



## Dudley Children's Services



# play pathfinder

project plan  
2008 – 2011

department for  
children, schools and families



John Freeman Director of Children's Services

John Freeman, Director of Children's Services

## Programme Summary

Dudley Children's Services

play pathfinder 2008:2011

*Capital, revenue and play outcomes programme.*

**The Dudley DCSF Children's Play Pathfinder programme will ...**

- *Create 5 million play hours for 20,000 children and young people, particularly for those who experience disadvantage or those with disabilities.*
- *Build and staff a new outdoor and indoor adventure playground that is exciting and challenging for all children, particularly for those children with disabilities.*
- *Build or refurbish 28 children's play areas in public parks.*
- *Create a new Children's Play Service as part of Children's Services extended services team.*
- *Create 5,000 volunteering experiences in children's play across the borough.*

**Embed children's play into local authority planning**

The Play Pathfinder in Dudley will be embedded into the following top-tier strategic decision making processes.

- *Cabinet.*
- *Children's Trust.*
- *Local Strategic Partnership (LSP).*
- *Dudley Play Partnership.*
- *Select Committees for both Children's Services and Environment.*
- *BIG Children's Play Initiative Implementation Group.*
- *New: Play Pathfinder Implementation Group.*

**Community engagement**

The selection of the capital projects will be based upon the Dudley play strategy audit, participation, consultation and prioritisation programme.

This involved:

- *Over 6,000 children, young people and members of the public.*
- *Over 100 applications from the third sector, voluntary, community and statutory sector groups and organisations.*
- *Prioritisation by a panel of children, young people and community representatives.*

**Access and inclusivity**

All play pathfinder capital and revenue programmes will be:

- *Designed by and with children and young people, particularly those children with disabilities.*
- *Accessible for disabled children and young people.*
- *Inclusive for all children including girls and minority groups.*
- *Accredited by the Me2 Mencap – Everyone Counts - Children's Panel.*
- *Accredited by the DCSF 'Out and About' Learning Outside the Classroom badge*

**Safety**

The play pathfinder will develop a new 'safe to play strategy' including a:

- *New Children's Play Service that will lead on developing the 'safe to play strategy.'*
- *New Children's Play Manager who will promote a balanced approach to 'safe to play.'*
- *Team of part-time play rangers who will support the new 'safe to play strategy.'*
- *Programme of training, support and awareness for key professionals and volunteers.*
- *Programme of solar powered vehicle activated traffic signs displaying - Children:20mph.*

**Creativity**

The play pathfinder will:

- *Promote the use of natural, renewable and creative play resources in schools and other settings.*
- *Develop a programme of active, creative environmental play opportunities.*
- *Promote the 'DCSF rainbow' through the Big Electric Play Circus road show.*
- *Develop an external funding strategy for children's play.*
- *Embed children's play into extended services and third sector provision.*

**For further information please contact: Lindsay Newton Head of Development  
Tel: 01384 813716 Email Lindsay.Newton@dudley.gov.uk**



2004-2005  
Transforming the School Workforce

John Freeman, Director of Children's Services

## The Dudley Play Pathfinder Project Plan July 2008

Anne Jackson  
Director for Child Wellbeing  
Ground Floor  
Sanctuary Buildings  
Great Smith Street  
London  
SW1P 3BT

28 July 2008

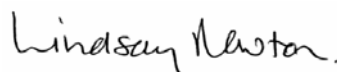
Dear Anne,

### Dudley Play Pathfinder

I am delighted to submit our first project plan for our three-year DCSF Play Pathfinder in Dudley. Over the last three months we have made excellent progress on the programme and are now ready to submit our first plan for permission to proceed. The following play pathfinder project plan has been designed to meet the requirements of the DCSF Play Pathfinder contract issued in June 2008. The project plan also follows closely the DCSF guidance published in July and has been designed to incorporate further guidance due to be published by Play England and the DCSF in due course. This project plan should be regarded as 'work in progress' and will be changed and revised over the coming weeks and months. The plan builds upon the successful Dudley Play Pathfinder application submitted to you in March and approved in April 2008. This plan is not intended to be a fully comprehensive, detailed and financially robust business plan of the project, but simply a document that sets out some of the basic principles under which the pathfinder will be developed. It is fully expected that the DCSF and Play England will wish to make suggestions and recommendations, which will be welcomed and incorporated into the future planning and implementation stages of the three year programme.

Please don't hesitate to contact me should you require any further information and we are looking forward to the next planning meeting in London next week.

Best wishes,



Lindsay Newton  
Head of Development  
Dudley Children's Services



John Freeman, Director of Children's Services

## 1 Please describe the overview of your project.

- 1.1 The DCSF Play Pathfinder will transform the play opportunities for a large number of children and young people across Dudley. The project will focus particularly upon those children between the ages of 8 to 13 years of age, those children who are missing out at the moment, especially girls, and those children with profound and multiple physical disabilities or learning difficulties.
- 1.2 At the heart of the three year pathfinder programme will be the development of a new Children's Adventure Playground in the north of the borough. The new *Sycamore Green Children's Adventure Playground* will support and provide a wide range of indoor and outdoor play opportunities both on and off site. It will be totally inclusive and accessible to both disabled and non-disabled children and designed to be as flexible as possible to allow for change, evolution and future development, with the opportunity for the children to create, change and develop their play spaces as they wish.
- 1.3 The new children's adventure centre will use, and be made of, natural sustainable materials which have a low carbon CO2 impact, be environmentally friendly so that they can be cost effective and easily maintained. The spaces will also be designed to blend into the existing campus but be of an innovative and iconic design that will be exciting, challenging and inclusive for all the children. We want the children to be able to experience risk and challenge but also feel safe and secure and be happy to come back again and again. The play spaces will also provide a high quality community facility for local residents, their children and families.
- 1.4 In addition, the three-year programme will also create or refurbish at least 28 children's play areas in public parks and open spaces. The chosen areas will be identified by the Dudley Play Partnership from its extensive programme of community consultation, independent research and prioritisation by children, young people, families and community partners. The pathfinder will complete 12 children's play areas in the first year and 16 during the second year of the pathfinder. All capital projects will be completed before the end of March 2010.
- 1.5 The play pathfinder will also support the establishment of a new borough wide Play Service based in the new Sycamore Green Children's Adventure Playground, as part of the Children's Trust. The new service will work within the Children's Services Extended Services Team but will also work closely with the voluntary and community sector and private sector partners. The strategic management of the play pathfinder will be

led by the Dudley Play Partnership, which reports to the Dudley Children's Trust and the Cabinet.

