Board is aware of this programme and the objectives of the funding. This group takes an active interest in the development and delivery of children's play facilities and has representation at the Wiltshire Play Partnership.

6.17 The project lead for the Playbuilder Projects will be Colin Brown and Annika Palmer they will report to the Playbuilder Project Board, and a senior level strategic group consisting of colleagues from across the departments that will be responsible for the delivery of these projects and also to Wiltshire Play Partnership and Wiltshire Capital Implementation Group.

6.18 Unitary Status has created 27 different service directorates and all service directorates with a remit/responsibility for play and play spaces will be invited to sit on the Playbuilder Project Board.

6.19 The Director for Children and Education is the DCSF Playbuilder Responsible Officer and the Service Director for Schools and Learning Branch has overall responsibility for ensuring the success of the projects.

6.20 The Play Facilities Manager responsibilities include delivery of the DCSF Playbuilder Project Plan.

6.21 Play Development Advisors will support in the delivery and ongoing sustainable developments in play across the County.

7. Briefly outline project management arrangements and staffing arrangements for this project

7.1 Wiltshire operates a comprehensive project management system and methodology which pertains across all the Council's service areas. All projects are organised and implemented in line with project delivery and monitoring systems co-ordinated by the Council's Environmental Services Department. All projects are required to have the following elements in place:

- A named project manager
- A project proposal, project brief, business case and project definition document
- A named senior responsible officer
- A risk assessment and risk log
- A project plan and key milestones
- Project monitoring and governance arrangements in place

7.2 Wiltshire's Transport, Environment and Leisure Service Area that will be responsible for the day to day project management of the Playbuilder portfolio. The individual elements of the portfolio will be subject to the Council's generic project management processes and standards.

7.3 At least four design and build suppliers will be contracted to work alongside Wiltshire Council, chosen through the ESPO Pro V framework agreement. Microsoft Project or Prince2 will be utilised to ensure that all parties are working within an agreed timeframe, which is regularly reviewed and discussed. The design and build contractors will have ultimate responsibility for the installation of play equipment and initial risk assessment of provision.

7.4 The Play and Open Spaces Strategy Manager was appointed in July 2009 to ensure the successful delivery of the Playbuilder Programme and will be supported by Integrated Services Manager. who will ensure financial and operational sustainability, undertake effective supplier relationship management and liaise with other key strategic leads to ensure high level decision making and all other required infrastructure is in place to oversee the Playbuilder programme.

7.5 Wiltshire Council has now appointed two full time Play Development Advisors working specifically for this programme to ensure successful delivery.

7.6 The PDA's will undertake the consultation and communication exercises, liaising with the Community Teams, meeting with contractors, undertaking site visits and ensuring children and young people's views are heard and acted upon.

7.7 A Playbuilder Project Board will be convened every fortnight for the first few months to assess progress on all projects and work through matters arising. The Group will comprise of:

- Senior Responsible Officer
- Strategic Lead for Play
- Play Development Advisors
- Project Manager
- Head of Capital Management Board
- Project Finance Monitoring Officer
- Play and Open Spaces Manager
- Legal Services
- Procurement Colleagues

- Play England Representative

7.8 In line with Wiltshire's procedures, the members of this group are collectively tasked with:

- Control of the project to make sure that it meets objectives
- Approval of Project briefs, Project Initiation Documents prior to expenditure
- Communicating information about the Playbuilder projects to the organisation and stakeholder groups.
- Responsibility for the authorisation of subsequent budget expenditure agreed by the appropriate forum, in line with Project Plans, Stage Boundaries, and Financial Forecasts.
- Briefing Council members and appropriate senior officers on the progress of projects.
- Recommendations and authorisation of future actions on a project, including premature closure or extensions on deadlines or budget.
- To sign off any changes in to the originally defined project.
- Monitoring quality control.
- Monitoring and managing any risks in conjunction with risk owners
- Monitoring sign off for individual project stages

7.9 Additionally, the members of the Playbuilder Project Board will have the authority to make crucial decisions between formal meetings. This approach will help avoid unnecessary delay.

7.10 Senior Responsible Officer Role/responsibilities. All Wiltshire's projects require an SRO, who is responsible for ensuring that the project meets its objectives and delivers the projected benefits. The SRO will remain in place throughout the project.

7.11 The SRO is the owner of the overall business change being supported by the project and will ensure that the change maintains its focus, has clear authority and that the context, including risks, is actively managed. The SRO takes personal responsibility for successful delivery of the project and will be recognised as the owner throughout the organisation.

7.12 The SRO takes decisions and is proactive in providing leadership and direction throughout the life of the project or programme. They are responsible for ensuring the organisation maximises the benefits that result from the change, not just the change itself.

7.13 The SRO is responsible for providing approvals and decisions that affect project process and delivery. To fulfil these responsibilities the SRO for the Playbuilder programme will always chair the Playbuilder Project Board

7.14 Project Manager Roles and Responsibilities, briefly they will be responsible for the following areas:

- To build and manage stakeholder relationships, including acting as the key point of contact with Play England and DCSF.
- To lead on the community engagement process and ensure the requirements and objectives of the project will be achieved.
- To prepare and update the overall Playbuilder Plan, detailing all the activities required to deliver the portfolio to agreed time, cost, outcomes and quality standards.
- To negotiate and agree the delivery of individual projects with the Playbuilder scheme with internal support staff.
- To monitor progress against plans, initiate remedial action and resolve problems to ensure delivery.
- To identify and manage risks.
- To produce a communications plan which recognises stakeholders.
- To provide regular reports to the Project Board on the projects progress and maintain the project history for audit purposes.
- To ensure Playbuilder evaluation proposals are carried out.

8. Community Engagement

8.1 The Government's initiative is intended to build on the Big Lottery funding for play, which involved the establishment of local play audits, play strategies, and Wiltshire Play Partnership. This was undertaken at district level and by Wiltshire County Council's Play Development Service; staff were instrumental in developing these strategies, encouraging participation (especially of children) and planning.

8.2 Communities have been fully engaged in this process and the Playbuilder project will develop this. Voluntary agencies such as 'Friends of..' and residents associations will be instrumental in supporting the delivery of the projects and will be encouraged to engage as early as possible in the decision making process, forming site specific Playbuilder Community Forums. District, Town and Parish Councils have also been engaged and have brought a great deal of technical skill and local expertise and a genuine commitment to partnership working.

8.3 The local community and young people of each area project will be involved throughout the process from consultation and design development to evaluating the site once completed. Wiltshire is signed up to and implements the 'Hear by Rights' standard for the involvement of children and young people in this process and has a successful proven track record in the undertaking of this area of work. Open forums for individual's projects will involve a wide cross-section of the community, stakeholders, children and young people and local councilors. Meetings will be held near on-site or near to play sites as possible and draft outcomes and designs for each individual project will be debated in these community open forums.

8.4 Community Forums will be asked how they want to receive information; via email, their local websites or regular meetings. Equipment installers will post regular updates of what is happening on security fencing around the site

during construction. Other consultation methods may include workshops, questionnaires, seminars in schools, conferences, focus groups or video recordings.

8.5 Young people will be invited to join the Playbuilder Community Forums overseeing the Playbuilder projects. Wiltshire Council and the Community Forums will feed back on site progress to local schools and youth groups such as Wiltshire Assembly of Youth and the Youth Development Service. Local people will be invited to site visits as building work evolves and will have regular communication with those teams to foster a sense of ownership about the play provision.

8.6 All play projects within the portfolio will involve children in their design and development. We anticipate this engagement to be long term and sustained and evaluation will be completed to establish pre-project perceptions compared to post-project impact. Children and young people will be involved in the following ways:

- C&YP representation at Community Forums, including those children with difficulties and disabilities
- C&YP from these Community Forums to complete benchmarking questionnaires, assisted where appropriate and evaluations of improvements of play spaces
- Evaluation of the engagement process
- Development of play spaces open events
- Development of National Play Day events
- Consider developing a Play Committee specifically for children and young people working closely with colleagues from Youth Development Service
- Use Db8 as a method of consultation
- C&YP representation on the Play Partnership
- C&YP will be encouraged to present their ideas in their chosen medium.
- Design and development of play spaces working alongside external contractors, visits to other playgrounds will be encouraged.

8.7 The building of these play areas will also create the opportunity to support further community play developments. Local communities will be supported to participate in the upkeep of the play areas. This raises community awareness of the importance of play and will see development of community play area associations, local play days and holiday play schemes.

8.8 Play training will also be provided to support local parents and communities and to develop play workers to support local play. The benefits of developing new play areas will have a positive impact on other communities too. The skills learned and resources will also be able to support other communities to set up their own play areas or play schemes.

8.9 Playbuilder funding will not pay for play areas in school but local schools could be involved in supporting the development of a play area, which is in their catchment area as part of their Extended Services agenda. Also, the

lessons learned and the resources developed from this programme could be shared with schools to apply to their own grounds. This would strongly support the Extended Services Core Offer.

8.10 To maximise the development potential and the support needs of this project, the Children and Education Department has agreed to fund a Play Development Advisor to support this additional workload.

8.11 The creation of 22 new play areas will benefit children in some of the most disadvantaged communities and contribute to community cohesion. Service users include not only children but also their parents and local communities. With proper consultation and partnership working all will benefit.

8.12 The Play Strategy also brings further benefits to children, parents and communities because it sets out clear links with a range of related services which include play in their strategies: Extended Services, Healthy Schools, Highways ('Safe routes to Play') schools, Children's Centres etc.

8.13 Wiltshire Council will achieve this consultation and engagement by:

- Regularly ask people what they think about Wiltshire Councils' Play services, for example through annual residents' surveys, customer services surveys, library user surveys and Parish Plans.
- Consulting with communities about their play priorities specifically in relation to funding
- Set up Community Playbuilder Forums, where people will be able to take part in consultation and decision-making, involving all members of the community.
- Ensure that all communication between forums and partners is specific and relevant to them and that it encourages a shared ethos of community spirit and play within that community.
- Make sure the local community have a meaningful input into the design brief and develop an ongoing commitment to children's play within that community.
- This engagement process will be wholly inclusive responding to the differing needs of that community
- We aim to use a variety of modes of communication briefings, websites, newsletters and local forums. And will ask people how they would like to receive that information.
- To incorporate informal training on effective communication methods.
- Engage with local Gypsy and Traveler liaison service to investigate and address play needs of those children and families.

8.14 Initially existing District Councils were contacted regarding areas that they see as needing funding for the 8 to 13 year age range. Initial site suggestions were identified through the PPG 17 Assessments, Leisure and Recreational Needs Assessments and the Rural Facilities Survey and Section 106 Capital Gains.

8.15 Sites chosen for the Playbuilder programme as a result of the site selection prioritization methodology will be put to the Playbuilder Project Board for approval. At that point children and young people will be invited to give their opinions on what they would like to do in that play area. This consultation will be in conjunction with Association of Play Industries (API) suppliers and their designers.

8.16 A questionnaire will be developed using comments and feedback from children and young people and in conjunction with the Participation Officer from Youth Development Services.

8.17 The questionnaire measure children and young people's satisfaction levels with their local play spaces in order to benchmark outcomes, it will also ask specific details about how play spaces can be improved, and this will inform the design and development of spaces.

8.18 Before completing the questionnaire children and young people will be briefed on the background of funding and project concepts and also be shown images and themes to stimulate ideas and group discussion about play. Pre-completion there will be a group discussion about whether they liked their local play spaces, what they wanted to improve. Feedback from the questionnaires and the group discussion will be used in terms of measuring current satisfaction levels and issues with play spaces as well as providing ideas for what children would like to see within their play space.

8.19 The strategic lead for play regularly attends Wiltshire Council Capital Management Board, which sits six times a year. All potential capital planning is discussed at this meeting and senior colleagues from Environmental Service Departments (ESD) now TEL are already engaged and aware of Playbuilder funding and are aware of potential implications of planning issues. It is at this board that those issues will also be addressed and resolved. Where planning issues have been identified, those projects will be delivered in year two.

8.20 At present there are no planning issues identified in Year 1 and 2 proposed sites.

8.21 Wiltshire Council is accustomed to undertaking ground condition surveys and this will vary according to the nature of the play spaces so ground condition surveys will be completed on advice from our colleagues from TEL Department and contractors.

8.22 There are no current ownership issues regarding any of the Playbuilder play spaces

8.23 Once play sites have been identified, Wiltshire Council will seek to ascertain ownership rights and address any issues as and when they arise in consultation with colleagues from Town and Parish councils and ESD.

8.24 Wiltshire Council has developed a Children's Playbuilder expression of interest form encouraging bids from community and third sector groups. This expression of interest and subsequent application documentation has been made available to all VCS parties. The bids will be assessed using the same site selection prioritisation methodology as those spaces owned by Wiltshire Council and the scores for projects inputted onto the play spaces matrix. The top 25 play spaces on this matrix will be those sites supported by this funding. Where possible funding will be used creatively to support joint projects within the same community area to maximize the scope of the funding.

8.25 Within each Playbuilder project we aim to use environmentally sensitive materials that blend with the natural environment and areas are easily accessible on foot or by ecologically friendly modes of transport for children and families. All identified sites are within walking distance of established residential housing or in new housing, which lacks current amenities.