## **2 Please describe which *Fair Play* aspirations are you seeking to achieve and how.**

- 2.1 The Dudley Play Partnership supports strongly the Government's strategy for children's play as set out in its national strategy *Fair Play*. The Dudley Play Partnership discussed the Fair Play strategy at its meeting in June and responded to the strategy in July. Like the Government, Dudley Play Partnership seeks to support the development of strong, vibrant and sustainable local communities that value children and children's play opportunities. By working together and embedding the pathfinder into the Dudley Play Strategy, the pathfinder will support the Dudley Children and Young People's Plan, the Next Generation Local Area Agreement and the Council Plan. The pathfinder will also contribute towards promoting community cohesion through developing a new 'Safe to Play' policy through the Dudley Children's Trust.
- 2.2 The pathfinder will ensure that children have a central role in supporting their own play and the play opportunities of others, by their active involvement in the design and decision-making processes within their own communities and across the borough. We want all children and young people to be able to find play places and spaces near their homes, where they can play freely and meet with their friends. We want them to be and feel, confident and safe to play both indoors and out, and in a way that is appropriate to their needs and interests. We see that children's play is fundamental to community cohesion and helps the whole community feel a sense of health and wellbeing and that the sight of children playing in local community is both natural and desirable.
- 2.3 The Dudley Play Partnership also supports strongly the Government's aspirations to have a variety of places for children's play, free of charge, supervised and unsupervised, within easy walking and travelling distance of where they live. We want to see local neighbourhoods that provide safe and interesting places to play and that the routes to children's play spaces are safe and accessible for all children and young people. We want to see parks and open spaces that are attractive and welcoming to children and young people, and are well maintained by the owners and well used by the whole community. We want children and young people to have a clear stake in public spaces. We want their play accepted by their neighbours and that children, young people and their families take an active role in the support and development of attractive, welcoming, engaging and accessible spaces for all local children and young people, but particularly children with disabilities. The Play Partnership will promote these outcomes



through close working relationships with all partners of the Children's Trust, including the Dudley Primary Care Trusts, West Midlands Police, the voluntary and community sector and all departments of the Council including planning control, traffic, community safety and parks, leisure and recreation.

#### 2.4 Improved play outcomes for children and young people

The Dudley DCSF Children's play pathfinder programme will seek to create up to 5 million play hours for up to 20,000 children and young people, particularly for those who experience disadvantage or those with disabilities. The pathfinder will build and staff a new outdoor and indoor adventure playground that is exciting and challenging for all children, particularly for those children with disabilities. The programme will also build or refurbish 28 children's play areas in public parks. The pathfinder will establish a new Children's Play Service as part of Children's Services Extended Services Team and create up to 5,000 volunteering experiences in children's play across the borough.

#### 2.5 Embed children's play into local authority planning

The play pathfinder in Dudley will be embedded into the top-tier strategic decision-making processes across the authority including the Cabinet the Children's Trust, the Local Strategic Partnership (LSP) and the Dudley Play Partnership. The pathfinder will also be scrutinised by both the Select Committees for both Children's Services and the Urban Environment. The pathfinder will be managed through a new *Play Pathfinder Implementation Group* that will work alongside the Big Lottery Fund Children's Play Initiative Implementation Group. The wider group will be a sub-group of the Dudley Children's Trust and will have representatives from all partners with powers under Section 10 of the Children Act to require partners to co-operate.

#### 2.6 Community engagement

The selection and prioritisation of the capital projects will be based upon the analysis of the 2006 Dudley Play Strategy audit and prioritisation programme and the recently undertaken pathfinder participation, consultation and prioritisation programme. The 2006 Dudley Play Strategy involved over 6,000 children, young people and members of the public and over 100 third sector, voluntary, community and statutory sector groups and organisations. The prioritisation and analysis for the Big Lottery Fund programme was undertaken by a panel of ten children, young people and community representatives, which was then endorsed by the Children's Trust and the Cabinet.

The 2008 pathfinder audit and prioritisation programme involved a three-month campaign of public consultation, including a ten week 'Walk in the Park' programme (Appendix 5) in over 50 locations across the borough undertaken by members of the Dudley Play Partnership including the Director of Children's Services, Cabinet Member for Children's Services and Play Champion for Dudley, Members of Parliament, play rangers and the regional manager of Play England. This work has gained national attention in recent weeks and was reported to the Top 100 Group of Civil Servants at the DCFS in July. In addition, the 25 strong Dudley Decision Making Kids (DDMK) panel of children and young people have visited various play settings across the borough and also attended the Play England API Play Fair Exhibition at the National Showground at Stoneleigh Park in Warwickshire in July.

- 2.7 The selection of the 28 children's play areas and the plans for the new Sycamore Green Children's Adventure Playground, will follow a final options appraisal and endorsement process that will be undertaken in September through to the end of November this year. The first 12 children's play areas will be chosen to 'Fast Track' through in the third week of September so that completion can be undertaken before the end of the financial year. The remaining 16 play areas will be chosen in November and approved by the Trust and the Cabinet in December. The Children's Trust Implementation Group will hear any appeals against the decisions.

## 2.8 Access and inclusivity

All play pathfinder capital and revenue programmes will be:

- Designed by and with children and young people, particularly those children with disabilities.
- Accessible for disabled children and young people.
- Inclusive for all children including girls and minority groups.
- Accredited by the Me2 Mencap – Everyone Counts - Children's Panel.
- Accredited by the DCSF 'Out and About' Learning Outside the Classroom badge

Further information around access and inclusion is set out later in the plan.

## 2.9 Safety

The play pathfinder will develop a new 'safe to play strategy' including a:

- New Children's Play Service based in the adventure playground that will lead on developing the 'safe to play' strategy.

- New Children's Play Manager who will promote a balanced approach to 'safe to play' and lead on the development of the programmes on and off site at the adventure playground.
- A team of two full-time play rangers who will be based at the new adventure playground.
- Team of part-time play rangers who will support the new 'safe to play' strategy.
- Programme of training, support and awareness for key professionals and volunteers led by the Participation Plus team from the Children's Trust.
- Programme of solar powered vehicle activated traffic signs displaying - Children: 20mph.