8.26 Any Transport issues that arise as a result of consultation will be addressed and linked to the 20 Community Area Project Plans under the local Transport strategies.

8.27 We anticipate working with planners and building contractors on future Section 106 Capital Gains developments incorporating the ten design principles used during this Playbuilder project.

8.28 Wiltshire Council will also work in conjunction with the Aiming High for Disabled Children Programme to link play developments with this revenue programme to improve provision for disabled children.

8.29 Wiltshire Council will work in partnership with Community Area Boards and where necessary seek to source additional funding from Area Boards discretionary budgets.

8.30 Community led projects will be supported throughout by the Play Development Service including advisor time and communication, encouraging those community teams to share good practice, knowledge and expertise and engage in effective communication between Playbuilder Project Board and other parties.

8.31 Wiltshire Play Partnership will act as the primary community engagement planning and monitoring forum and adopt an established and consistent approach to engagement that will be implemented for each play project within the County.

8.32 As well as designs, plans and participation results, Wiltshire will publish an annual update on the progress of the Play Strategy through a range of means, such as the website and the Council's Newsletter.

8.33 An engagement plan for each site will be developed and a site by site area analysis of the local schools, nearest streets, community and youth groups, residents associations, park groups, religious groups, disability

groups and nearby gypsy and traveller sites will also be developed for each project

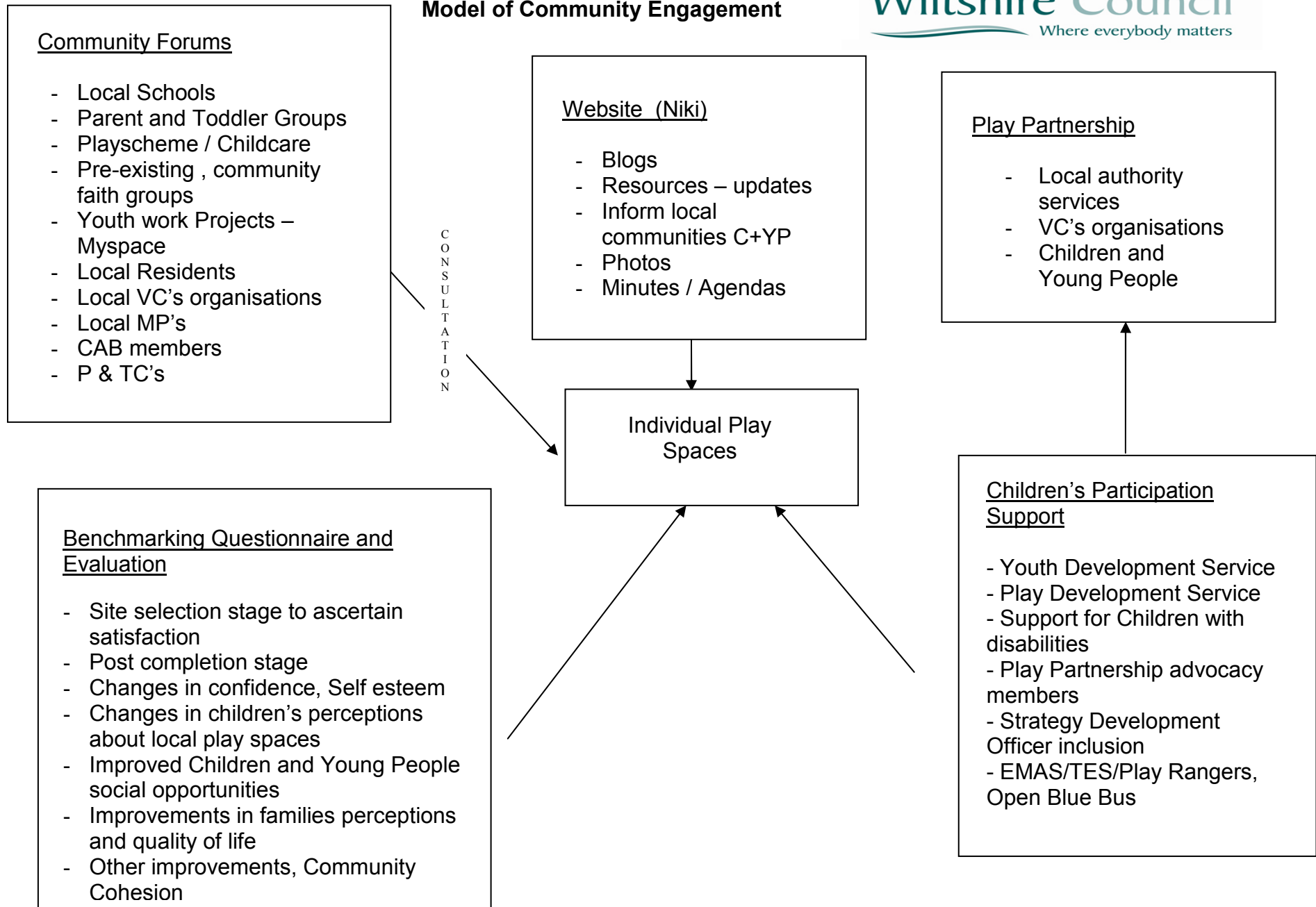
8.34 Wiltshire recognises the barriers to effective and robust third sector involvement and will work to address these barriers from the onset, through constant engagement and communication with the voluntary and community sector and adopting good practice from other services.

8.35 Involving the community and voluntary sector groups from the onset in the delivery and assistance in the development of the projects will help ensure the long term sustainability of play projects given their play expertise and direct experience of working with children, young people and communities.

8.36 To secure third sector involvement Wiltshire will build upon the bidding and commissioning processes adopted for the BIG Lottery Play Portfolio. An expression of interest form has been developed with supporting documentation and guidance and these expressions will be considered in line with the commissioning strategy when tender evaluation session sits and after Play Partnership has applied its selection/prioritization methodology. Those successful applicants will then be invited to submit full applications.

8.37 In the case of third sector delivery Wiltshire will use a form of contract where term and conditions relate to play outcomes, project management and financial monitoring in addition to legal and insurance requirements. It may not be appropriate in all circumstances to sub-contract projects in their entirety and where organizations are committed to delivering a particular project but may not have all the organizational strengths required to deliver, a partnership or collaboration will be formed which allows council expertise to support third sector aspirations.

Model of Community Engagement



9. Details of development of play areas

1. A relatively large flagship development in each hub of Wiltshire, incorporating elements of sensory play and enhancing existing provision.
2. Extending the range and quality at existing major play parks.
3. Enhancing new provision by collaborative proposals from Parish and Town Councils
4. Enhancing provision within gypsy and traveller permanent fixed sites, if supported by research.
5. 22 new or enhanced public play areas overall. All the play grounds will be bespoke and respond to the needs of the community, offering a range of challenge and acceptable risk.
6. Establishment of Community Teams to support children, young people and the community to participate in the design process.
7. Emphasis on inclusion, innovation, creativity and natural play for children aged 8-13 years.
8. Develop cross cutting high level strategic approach to play.
9. Delivery – in procurement plan, construction brief and engagement below.