Further details of traffic calming and safer routes to play are included later in the plan.

## 2.10 Creativity

The play pathfinder will:

- Promote the use of natural, renewable and creative play resources in schools and other settings.
- Develop a programme of active, creative environmental play opportunities.
- Promote the 'DCSF rainbow' through the Big Electric Play Circus road show.
- Develop an external funding strategy for children's play.
- Embed children's play into extended services and third sector provision.

Further details of the creative design and implementation process are included later in the plan.

## 3 Please describe how you will work across the service departments within your authority.

3.1 All relevant departments across the Council are represented on the Dudley Play Partnership, which is the lead partnership for the pathfinder programme. The Dudley Play Partnership reports to the Dudley Children's Trust and Cabinet through the Director of Children's Services and the Play Champion and Lead Member for Children's Services.

3.2 The Director of Children's Services and the Director of the Urban Environment will jointly own the pathfinder programme. Joint reports to Cabinet, and Select Committees, will ensure that all key senior officers



and departments have the opportunity to align policies and strategies. The Dudley Play Strategy was agreed and endorsed by the Children's Trust, the Cabinet and the Local Strategic Partnership. Pathfinder capital reports will be managed by the Head of Regeneration as described further on in this plan.

- 3.3 The Pathfinder Implementation Group will work alongside the Big Lottery Fund Children's Play Initiative Just Enjoy to ensure that both programmes are complementary and work towards the outcomes enshrined in the Dudley Play Strategy.

**4 Please 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 The Dudley Play Strategy sets out the vision, key outcomes and objectives for children's play across the borough. This was agreed by the Council in December 2006 and has been recently reviewed by the Dudley Play Partnership in June 2008. The Dudley Play Partnership recognises that some children, due to their personal or family circumstances, or their social, economic and physical environment, have more limited access to play opportunities than others. Therefore, the play needs of these children should be prioritised within the Council's policies and strategies.

- 4.2 The Dudley Play Policy and Manifesto for Play has six key objectives and outcomes, which form the heart of the strategy and action plan for play.

These are: -

- Promote the importance of play in relation to children and young people's health, safety, physical, emotional and economic well-being and their personal, social, and intellectual development, to all those that have a responsibility and influence over their upbringing, education, safety and well-being.
- To make appropriate public spaces as child friendly as possible, ensuring that parks, thoroughfares, nurseries, children's centres, schools, youth settings, housing estates and other public spaces within the borough, are as safe and conducive as possible to children's play and outdoor activities.
- Develop a strategic and interdependent approach to the management and allocation of available play resources and funding, striking a balance based on need between supervised and unsupervised provision.



- Work towards ensuring that a wider range of play opportunities are available for disabled children and young people, and that all provision aims towards becoming fully inclusive and accessible.
  - Work to ensure that all play providers actively seek to address the views, needs, rights, and interests of children and young people, particularly from hard-to-reach communities and those at risk from social exclusion including those children and young people looked after by the local authority.
  - Aim to offer all children and young people the chance to encounter acceptable risks in stimulating, exciting and challenging play environments.
- 4.3 Over the last two years, the Council has been able to embed these outcomes into the new Children and Young People's Plan (2008) and the Next Generation Local Area Agreement. In addition, this work has been acknowledged by the Government Office in the West Midlands as strengths in the Annual Performance Assessment (APA). Other references to the strategy have been made in recent local planning guidance and embedded into other strategies, including the Primary Care Trust obesity strategy and the strategy for physical activity and sport within the Black Country County Sports Partnership. Other work has included a joint strategy for play with the four Black Country local authorities as part of the Black Country Play Partnership.

## 5 Please briefly outline how your project fits strategically with your Big Lottery Fund Children's Play Initiative?

- 5.1 The Council's £690,320 application to the Big Lottery Fund Children's Play Initiative was approved in June 2007 and began on 1<sup>st</sup> August 2007. Over the last twelve months the Just Enjoy ([www.justenjoy.tv](http://www.justenjoy.tv)) children's play programme has delivered over 100,000 hours of new children's play activities. The programme has also created five new children's play areas across the borough including new play facilities for children with disabilities, a centre for creative play, new skate park and three multi-use games areas. The programme has also funded play ranger programmes in public parks and open spaces, a programme of special creative and environmental play activities and a three-week summer play scheme for profoundly disabled children and young people.
- 5.2 The DCSF Play Pathfinder will add tremendous value to this programme, by providing an additional 28 children's play areas and a new children's adventure playground and play service. The Pathfinder Implementation

Group will work alongside the Big Lottery Fund Children's Play Initiative Just Enjoy to ensure that both programmes are complementary and work towards the outcomes agreed in the Dudley Play Strategy.

## **6 Please briefly outline your play pathfinder governance arrangements.**

- 6.1 The pathfinder programme will be governed by the Dudley Children's Trust through the Dudley Play Partnership. The Play Partnership reports to the Dudley Children's Trust and Cabinet through the Director of Children's Services and the Play Champion and Lead Member for Children's Services. This will ensure that all partner agencies for children are engaged and have full ownership of the programme and its outcomes.

## **7 Please briefly outline the management arrangements for the pathfinder project?**

- 7.1 The pathfinder programme will be led by the Head of Development within Children's Trust Division of the Directorate of Children's Services. He will also be the programme Director and accountable officer for the three-year programme. The Head of Development will report directly to the Cabinet Member for Children's Services through her role as Play Champion and Chair of the Dudley Play Partnership. He will also report to the Director of Children's Services. The Pathfinder Implementation Group will be chaired by the Programme Director, working closely with the Pathfinder Capital Manager and the Manager of the new Sycamore Green Adventure Playground.

## **8 Please provide details of the staffing arrangements for this project.**

### **Staffing Structure**

#### **8.1 Project Director.**

The pathfinder project will be directed by the Head of Development for Children's Services, who will be the accountable officer and chair of the Play Pathfinder Implementation Group. The Play Pathfinder Director will be responsible for making sure that all contractual requirements and deliverables are met and that the project remains in budget and is delivered within the agreed timescales. The Pathfinder Director will be responsible for all matters related to the capital and revenue programme and will report to the Cabinet and all other interested partners including the DCSF and Play England. *(This post is funded by the Children's Trust and will not part of the DCSF budget plan.)*

## 8.2 Capital Manager

The Capital Manager will be responsible for the capital implementation programme including the capital programme in the 28 children's play areas. This consultancy will be funded from the DCSF revenue programme and will be time limited.