9.2 The 22 identified sites will be determined by using audit data and evidence and existing consultations with children and young people. Indices of deprivation will also be considered and priorities may also be determined by using components identified in the Bristol Green Space Standards i.e. Quality, Distance and Quantity. The site selection prioritisation methodology can be seen at (appendix B).

9.3 A significant amount of this research has already been collated through the PPG17 assessments, Leisure and Recreational Needs Assessments and Rural Facilities Survey. More local factors will also be accounted for, for example, new housing developments with no existing play spaces or if communities suffer rural deprivation factors such as social isolation.

9.4 Wiltshire is keen to ensure we do not antagonise youth communities by reinforcing territorial disputes over virtual land ownership and will seek to address such concerns and issues from the outset, however play areas with existing anti-social behaviour concerns and vandalism will also be prioritized and the young people from those communities encouraged to engage.

9.5 A more in-depth analysis of specific play site locations will be available by end of March once consultation with existing district, town and parish councils has taken place.

9.6 Wiltshire will work towards a bell shaped delivery schedule as this has proven to be the most successful.

9.7 Wiltshire will continue to use the 4 stage development and engagement process in all its Playbuilder Projects:

- 1) Initial engagement sessions focusing on specific play spaces. Meetings to involve inclusive discussion, activities and workshops to determine design theme for play space. Where possible visits to other play spaces to be arranged to stimulate ideas and initial consultation to be used in the design brief.
- 2) Design community briefings and workshops to assess and modify designs created using brief. Opportunity for community to have a further say in the design process, where possible designers to be present.
- 3) Play area opening event and evaluation of the play space development and engagement process.
- 4) National Lay Day event at selected play spaces and feedback on evaluation process to inform development and engagement for following years programme.

| Months | Play Area Developments |
|-------------------|---|
| Jan/April | Fieldwork sites |
| April/Sept | Procurement process complete, cabinet sign off |
| September/October | Initial on site engagement sessions with children and young people at play areas. Meetings to involve inclusive discussion, activities and workshops to determine the design and theme before commissioning the work. |
| November/December | Designer led community briefings and opportunities for the communities to have a further say in the design process |
| December/ March | Installation and play site completion |
| March / April | Play area opening event and evaluation of play area development and engagement process |
| August | National Play day events held at new play areas and feedback on evaluation process to inform development and engagement for the following year. |

9.8 Milestones for Year 1 April 2009 – October 2009

- Consultation with at least 100 children, young people, families, local residents and councilors per play space.
- Minimum of 8 site visits made to identified play spaces
- Tendered and selected designers for 11 new play spaces
- 2 Wiltshire Play Partnership meetings held and at least 3 Playbuilder Project Boards meetings.
- All legal contracts drawn up and in place where needed

- Bi-annual report to Wiltshire Play Partnership, Capital Implementation Board and Children's Trust Board.
- Status report of capital to DCSF
- Estimate expenditure form for capital and revenue to DCSF

9.9 Milestones for Year 1 November 2009 – April 2010

- Completed the development of 11 play spaces
- Organised 11 opening/celebratory events
- Advertised bidding process to VCS organizations for Playbuilder Projects Year 2.
- 2 further Play Partnership Meetings and 3 Playbuilder Project Board Meetings
- Bi-annual report to Wiltshire Play Partnership, Capital Implementation Board and Children's Trust Board
- 10% improvement in total play provision according to CAA and LAA
- Ensure a continued strategic approach to play by reviewing Wiltshire Play Strategy, deliver a play progress report to Scrutiny and play is embedded in other local authority strategies as high priority.
- Status report 2 to DCSF
- Final statement of capital and revenue to DCSF.

9.10 Milestones for Year 2 May 2010 – October 2010

- National Play Day celebrated at a minimum of 6 new play spaces
- Evaluation of development and engagement processes
- Benchmarked satisfaction and play improvements at a minimum of 6 play spaces
- Consulted with a minimum of 100 children, young people, families, local residents and councilors per play space.
- Minimum of 8 play site visits
- 2 Play Partnership meetings and at least 3 Playbuilder Project Board meetings
- Bi-annual report to Wiltshire Play Partnership, Capital Implementation Board and Children's Trust Board
- Fed back to all VCS organizations that bid for Playbuilder Projects.
- Status report 1 for capital to DCSF
- Estimate of expenditure form for capital and revenue to DCSF.

9.11 Milestones for Year 2 November 2010 – April 2011

- Completed the developments of a further 11 play spaces
- Organised 11 celebratory/opening events for the new developments
- 2 further Play Partnership Meetings and 3 Playbuilder Project Board Meetings
- Bi-annual report to Wiltshire Play Partnership, Capital Implementation Board and Children's Trust Board
- 10% improvement in total play provision according to CAA and LAA (cumulative 20% increase over 2 years)

- Ensure a continued strategic approach to play by reviewing Wiltshire Play Strategy, deliver a play progress report to Scrutiny and play is embedded in other local authority strategies as high priority.
- Status report 2 to DCSF
- Final statement of capital and revenue to DCSF.

Individual Projects identified by matrix for Year 1 and 2

| Play Development | Space | Year 1 or 2 | Specific Outcomes |
|---------------------------------|------------------------|-------------|--|
| Shalbourne Ground | Recreation | Year 1 | Increase play opportunities for 8-13 year olds |
| Green Lane Ground | Recreation Colerne | Year 1 | Reduce rural isolation for children |
| Meriton Corsham | Avenue | Year 1 | Improve quality of play provision |
| Salisbury Recreation Ground | Road Marlborough | Year 1 | Reduce antisocial behaviour |
| North End Play Area | Calne | Year 1 | Reduce anti-social behavior Improve resilient community |
| Recreation Ground | Chitterne and Tilshead | Year 1 | Reduce rural isolation of children |
| Riverside Melksham | Dive | Year 1 | Reduce anti-social behaviour Improve safety and security Improve resilience of community |
| High Road Playing Fields | Ashton Keynes | Year 1 | Increase accessibility of play spaces for children and young people |
| Winterslow Ground and Play Area | Recreation and Firsdow | Year 1 | Increase accessibility of play spaces |
| Recreation Ground | Monkton Farleigh | Year 1 | Reduce rural isolation for children |
| Westwood Open Space | Salisbury | Year 1 | Reduce anti-social behaviour Increase safety and security of neighbourhood |
| Nursteed and Lane | Brickley Devizes | Year 1 | Improve quality of environment |
| Corton Ground | Recreation | Year 1 | Improve social and rural isolation |