## 8.3 Adventure Playground Manager.

The Adventure Playground Manager will be responsible for running the new adventure playground and leading the new outreach play service. They will be budget holder and line manager for the adventure playground staff and part-time play rangers and volunteers. The manager will have the necessary qualifications and experience and will be required to deputise for the Project Director as and when necessary. The post holder will be suitable qualified and experienced and be funded initially from the DCSF revenue programme for the lifetime of the programme.

## 8.4 Adventure Playground Play Rangers.

Two full-time play rangers, who will report directly to the Adventure Playground Manager, will staff the new adventure playground. They will be responsible for coordinating all the play opportunities for the visiting children working with the part-time play rangers, volunteers and commissioned support staff. They will be suitable qualified and experienced and be funded initially from the DCSF revenue programme for the lifetime of the programme.

## 8.5 Play Rangers.

The adventure playground and outreach programme will commission a range of part-time play rangers to support the pathfinder. The part-time staff will be suitable qualified and experienced and be funded initially from the DCSF revenue programme for the lifetime of the programme.

## 8.6 Business Manager

The Business Manager for the project will be funded from the Children's Trust as part of the Children's Trust's Participation Plus team. The Business Manager will be responsible for supporting the Project Director, together with the two full-time Participation Officers. They will be responsible for all consultation and participation matters with children and young people together with developing the 'Safe to Play' policy and action plan. It is planned that they will work in the new Adventure Playground for the lifetime of the project.

**Please describe how you will ensure that the following key strategies are embedded into the local authority and Children's Trust planning.**

*How will you ensure Director-level ownership?*

- 8.7 The Project Director reports directly to the Director of Children's Services who has been closely involved with strategic development of the pathfinder over the last six months. The Project Director also reports to the Director of the Urban Environment through joint reports to Cabinet and through the Assistant Director for Culture and Leisure Services.

*How will you ensure a strategic link to high level decision-making and any other required infrastructure to oversee the pathfinder programme?*

- 8.8 The play pathfinder will also have an Assistant Director within Children's Services as a *policy champion*. This will ensure that the pathfinder outcomes are embedded across the Directorate and at the weekly Directorate Policy Team (DPT). The Assistant Director will also represent the pathfinder on the Council's cross-divisional AD group and at the Executive Board of the Children's Trust.

*How will you commission a senior project manager to support the pathfinder programme?*

- 8.9 The Project Director will lead a team of full-time officers and part-time staff to ensure that pathfinder deliverables are achieved. The Capital Manager will be a part-time consultant working to the Head of Regeneration in the Directorate of the Urban Environment (DUE). The Directorate will be responsible for delivering all the 28 children's play areas in public parks and open spaces. The adventure playground capital programme will be managed and delivered by the Directorate of Law and Property working through its property development division Dudley Property Consultancy.

*How will you deliver play work training for a range of public sector workers (including police officers, leisure staff, extended schools co-ordinators and teachers) and volunteers as part of a clear strategy to provide safe play sites and safe routes to play, via appropriate supervision of children in public space?*

- 8.10 The play workforce development and training programme will be delivered as part of the Just Enjoy programme. Over the last twelve months, Free to Play, the private company commissioned to deliver the play ranger programme through the Big Lottery Fund, will expand the play ranger training to include the pathfinder programme. The Director of Free to Play is a fully trained and experienced play worker and lecturer and has agreed to undertake this work under her existing contract.

*How do you plan to employ suitably skilled play workers to staff the adventure playground and provide support for the other pathfinder sites?*

8.11 As soon as this project plan has been endorsed by the DCSF, a recruitment programme will begin to select the appropriate staff. The positions will be advertised in the local and regional press and through play networks, including Play England. A representative panel of children and young people will take part in the selection process, including a representation on the interview panel. The adventure playground will be staffed by a service manager; two full-time play rangers and a team of part-time volunteers and commissioned play rangers. The Council, under the direction of a partnership play service management group, will employ the full-time staff.

*How will you plan for ongoing staffing costs to be covered in the future?*

8.12 Over the next twelve months, the new Sycamore Green Children's Adventure Playground Management Group will be required to develop a five-year business plan to take the adventure playground into the future. The management group will have representatives from several national and local the registered charities. These will include me2 Mencap, Kids, Orchard Partnership, Rollercoaster's and the Phoenix Centre for Disabled Children. The management group will be required to explore all possible options for future sustainability of the service, including taking the management of the centre into the third sector. Strong links with the DCSF Short Breaks Pathfinder, and the continued funding from the Aimhigher programme, will all provide future options for the service. Close links with the Children's Trust Extended Services Division will also ensure that a robust strategy for continued revenue funding is in place when the pathfinder funding comes to an end in March 2011. The location on the Sycamore Green campus for specialist services will ensure that specialist staff and volunteers are readily available to provide resources and support.

*Please detail the staffing costs over the 2008-11 period to cover the adventure playground and provide appropriate supervisory support to other pathfinder sites.*

8.13 *Please see the attached indicative budget at Appendix 1*

**9 The participation and engagement of children, young people, their parents and members of their community.** *The plan should be in place that identifies how the local community, including children and young people are kept engaged throughout the process phase.*

9.1 A real strength in the development of the Dudley Play Strategy has been participation and engagement of large numbers of children and young people. Over six thousand children, young people and members of the general public took part in the development of the strategy during 2006 and 2007. Over 3,000 children attended the play strategy road shows with over 1,000 completing online polls and questionnaires. Over 1,500 entered the Just Enjoy competitions and over 10,000 have attended Just Enjoy activities over the last twelve months. Over 1,000 children, young people and members of the general public were consulted between April, May and June of this year during the 'Walk in the Park' consultation. The Project Director, together with the Director of Free to Play, Members of Parliament, the Director of Children's Services and the Cabinet Member for Children's Services walked the borough, talking to children, young people and members of the general public about their play needs, opportunities and facilities.

9.2 The pathfinder programme will continue to follow the participation and engagement strategies adopted by the Just Enjoy programme. In addition, the pathfinder will develop a new 'Safe to Play' strategy to address some of the issues identified during the analysis of the findings. An initial report has already been made to the Dudley Play Partnership in June, with a detailed report and action plan being published in October.

9.3 All activities and information will continue to be published on the Dudley Play Strategy website at [www.justenjoy.tv](http://www.justenjoy.tv) and reported to the Children's Trust and Cabinet as necessary.

**10 Please provide details on the development of the children's play areas.**

*Please explain how you will deliver a minimum of 28 children's play area developments and the adventure play area over before 31<sup>st</sup> March 2010. Also, please explain what process of needs analysis that has been undertaken with the development of these projects.*

10.1 Over the last four months we have promoted the play pathfinder widely and asked individuals and groups to come forward with ideas and recommendations for development. Over 100 individuals and organisations have attended public meetings and presentations or have contacted the consultation website or telephoned to arrange a visit. The

project Director has visited over 50 locations across the borough including tenants and residents associations, faith and cultural organisations, youth and voluntary organisations. A wide-range of possible sites has been identified, including children's play areas owned by the Council but decommissioned for health and safety concerns.

- 10.2 The selection and prioritisation of the 28 play pathfinder children's play areas will follow the same methodology as developed for the Big Lottery Fund Children's Play Initiative in 2006/2007. This will follow a further analysis of the 'Dudley Play Strategy, together with the recently published guidance from Play England, Kids and Play link. We shall also take account of a recently published independent inspection of all children's play areas and public parks across the borough.

*Please provide details of the 12 children's play areas that will be developed before 31<sup>st</sup> March 2009.*

- 10.3 Please see the attached list of priority play areas (Appendix 2) that will be used as the long list for the prioritisation process already described in this plan. All 12 areas will emerge from the consultation and assessment programme and will be endorsed as high priority and achievable within the budget and timescale.

*Please set out your key targets, milestones and timelines for the delivery of completed project along with milestones for each year and details of what will be delivered each year.*

- 10.4 Please see the key milestones in Appendix 3

*Please explain the key risks to the project and how you will manage and reduce possible barriers and problems.*

- 10.5 Please see the capital project risk assessment attached in Appendix 4

## **11 Please describe how your pathfinder will promote innovation.**

*How will you ensure that innovative and stimulating equipment and landscaping is used to provide physically active play opportunities for children and young people?*

- 11.1 We have agreed that the Play England '10 key design principles' will be adopted in the development and implementation of the adventure playground and children's play areas design processes. In addition we

have adopted our own 'six assessment criteria' that will be used by the design and approval teams when assessing and endorsing the schemes.

11.2 The six assessment themes for the Adventure Playground will -

- *Support and provide a wide range of indoor and outdoor play opportunities both on and off site.*
- *Be totally inclusive and accessible to both disabled and non-disabled children.*
- *Be designed to be as flexible as possible to allow for change, evolution and future development with the opportunity for the children to change, create and develop things as they wish.*
- *Use of natural sustainable materials with a low carbon CO2 impact, environmentally friendly and appropriately maintained.*
- *Be designed to blend into the site but be of an iconic nature that is exciting, challenging and inclusive where children can experience risk and challenge.*
- *Provide a high quality community facility for families and their children.*

11.3 In addition, the design and procurement process will involve a working group of children and young people, community representatives and key professionals, including artists, landscape architects and children's play experts. A series of design forums will be held to ensure that the best possible ideas.

*How will you ensure that there has been an analysis of local need, including how the children's play areas will be particularly attractive to 8-13 year olds?*

11.4 As already described in Question 9, the analysis of need has involved the triangulation of evidence from three sources. Firstly, the work undertaken through the Dudley Play Strategy in 2006/07, secondly the recent independent inspection report of all existing children's play areas and thirdly, the results of the pathfinder consultation programme over the last three months.

11.5 The final recommendations to the Cabinet will be made by the Pathfinder Prioritisation Panel of five children and young people (8 to 13 years of age) and five community representatives. A young person who will have

the casting vote will chair the panel. The results of the panel will then go forward to the Children's Trust and onto the Cabinet for final approval.

*How will you explore and learn from the innovative activities including where play can act as a gateway to structured positive activities and support services?*

- 11.6 The proposed site for the Children's Adventure Playground will be co-located next to a centre for children's specialist services including services that support children with disabilities and learning difficulties. Following a meeting of the 'Joint Pathfinders Group' in London with Kids and Play England in July, it has been agreed to link the DCSF Short Break Pathfinder with the DCSF Play Pathfinder in the three local authorities of Dudley, Enfield and Sunderland. This will enable us to learn together and develop innovative ideas and play activities, particularly for children with disabilities. The alignment of the two pathfinders will add value and provide a better quality of play service for children, young people, their parents and carers.

## 12 Participation and engagement strategies.

*How will children, young people, parents, wider communities, including locally elected members, be involved throughout the play pathfinder process? This will be involved from the decision where the grant will be spent particularly in relation to the adventure play area through to the design, procurement, installation and monitoring.*

- 12.1 We have already described the processes that we have employed to engage children and young people, their parents and carers, elected members, Members of Parliament and members of the general public in the pathfinder programme so far. However, we now intend to develop Local Play Partnerships based in local schools, to monitor and promote the children's play areas in their community. In preparation for the introduction of the National Indicator (NI 199) for play in April 2009, we want to make sure children and young people know about their local play areas and have some feeling of ownership and responsibility towards its use. As a pilot, we shall introduce 10 Local Play Partnerships in 2008/2009 with a target to have 20 Local Play Partnerships operating across the borough by the end of the pathfinder.

*How will you include hard-to-reach groups in this process?*

- 12.2 The pathfinder will work closely with the Children's Trust Participation Plus team to ensure that the hard-to-reach groups are involved as much as possible. Working with the me2 Mencap, Kids Orchard, Rollercoasters, Phoenix, Dudley Decision Making Kids, and NCH Young Carers, we shall

ensure that those children who miss out are not left out of the pathfinder. The third sector groups above work hard to ensure that all children and young people are included from BME communities and those from new arrivals and the children of travelling communities.

*How will you consider whether any planning issues need to be resolved, and how?*

- 12.3 The Directorate of Law and Property will deal with all planning matters. Any necessary planning control and permission orders will be sought and other building regulations where necessary. The Council and its team of experts are highly experienced in these matters to ensure that all capital programmes are well managed and are delivered on time and in budget.