| | | | |
|---------------------------------------|------------|--------|---|
| Stallard Trowbridge | Street | Year 2 | Reduce anti-social behaviour Improve safety and security within community |
| Queensway Warminster | | Year 2 | Improve quality of the environment |
| Penleigh Westbury | | Year 2 | Improve quality of the environment Reduce anti-social behaviour |
| Wessex Semington | Close | Year 2 | Reduce rural isolation for children |
| Paulton Ground Bradford on Avon | Recreation | Year 2 | Reduce anti-social behaviour Improve safety and security of community |
| Poets Corner Bassett | Wootton | Year 2 | Reduce anti-social behaviour Improve environment and play opportunities |
| Gypsy Chippenham | Lane | Year 2 | Improve environment and increase play opportunities within the area |
| Knoyle House East Knoyle | Grounds | Year 2 | Reduce social and rural isolation of children |
| Johnson Ludgershall | Way | Year 2 | Reduce social and rural isolation of children |
| Staverton Trowbridge | Play Area | Year 2 | Reduce isolation and support infrastructure development |
| Primrose Melksham | Drive | Year 2 | Improve environment and quality of play opportunities |
| Hammond Trowbridge | Way | Year 2 | Improve quality and play opportunities for children |

10. Innovation

10.1 We will:

- Provide play areas, which are innovative and stimulating by designing site-specific spaces in consultation with the 8 to 13 year olds who will be using them.
- Areas will contain landscaping such as hills and hollows to encourage running, hide and seek and opportunities and spaces to gather with friends.
- We will incorporate fire and water play where appropriate.
- Children and Young people will be able to use their imagination and creativity in the design process and on the completed site.
- We will plant rather than fence to create more natural areas, which blend into the local landscape, using plants to create play areas as well as boundaries.
- Areas will be integrated rather than isolated.
- We will use natural materials for surfacing such as grass, bark and sand and use logs, boulders and fallen trees where appropriate as seating or climbing places.
- Fixed play equipment will be physically challenging yet accessible to children with a variety of requirements and will encourage children's social interaction, participatory play, risk taking and physical development.

10.2 We will give children a challenging but safe space to play incorporating elements of risky play whilst linking fixed equipment with landscaping. Rather than being solitary isolated islands where children are expected to play the areas will flow into the local landscape encouraging communities to embrace children playing outdoors in a natural environment. Wiltshire recognizes that there is a need to provide challenging, adventure play and design and equipment that delivers challenge and excitement for the specified age range will be a key feature of the physical design of these play spaces.

10.3 We will encourage play through the landscaping which will assimilate and accommodate the differing ages and stages of appropriate play, which is sensitive and reflects the needs of the local community. Playbuilder Project Board will select designers who will work with local preferences, so each specification will be tailored to its location.

10.4 Wiltshire will seek to embed play opportunities in multiple areas on selected sites to create linked play opportunities in targeted areas of need; this will be developed through direct consultation with 8-13 year old target group.

10.5 Kids NDD have already delivered inclusion training in the All of Us framework for inclusive practice in Wiltshire and we will build upon these links to ensure we develop innovative, inclusive play spaces for children with difficulties and disabilities.

10.6 Innovation in terms of design of the play spaces will be linked to local needs and interests, Project Managers and selected designers will work to local preferences, so each specification is tailored to its location.

11. Best Practice

11.1 Wiltshire will liaise with cross border authorities sharing knowledge and ideas, experiences and learning points and attend relevant Play England events and feedback when necessary.

11.2 Wiltshire will share best practice information relating to a wide range of Playbuilder criteria from engagement, safety and planning issues. Wiltshire will seek to learn from other local authorities' best practice with a particular focus on:

- Sustainability
- Play as a gateway to other services
- Open and free access to play
- Girls playing styles and preferences
- Delivering play work training for public sector workers
- Employing suitably skilled play workers
- Linking to other capital assets
- Inclusive play provision

11.3 We will follow the ten design principles outlined in 'Design for Play' to create inspiring spaces for play within local communities that encapsulates the concept of genius loci and will provide long-lasting stimulating play spaces for Wiltshire's children.

11.4 Wiltshire's Integrated Services Team has already undertaken training from Kids NDD so that Wiltshire upholds the values and principles of truly inclusive practice specifically in relation to the design development and implementation of these Playbuilder projects. This training was shared with neighbouring authorities to ensure best practice was disseminated throughout the region. Three members of the Early Years and Childcare Team have now gained Kids NDD 'All of Us' Assessor Status in Inclusive Practice so can advise projects on inclusion.

11.5 Wiltshire has also funded the Kids NDD 'Working Towards Inclusion' website which provides best practice, online guidance for professionals, case studies and examples of inclusive work with older children. It provides tools and materials that can be used to develop that service to be totally inclusive.

11.6 Play England will continue to attend Play Partnership meetings and Playbuilder Project Board meetings with a view to learning and sharing of best practice.

12. Access and Safety

12.1 All sites will be situated in areas where children are free to come and go and no charge will be made for their use. Community Forums will be made aware early in the process of the key principles of Playbuilder funding including need for open access and flexible, free play provision

12.2 All proposed play development spaces are within parks and open spaces that are already fully open access and have good access routes and play areas will be inclusive not divisive whether that be because of race, gender or ability. We recognize that a play space cannot be adapted or designed for every need and therefore will be led by the needs of the local young people or communities for each individual project. It is important to take into account as many physical and sensory impairments as possible at the planning and design stage. Wiltshire Council will recognize this when working with community teams, designers, and suppliers.

12.3 Play spaces will have areas to gather with friends as well as to play. We will aim to have a balance of gender on the Community forums, which will be reflected in the design of the play areas.

12.4 Risk assessment will be an integral part of the design and development phase. The new Wiltshire Council Transport, Environment and Leisure who will have the responsibility for maintenance will carry out risk assessments on each completed site. This will also encompass the guidance with Managing Risk in Play.

12.5 Parents and children's confidence will be developed through the consultation with the local community so that they are kept aware of and are involved in the evolving play space. Parents will know that all play equipment meets European Safety Standards and that it is suitable for their child's age and stage of development.

12.6 Play will take place in a safe space within the community and because of young people's involvement and pride in the area this should cut down on anti social behaviour.

12.7 We will ask the Playbuilder Community Forums to become involved at the play spaces perhaps supervising play activities.

12.8 Awareness of safety in play will be raised by campaigns such as National Playday and National Child Safety Week.

12.9 Local colleges will be invited to run apprenticeship programmes in local play spaces from courses such as Leisure and Resource Management or Childcare. Bright Horizons Family Solutions currently run training titled 'Everyone Can Play' which is accessible to all and Community teams will be signposted towards this. MDSAs will be trained in Take Five for Play, which will assimilate the concepts of free play into school playgrounds.