*How will you consider whether ground condition surveys will need to be completed?*

- 12.4 Please see Appendix 3

*How will you consider whether any ownership issues need to be resolved, and how?*

- 12.5 Please see Appendix 3

*How will aim to secure Third Sector involvement, encourage bids from community and Third sector groups, and consider their play expertise and direct experience of working in the community with children, families and other residents?*

- 12.6 The involvement of the voluntary, community and third sector has been critical to the success of the Dudley Play Strategy to date. Over 100 organisations applied for the Big Lottery Fund Children's Play Initiative in 2006 with nearly 100% of the funding going towards third sector and partnership projects. The third sector is already deeply involved and responsible for delivering a significant proportion of the play activities across the borough, including those for disabled children and those with disabilities. Kids Orchard already has over £300,000 of lottery funded play projects operating in the South of the borough and with the development on the Sycamore Green Adventure Playground in the north of the borough this will be enhanced significantly. (See Appendix 5)

- 12.7 However, following a review of the Dudley Play Strategy in June 2008, our target to '*Work towards ensuring that a wider range of play opportunities are available for disabled children and young people, and that all provision aims towards becoming fully inclusive and accessible*' was placed at Red.

Progress has been slow and too many children and parents feel there are far too many barriers for inclusive play and much more needs to be done.

*How will your children's play areas link with your wider strategic approach on environment, leisure, planning, transport and housing?*

- 12.8 As described already in this project plan, we have been successful in securing support for the Dudley Play Strategy in all high level strategic plans. Work is underway to continue to promote play and physical activity through the PCT and Leisure Services, through strong partnership working in the Local Strategic Partnership and across the Black Country through the Black Country Play Partnership.

*How will you support community-led projects in your pathfinder programme?*

- 12.9 As described already in this project plan, we have strong community-led programmes funded through the Dudley Play Strategy and other programmes. Most public parks and children's play areas have a Friends of Park group that together forms the Parks Forum. Working closely with the new Local Play Partnerships, we shall work to encourage up to 5,000 volunteering experiences through the play pathfinder supported by the Dudley Council for Voluntary Services and their specialist in community development and volunteering.

*How you will lead a major consultation exercise for the adventure playground/playpark, including children, parents and local residents?*

- 12.10 Over the last few months, a major consultation programme with children, young people, their parents and carers has identified the Sycamore Green Centre as the preferred site for the new adventure playground. Situated in the Castle and Priory Ward, and close to the Wren's Nest and Priory Hosing Estates, the centre is ideally placed to provide a centre of excellence for children's play, particularly for those children with disabilities and learning difficulties. The proposal has been endorsed by the local Tenants, Residents and Community Association and has the backing of the Lead Member for Children's Services. When this project plan is approved, a full report will go to the Children's Trust and the Cabinet for final approval.

## 13 Sharing and disseminating best practice

*How will your pathfinder share your experiences with other local authorities on a regional basis, including through networking events arranged with the assistance of Play England?*

- 13.1 With the support of Play England, the local authorities of Dudley, Sandwell, Walsall and Wolverhampton, the only other play pathfinder in the West Midlands at the moment, have already established a Black Country Play Partnership to share best practice and develop the play opportunities across the sub region. In addition, all 34 West Midlands local authorities have come together to establish Play WM to promote children's play across the region and beyond.
- 13.2 Also, the local authorities of Dudley, Enfield and Sunderland have formed a *Joint Pathfinder Group* to add value to the DCSF Short Break and Play Pathfinders. The Pathfinder Project Director in Dudley also leads on children's play for the Association of Directors of Children's Services (ADCS) nationally. Dudley MBC is also a member of Play England and is keen to take a national lead, particularly through the development of its *Safe to Play* policy and work around inclusion and children with disabilities.

## 14 Issues of access and safety.

*How will you ensure and improve access, safety and inclusively across your children's play areas?*

- 14.1 The pathfinder project plan will take account of national guidance and published best practice. This will include the Play England DCSF Design for Play: A guide to creating successful play spaces, Inclusion by Design: A guide to creating accessible play and children environments and Planning for Play (2008 Updated).
- 14.2 Other guidance will be used including Equality of Access, the BT Countryside for All – A good practice guide to disabled people's access in the countryside and Community Safety, Dudley's Supplementary Planning Guidance document Design for Community Safety, Dudley's Play Area Guidelines and BS EN 1176 Playground equipment and BS EN 1177 impact-absorbing surfaces

*How will you ensure that your children's play areas are totally inclusive and open access, with all children free to come and go, free of charge and comply with disability discrimination legislation?*

- 14.3 All children's play areas developed through the pathfinder programme will be free of charge and open access children's play areas. Work is already underway with the *Dudley Decision Making Kids* (DDMK), the *me2 Mencap* group of disabled children and the *Access in Dudley* advisory group, to identify a range of exciting, inclusive and accessible play equipment for children with disabilities. Visits have already been made to other centres to learn from other authorities, providers and registered charities. This has included a visit to the Kids Adventure Playground in Islington and a special play park in Kirklees.

*How will you ensure that your children's play areas are made attractive to girls and inclusive of minority ethnic groups?*

- 14.4 There are already strong partnerships with the voluntary and community sector to find the best possible ways to make play sites and spaces as attractive to girls and minority ethnic communities and new arrivals as possible. When completed, three-weekly inspections will take place to ensure that the equipment is maintained to the highest standard. An annual independent RoSPA inspection will also take place to ensure that the play equipment and facilities meet required quality standards.

*How will you improve access to your sites including safety getting to and from the site.*

- 14.5 Work has already begun to link the play pathfinder to other policies and strategies designed to make open space safe and accessible. Working closely with the Dudley Primary Care Trust, colleagues in Traffic and Planning and with the Police and the voluntary and community sector, we are beginning to make safer routes to school and school travel plans extend into public parks and open spaces. The development of Local Play Partnerships within schools and local children's centres will also promote the new play spaces and encourage local ownership and usage. The play ranger programmes across the borough will also make our play areas feel safer and work with friends of parks, tenants and residents associations and PACTs and neighbourhood watch programmes will help children and families feel safer. Imaginative signing and route planning will also help, including the use of the pioneering Walkzone promoted by Dudley PCT and the Council. [www.walkzone.dudley.gov.uk](http://www.walkzone.dudley.gov.uk)

*How will you undertake risk assessments to ensure the safety of children, young people and all users are developed?*

- 14.6 The play pathfinder will use the nationally recognised Dudley online system; created to manage offsite visits in schools, children's centres and social care settings. The system has managed over 25,000 events over the last three years and is due to be adopted by the DCSF nationally as part of the National Transport Programme and Learning Outside the Classroom Manifesto. The system allows users to plan and record their programme and projects online and for them to be checked and verified by experts and managers. The online programme is already used by the Big Lottery Fund children's play initiative and will be used throughout the pathfinder and beyond.

*How you will develop ways of increasing parental and child confidence, including, for example, awareness campaigns, training for a range of public sector workers (including community police officers, leisure staff, extended schools coordinators and teachers) and a volunteering programme to help provide appropriate supervision of children in public space.*

- 14.7 We have already described that our workforce development programme and awareness training will be undertaken by Free to Play, one of the partners in the Just Enjoy programme. The Walk in the Park programme has also begun to attract the attention of other professionals and volunteers and will form the basis of a rolling programme of presentations and seminars around play and play opportunities in Dudley. Meetings have already take place between third sector partners, including Saltmine Trust and Phase Trust, to commission outreach programmes based upon the key issues identified in the ten week consultation. The barriers to play identified in the Walk in the Park programme include, developing better relationships with the Police, particularly PCSOs who are often doing excellent work with children and young people, volunteers engaged in positive activities with teenagers, and youth and community officers targeting those children and young people in need. Other areas include work around extended services in schools and children centres and closer working with leisure and social care staff.

**15 Please explain how you will ensure children and young people will be able to make use of the facilities safely.**

*How will you ensure the safety of children from Traffic, ASB and crime in terms of getting to the sites and time spent playing on them?*

- 15.1 The pathfinder will develop a new *Safe to Play* strategy that will promote greater safety for children from traffic, anti-social behaviour and crime. This will include work around existing and future planned traffic-calming programmes and transport strategies to improve access and safety around designated and informal play sites. Recent experience with play areas across the borough including the development of the Transforming Your Space programme, Liveability and the wider park and children's play improvements, has led to useful experience in the choice of sustainable equipment, which has a high degree of resistance to vandal attack. Careful choice of materials has led to greater play outcomes for children and better ongoing maintenance of sites.

**16 Please explain how will you ensure the long term sustainability of your project?**

*How will you ensure that the capital investment is sustainable in terms of protection of sites against vandalism and ongoing maintenance of sites?*

- 16.1 The children's play facilities that will be developed through the pathfinder will essentially be sustainable, in that they will provide local facilities for the wellbeing of children and their families. Their design and maintenance will ensure that any vandalism is kept to a minimum. The Adventure Playground will be safely enclosed and locked after dark and out of opening hours.

*How will you take into consideration the environmental impact of this investment, and consideration to the sustainable refurbishment of play areas using natural materials, which encourage children to explore the natural environment?*

- 16.2 Sustainability will also be supported by the -

- Use of sustainable drainage principles (e.g. by the use of porous surfaces and soakaways) to minimise adverse impacts on urban hydrology and aquifers.
- Use of recycled materials (e.g. recycled plastic seating, bollards, and aggregates) and minimal import and of export of soil materials, by for example, using topsoil creation techniques for planted areas instead of



import of stripped topsoil from elsewhere, plus reuse of shredded organic waste on site as a mulch, conditioner or footpath surfacing material.

- Promotion of 'permeable' spaces to maximize pedestrian and cycle movement.
- Creation of by design of 'good places' to reduce travel requirements

## **17 Please explain how you will manage the design brief agreements**

*This should detail the process for agreeing the design briefs, based on the new design guidelines. Key factors which should be included are:*

- *Appointment of designer*
- *Community engagement*
- *Children and Young people engagement*
- *Third Sector*
- *Date for final agreement*

17.1 It has been decided that capital projects will be delivered by the Council's Dudley Property Consultancy and the Council's Urban Design Team, based in the Directorate of Law and Property and the Economic Regeneration Division of the Directorate of the Urban Environment respectively. The team's Chartered Landscape Architects and support staff have many years experience of delivering public sector environmental improvements, with a portfolio including derelict land reclamation, parks and open spaces improvements, highways and housing landscapes, urban forestry, play and sports facilities, historic landscapes and school grounds improvements.

17.2 The Landscape and Urban Design Team maintains a standing list of landscape consultants who are called on, using pre-tendered rates to deliver projects when there is insufficient in house capacity to meet the client's needs and the cost of this option if required is contained within the fee elements included in this programme.

## **18 How will you secure Council approval?**

*How will the project proposals be approved by the Council?*

18.1 Approval gateways will be built into the project development process with formalised signoffs, either on the part of the client directorate or statutory

bodies/stakeholders, and for this project these have been identified as follows:

- Inclusion in the Council's Capital Programme and any variance to spend profiles or amounts
- Agreement of detailed project brief
- Outline design
- Detailed design
- Planning Applications
- Planning conditions, where applicable
- GreenCare (maintenance details)
- Tender approval
- Handover of completed scheme (after independent RoSPA inspection for play facilities)

*Who will be required to approved the proposals and when?*

18.2 The process of approvals will follow the prioritisation process already described in the plan.

- Information approved by the Children's Trust and Cabinet.
- Publicity and marketing campaign about the programme
- Consultation with children and young people.
- Consultation with members of the general public
- Consultation with specialist groups and organisations
- Analysis and assessment by the Pathfinder Implementation Group
- Prioritisation by the Children's Trust - Pathfinder Panel
- Appeals to the Children's Trust Implementation Group
- Approval by the Children's Trust
- Approval by the Cabinet

## 19 How will you evaluate the programme?

*How will your programme sites be evaluated?*

19.1 All sites will be designed and created by a team of children, young people, professionals and community representatives so that they meet the best possible standards in design and safety but are also exciting and inclusive for all children, particularly those with disabilities. Our initial analysis of our

existing areas has shown that many are not accessible and need urgent remodelling and refurbishment to make them more accessible for wheelchair users and those children with disabilities. Good progress has been made with the Big Lottery Fund Children's Play Initiative but much more now needs to be done to improve the highest priority sites across the borough.

19.2 All sites will then be required to gain the me2 Mencap access and inclusion award. A panel of children and young people with disabilities will be involved in the design of the provision and will inspect the site when completed. All sites will be promoted on the Just Enjoy site [www.justenjoy.tv](http://www.justenjoy.tv) where children and young people are encouraged to record their comments and assessment of the provision. This will also encourage children and young people to record their views on their local play areas through the annual Ofsted Tellus survey, which will monitor the new National Indicator for children's play.