12.10 We will create areas which will appeal to both children and young people, respond to their individual needs and, by involving them with decision

making will sustain their engagement over time, therefore potentially reducing anti social behaviour and vandalism.

12.11 Where possible sites have been chosen that are non-territorial and by removing fencing this will improve the feeling of play spaces by welcoming children rather than segregating them.

12.12 Each of the 20 community areas in Wiltshire has its own Community Area Local Transport Plan which highlights the main concerns for each of the areas, links between the Wiltshire Play Partnership and the Local Transport Forum have been established and provide opportunities for concerns about children's safety in relation to transport to be addressed.

12.13 An Accessibility Planning Partners Forum has just been established to engage with the wider community and we anticipate representation at this level. The Swindon and Wiltshire Road Safety Partnership Forum already have input into the Play Partnership but will be invited to form part of the Playbuilder Steering Group to ensure all aspects of children safety are addressed.

12.14 All the identified projects so far are on good accessible transport links, particularly suitable for pedestrians and families. There is currently no indication that any additional traffic calming measures would need to be developed, however, if after further consultation this position changed it would naturally be addressed.

12.15 Looking at current data available for road safety there were no child fatalities in 2007 and highly effective road safety education, publicity and training programmes already existing have proven to have had an impact.

12.16 Each design specification for Playbuilder projects will include not only a requirement for DDA compliance but additionally a directive for the provision of non-prescriptive equipment that can be used in a variety of ways. The engagement strategy makes provision for the inclusion of children with disabilities at the design stage in order to engender improved access that meets children's diverse needs.

12.17 In terms of ensuring sites are attractive to girls and inclusive of ethnic minority groups and minority groups Wiltshire will focus consultation on understanding the particular needs of specific communities, whilst working in consultation with Wiltshire Race Equality Council. We will ensure that community forums reflect the diversity of the communities where play areas are sited.

13. Sustainability

13.1 We will involve young people early on in the design and planning process, which will give them a sense of ownership of the project and therefore reduce potential vandalism and anti social behaviour.

13.2 We will work in consultation with our selected contractors to choose the most appropriate materials for each specific site.

13.3 Wiltshire Cabinet has been asked to consider increasing the capital maintenance budget to incorporate the new responsibilities of Playbuilder funding.

13.4 Play areas are and will continue to be inspected to European Standards BSEN 1176. Immediate repairs and inspections will be carried out by the maintenance team within the Transport, Environment and Leisure Directorate. Daily inspections will continue to be carried out by Maintenance and Groundwork team of town and parish councils to identify and defects or faults. Equipment defects will be dealt with by the supplier for the length of their guarantee. Faults will be identified, recorded, and appropriate action taken.

13.5 An annual inspection will be carried out by Wiltshire Council and its insurance brokers. Their surveys will comment on compliance with industry standards, faults and repairs and overall site safety including equipment and any environmental changes.

13.6 With regard to the environmental impact of the Playbuilder investment, where feasible Wiltshire will identify and promote the use of environmentally friendly, locally sourced, fair traded products and materials. We will use natural materials such as planting rather than fencing to create fuzzy edges to play spaces integrating them into the local landscape. This will give children freedom to use their imagination using slack space and the possibility of self-built play features, such as dens, encouraging them to explore their local environment. Natural loose fill surfaces will be used to enhance the play value of the entire area and will reflect locally occurring materials. Where timber is specified in the construction of play equipment and facilities, this will be sourced from the Forest Stewardship Council certified forests.

13.7 In terms of protection against vandalism, all Playbuilder sites will be subject to a risk assessment which will seek to quantify and asses the level of threat from vandalism in specific relation to each local site. This is likely to vary considerably across the County and measures required to mitigate risk will be equally diverse. This site based risk assessment in relation to vandalism will be prepared prior to the design brief stage, so if necessary, mitigating physical factors can be integrated into the design phase. Risk of vandalism will continue to be assessed throughout the engagement, delivery and evaluation stages.

13.8 Wiltshire has adopted a positive approach to the principle that successful play spaces are less likely to be subject to vandalism if a comprehensive

process of engagement occurs, site selection will be key to this along with the engagement of older children, the engagement process detailed in Section 8 outlines Wiltshire's approach.

13.9 In terms of the ongoing maintenance of sites, Wiltshire has operated a two tier approach with inspections being carried out by the District Councils and County Council, under unitary status Transport, Environment and Leisure will continue to inspect Wiltshire Council owned sites. Staff will be equipped and trained to carry out on the spot safety repairs and basic maintenance, minimizing the 'down time' of damaged equipment.

13.10 Existing 106 monies will be used to support ongoing financial costs and the maintenance of play sites.

13.11 Changes in the landscape and infrastructure also have implications for grounds maintenance revenue. This will be considered and evaluated at the initial play space design stage to ensure grounds and infrastructure maintenance is sustainable.

14. Detail of Design Brief agreements

14.1 Once the 22 play areas have been identified they will be divided into specific cohorts. The design brief agreements will be closely aligned with the procurement cycle framework (if needed) as identified in section 17. Wiltshire is considering using the Plymouth City Council design brief as its framework and will take into consideration the new national framework for procurement of play equipment recently published.

14.2 Wiltshire Council will identify a number of preferred suppliers using the ESPO Pro V play framework agreement with added value criteria. A maximum of four/five play providers will be short listed based on their understanding of Wiltshire's criteria, The Fair Play Strategy and the ten design principles outlined in the 'Design for Play' document. Our aim would be to use a site specific design led approach based on the needs of the local community.

14.3 We will appoint four/five design and build companies who will liaise with the Community Teams including children and young people for each specific area. The appointment of contractors will comply with Wiltshire Council finance and procurement regulations and, if applicable EU procurement law.

15. Detail of Council Approval Process

15.1 Once the Memorandum of Grant has been received a report will be sent to Cabinet providing an overview of the purpose and requirements of the DCSF Playbuilder grant; to:

- seek approval for expenditure of the 1.1 million Playbuilder grant,
- seek approval for the sites identified in year one and two
- to approve the letting of any contract/placement orders to carry out these works providing they are in accordance with Wiltshire Council procurements regulations.

15.2 Debate and decision concerning the approval processes will be tabled at the Playbuilder Project Board to ensure that there is consensus and shared knowledge on procurement progression.

16. Detail of local evaluation processes

16.1 The sites will be reviewed approximately 6 – 9 months after completion with the local Community Team and through the Playbuilder Project Board. We recognize that usage of play areas may change over time and that the sites will need to evolve, as community needs change. The Play Development Service will liaise with local school children and parents for feedback on the new play spaces. The service will also talk to parents, young people and children on site. Initial consultation will be in partnership with the Youth Development Service and we would hope to engage those same young people to evaluate the play spaces.

16.2 The Play Development Service will use events such as Playday to organise events on site and listen to feedback from the local community on a regular basis. We will link with local schools and faith groups, sending out online quick questionnaires and tailoring these evaluation methods for children with additional needs, using visual clues or observing body language when necessary. Revenue funding will be set aside to enable young people to evaluate the overall provision of new play spaces across the county including the use of photographs, anecdotal evidence and the 'Tell Us Survey' and questionnaires.

16.3 Monitoring and evaluation processes will be applied that will consider the number and profile of children, including those with disabilities who actively participate in producing and implementing development plans for the improvement of their local play spaces. We will assess whether this involvement process impacts upon children and young people's confidence and self esteem.

16.4 Wiltshire Council maintenance and groundwork teams will monitor play spaces as and when they are on site and keep a log of usage. We will engage maintenance teams early on in the Playbuilder process so that all people involved with the new play space will understand the design principles and those behind the play area. Snapshot evaluations will be taken during the life cycle of the Playbuilder funding to establish if play areas are more attractive to young people, have more usage and meet the needs of the local community. Park and maintenance staff will be encouraged to log comments from the local community when making site visits as part of the ongoing evaluation process. This will be fed back to the Project Board and Wiltshire Play Partnership to constantly reflect upon provision and make changes where necessary. This will give us an indication of how effective the Playbuilder process was for future play spaces across Wiltshire.

16.5 Community Teams, Town Councils and Parish Councils will be invited to feed back to Wiltshire Council as and when necessary on any changes they feel are needed to sites.

16.6 The District Councils have developed robust approaches to evaluation and outcome monitoring as part of the management of the existing BIG Lottery Funded Projects, Wiltshire has recently completed a bench marking exercise with children and young people to ascertain their views and attitudes towards play spaces at the beginning of this programme, this will enable us to assess the impact of the play projects and whether they have engendered change.

16.7 Evaluation Focus

| Issue/Indicator | Data Gathering | Timeframe/frequency |
|---|--|--|
| Number of children using play facilities and time spent | Play area evaluation questionnaire with local children | Post play area completion |
| Usage on the basis of gender, ethnicity, age and impairment | Play area evaluation questionnaire with local children | Post play area completion |
| Children and young people's satisfaction levels | Play area evaluation questionnaire with local children | Post play area completion |
| Independent assessment of play value and accessibility of play provision | RoSPA audit or independent evaluator | December 2011 |
| Number of children involved in developing and improving local play spaces | Play area engagement evaluation at | Post individual play area completion and analysis after year 1 |
| Qualitative evaluation of children's experience of involvement in play projects | Establish an independent facilitated focus group with children as part of the development and engagement process | Post individual play area completion and analysis after year 1 |
| Qualitative evaluation of play outcomes achieved. | Celebration event and Play Conference | 2012 |

16.8 On-site evaluations will also include the 6 inclusive design principles and the evaluation sheet from KIDS NDD and will be seeking opinions from users about the improvements made to sites. The evaluation will also measure:

- Satisfaction levels in relation to play spaces
- How challenging the play spaces are
- How safe the play spaces are.

16.9 Wiltshire will also be using the Play England Local Play Indicators as a means of evaluating the impact of Playbuilder.

17. Brief details of procurement time lines in place

| TASK | DATE |
|---|------------------------|
| Tender specification produced and distributed to specialist play design and build contractors | August 09 |
| Discussions regarding the selection and allocation of sites | September 09 |
| Cabinet paper | September 22nd |
| Suppliers identified and appointed | September 09 |
| Engagement session undertaken with local community | September 09 - ongoing |
| | |

17.2 Procurement will be carried out in line with Corporate Procurement Strategy working in partnership with Standing Orders Guidance, Contract Tendering Process Guidelines, Contract Management Guidelines, Procurement Governance and EU Procurement Directives and Law.

17.3 As we move towards unitary status all of the above documents will be updated, reviewed and in some cases re written and the project manager will have to be aware of the changes within this guidance as we move forwards with the programme.

17.4 Colleagues from the Central Procurement Unit are already engaged with the process and are working in an advisory capacity to support the delivery.

17.5 For contract with a net value of up to £10,000 at least one verbal or written quotation will be obtained, for contracts between £10,001 - £50,000 one written or verbal quote will be obtained and the Senior Responsible Officer will use their discretion as to whether additional quotations should be obtained having regard to relevant factors

- Externally imposed time limits
- Availability of supplies and services
- The SRO will record in writing the process used to determine the number of quotations obtained and the reason for selecting organisations

17.6 In all circumstances in relation to play procurement specifications will be produced in writing and clear prices will be recorded in writing.

17.7 For those contracts between £50,001 - £150,000 the SRO will ensure that not less than 3 quotes will be obtained from appropriate organisations. The reasons for selecting a particular organisation will be recorded in writing. Specifications will include quality standards so prices can be clearly compared. Contract terms and conditions will be made clear at the specification stage.

17.8 Precise start dates and contract periods will need to be negotiated with successful designers, suppliers and contractors but no completion date beyond 14th March 2009 will be agreed to allow for a contingency period.

18. Brief details on Construction timeline in place

18.1 It is anticipated that the construction phase will begin as near to September 1st as possible and that construction will take 18 months in total. This will include a mobilisation period, works on site phase, a practical completion date of 30th April 2010 and a defects liability period.

18.2 A more detailed analysis will be available after consultation with colleagues in ESD and central procurement departments.

18.3 No precise opening dates have been set but celebration events for year one will be May half term, 2010. Celebration events for year two will be May half term, 2011. Each Community Team and contractors may like to have a Community Play Event to open their play space. This will be developed in the future, but all sites in Year 1 will be complete and open by 31st March 2010 and all year 2 sites will be completed and open by 31st March 2011.

19. Risks & Contingency plans

19.1 The support and development of Wiltshire Play Partnership and the monitoring of the funding bids will be carried out by the Play Development Team of Wiltshire Council's Play Service. The government's funding allocation includes a small amount of revenue funding to provide administrative support, but there is also a need for an additional Play Development Advisor post to provide the extra support needed to sustain the programme. The Children and Education Department has agreed in principle to fund this additional post.

| RISK | Contingency Plans |
|--|---|
| Poor delivery of service as a result of insufficient revenue budget. | Projecting revenue allocation and make priorities within the play development service delivery plan and measure the effects of any revenue pressure. |
| Timescale and slippage | Timescales for this project are extremely tight. Therefore, identify sites that allow for slippage i.e. Those that may have consultation and plans ready to go. |
| Reputational risk attached to lack of | Appoint team with correct skills to |

| | |
|--|---|
| focus/ resources to deliver year one of project – | deliver programme. |
| Economic – Government withdrawal or reduction of funding | Investigate and seek external funding or link in with existing funding such as Aiming High for Disabled Children and Building Schools for the future, Extended Services |
| Health and safety | Health and safety will be considered from the design stage and all play spaces will be risk assed prior to opening |
| Project management – supplier relationships fail | Maintain effective partnership agreements and regular contacts |
| Community not engaged | Ensure good communication and honest open discussion about the value of play from the start |
| Council becoming Unitary | Keep informed of updates in personnel and engage strategic leads and heads of departments as and when appointed |
| Project Manager has insufficient time to coordinate DCSF Playbuilder programme | Additional support for externally funded projects and the possibility of further internal admin support |
| Loss of project manager at critical stage of DCSF Playbuilder Programme | Have in place comprehensive project management processes, share knowledge and responsibility, appoint deputy and have comprehensive project tracking paperwork. |
| Damage/vandalism to play equipment during installation | Have on site security and relevant park perimeter security, play providers required to provide contractual commitments on security and insurance. |
| Damage/vandalism to new play areas subsequent to launch | Community involvement and collective responsibility, projects predicated on good design and quality |
| Projects exceed budget allocations and programme is calculated to overspend | Careful costings and rigorous project management and cost controls, increased number in year 1 to reduce impact of inflation and labour costs risks |
| Failure to adhere to project budget or project management procedures and schedules | Contracts in place, regular project board meetings and reporting mechanisms in place. |
| Insufficient financial or human resources for project monitoring and evaluation. | Processes already scoped and quantified, constant monitoring by project boards |
| Projects do not meet or fulfill public expectations, particularly in areas not | Effective media campaigns and community engagement plans. |

| | |
|-------------------------|--|
| benefiting from funding | |
|-------------------------|--|

19.2 Wiltshire would seek to undertake an initial risk assessment at the project brief stage and that a risk register is initiated using established procedures and proformas.

19.3 Each individual play project will have undergone an initial risk assessment and have its own risk log.

19.4 The Council defines risk as ‘uncertainty of outcome’ in the execution of a project. This uncertainty may derive from a positive circumstance (opportunity) as easily as a negative one (threat). Either may force a deviation from the project plan. Wiltshire believes the purpose of risk management is to systematically identify and then remove or reduce the impact and likelihood of these uncertainties on the project plan.

19.5 To this end Wiltshire operates a systematic risk identification and evaluation process where each risk is evaluated for impact and likelihood to identify priority for management.

19.6 Wiltshire’s risk management procedure specifies the identification of a ‘Risk Owner’ who is responsible for ensuring that the risk is managed effectively as well as the actions required to remove or reduce the impact and/or likelihood of the risk.

19.7 Risk Management

In terms of risk management, potential actions on risk fall broadly into five categories:

- **Prevention:** Where counter measures are put into place that either stop the threat or problem from occurring, or prevent it from having an adverse impact on the project or the Council.
- **Reduction:** Where the actions either reduce the likelihood of the risk developing or limit the impact on the project to acceptable levels.
- **Transference:** This is a specialist form of risk reduction where the impact of the risk is passed to a third party. For example, two basic forms of transference would be insuring against the risk or invoking penalty clauses against suppliers.
- **Contingency:** Where actions (or the provision of financial resources) are planned and organised to come into force as and when the risk occurs.
- **Acceptance:** Where the project board/RD decides to proceed with the project and accept the possibility that the risk might occur. This decision is always made in the belief that the risk will not occur or that the counter-measures are too expensive.

20. Financial forecast

20.1 Wiltshire has received the Memorandum of Grant and the specific Grant Terms and Conditions of the Playbuilder Funding and has been awarded circa £1.1 million over the years 2009-11. Wiltshire Council as a competent financial organisation will take on the accountability for the Playbuilder Projects and has the infrastructure to support play area development. As we move towards unitary status the new Transport, Environment and Leisure Service Directorate will have ultimate responsibility for the maintenance and sustainability of the play areas once they are established.

20.2 The current financial breakdown for capital expenditure has not been approved and is still subject to negotiation and revision and approval from the Playbuilder Project Board and Wiltshire Play Partnership.

20.3 Financial allocations were based on the following criteria

- No of beneficiaries
- Rurality
- Flagship development within hub
- Capacity of site

Year 1

| Community Area | Name of Parish | Name of Play Space | Financial allocation In £ |
|-------------------------|------------------------|----------------------------------|------------------------------|
| Pewsey | Shalbourne | Recreation Ground | £25,000 |
| Corsham | Colerne | Green Lane Recreation Ground | £50,000 |
| Corsham | Corsham | Meriton Avenue | £12,000 |
| Marlborough | Marlborough Town | Salisbury Road Recreation Ground | £75,000 |
| Calne | Calne | North End Play Area | £75,000 |
| Warminster and Amesbury | Chitterne and Tilshead | Recreational Ground | £30,000 |
| Melksham | Melksham | Riverside Drive | £50,000 |
| Malmesbury | Ashton Keynes | High Road Playing Fields | £30,000 |
| Southern Wiltshire | Winterslow and Firdown | Winterslow Recreation Ground and | £25,000 |

| | | | |
|------------------|------------------|---------------------------|---------|
| | | Firsdow Play Area | |
| Bradford on Avon | Monkton Farleigh | Recreation Ground | £10,000 |
| Salisbury | Salisbury | Westwood Open Space | £75,000 |
| Devizes | Devizes Town | Nursted and Brickley Lane | £50,000 |
| Warminster | Corton | | £10,000 |

Year 2

| Community Area | Name of Parish | Name of Play Space | Financial allocation |
|-------------------------------|------------------|---------------------------|----------------------|
| Trowbridge | Trowbridge | Stallard Street | £75,000 |
| Warminster | Warminster | Queensway | £50,000 |
| Westbury | Westbury | Penleigh | £50,000 |
| Melksham | Semington | Wessex Close | £10,000 |
| Bradford on Avon | Bradford on Avon | Paulton Rec | £50,000 |
| Wootton Bassett and Cricklade | Wootton Bassett | Poets Corner | £50,000 |
| Chippenham | Chippenham | Gypsy Lane | £50,000 |
| South West Wiltshire | East Knoyle | Knoyle House Grounds | £25,000 |
| Tidworth | Ludgershall | Johnson Way | £25,000 |
| Trowbridge | Staverton | Staverton Play Area | £29,500 |
| Trowbridge | Trowbridge | Hammond Way | £10,000 |
| Melksham | Melksham | Primrose Drive | £10,000 |
| Devizes | Devizes | Nursted and Brickley Lane | £50,000 |