19.3 In addition, each play area will have a Local Play Partnership, based in a nearby school. The Local Play Partnership will be encouraged and supported to 'look out' for their local children's play area and report any problems to the Council's GreenCare team or their local Police.

*When will you evaluate of the new facilities?*

19.4 Sites will be continually evaluated as soon as they are open. The sites will be promoted on the Just Enjoy website and in the local press and marketing campaign. Children, young people and families will be encouraged to report problems on the website and the free phone number.

19.5 All sites will be inspected three times a week by the GreenCare experts who will make sure the sites are clean, safe and useable. Immediate remedial work will be undertaken to address any vandalism or fixed equipment failure with an independent inspection being under taken once a year.

## 20 Evaluation

*How will you work with the programme evaluators and assist them in data capture to show the impact of improvements to local play offers, for example looking at increased usage and parental satisfaction?*

20.1 Over the last two years, Dudley has developed a very strong working relationship with our colleagues in Play England. The Regional Manager

and his staff are regular visitors to Dudley and have attended all meetings of the Dudley Play Partnership and some other planning meetings. The Regional Manager also joined us on our consultation tour of the borough and contributed to the 'Walk in the Park' consultation.

- 20.2 The Just Enjoy website [www.justenjoy.tv](http://www.justenjoy.tv) will provide all the performance management information for the programme and provide for national and international dissemination of the best practice as the programme develops. External consultancy and peer mentoring from other authorities described already will also allow for regular dialogue and exchange of ideas and experiences. It is expected that Dudley will take a national lead on this area, particularly on behalf of the Association of Directors of Children's Services (ADCS)
- 20.3 The assessment criteria for the evaluation will follow the published policy statements and agreed outcomes of the Dudley Play Strategy together with the agreed deliverables of the play pathfinder. The evaluation will also take account of the Fair Play Action Plan, due to be published by the DCSF in the Autumn and the revised 'Planning for Play' due to be updated by Play England.

## 21 Please provide the details of your procurement time lines.

21.1 It is proposed that contractors will be procured from the Council's Annual Tender for Landscape work for the implementation phase. A tender report is available which sets out the procurement methodology and approvals for this route. Contractors are selected for each job on a price basis by application of the quantities of a designed scheme to a pre-tendered suite of bill rates. The advantages of this procurement route are as follows:

- Speed of delivery by avoiding repeat competitive tendering
- Cost certainty. Precise tendered costs are definable at the design stage
- Value for money. The Annual Tender is procured via a restricted process of open advertisement for expressions of interest, followed by invitation to tender to qualifying contractors, with the preferred number of lowest cost tenderers selected
- Appropriateness of contractor skill and experience. The restricted process referred to above will allow prequalification based on relevant skill and experience
- Compliance with Dudley MBC Standing Orders & Financial Regulations.
- Flexibility in delivery. With a choice of contractors flexibility is offered
- Not being restricted to one supplier. A choice of contractors is offered via this route

- Early contractor involvement is possible as the preferred contractor may be identified early in the design process

21.2 It is proposed that contracts are negotiated off the annual tender either singly or in geographical/phased/work-type groups, rather than in one contract. This will give more flexibility and reduced risk.

21.3 Where play areas are to be refurbished only, it is proposed to use GreenCare, the Council's Grounds Maintenance service, as a delivery agent on a design and build basis.

## **22 Please provide details of the construction time line.**

*When will the projects start?*

22.1 As soon as approval to proceed has been gained from the Cabinet in September 2008. At least 12 projects will be completed before March 2009. The adventure playground and 16 other sites will be completed before March 2010.

*When will pre site work and negotiation begin?*

22.2 As soon as the final project plan has been approved and endorsed by the Children's Trust.

*When will be the anticipated completion date?*

22.3 All projects will all be completed before March 2010.

## **23 Please provide agreed opening dates.**

*This will need to be identified well in advance with appropriate engagement/involvement of Ministers, MPs, Elected members and children.*

23.1 Opening dates will be agreed upon completion of the projects.

## **24 Risks and Contingency plans**

24.1 As with all capital projects, schemes are delivered in accordance with the Council's Corporate Project Management Toolkit, which includes application of risk management principles. A Risk Register for this project in the Project Management Toolkit format has already been prepared for this project. Please see appendix 4.

# Appendices

## Appendix 1

# Financial forecast

<i>DCSF Play Pathfinder</i>		Year 1	Year 2	Year 3	Sub-total	Total
		£	£	£	£	£
YEARS		2008/09	2009/10	2010/11		
<b>Income</b>	Capital	586,953	1,532,924			2,119,877
	Revenue	137,588	176,899	176,899		491,386
<b>Total</b>		<b>724,541</b>	<b>1,709,823</b>	<b>176,899</b>	<b>0</b>	<b>2,611,263</b>
<b>Expenditure - Revenue</b>	Capital Manager Contribution	20,000	33,000	7,000	<b>60,000</b>	<b>60,000</b>
	Adventure Playground Mgr	20,413	36,762	37,681	<b>94,857</b>	
	- On costs	4,736	8,529	8,742	<b>22,007</b>	<b>116,864</b>
	Senior Play Ranger	12,803	22,496	23,058	<b>58,357</b>	
	- On costs	2,842	4,994	5,119	<b>12,955</b>	<b>71,312</b>
	Play Ranger	0	20,448	21,644	<b>42,093</b>	
	- On costs	0	4,540	4,805	<b>9,345</b>	<b>51,437</b>
	Other Play Rangers	20,000	22,000	22,000	<b>64,000</b>	
	Travel	2,000	3,000	4,000	<b>9,000</b>	<b>73,000</b>
	Project Management	5,000	5,000	5,000	<b>15,000</b>	<b>15,000</b>
	Equipment	15,000	2,000	3,000	<b>20,000</b>	<b>20,000</b>
	Marketing	5,000	2,200	5,800	<b>13,000</b>	<b>13,000</b>
	Evaluation	3,000	3,000	6,000	<b>12,000</b>	<b>12,000</b>
	Website	6,000	2,000	8,000	<b>16,000</b>	<b>16,000</b>
	Consultants	15,000	4,000	11,000	<b>30,000</b>	<b>30,000</b>
	Training	5,000	2,000	3,000	<b>10,000</b>	<b>10,000</b>
	Contingency	795	930	1,048	<b>2,773</b>	<b>2,773</b>
<b>Total</b>		<b>137,588</b>	<b>176,899</b>	<b>176,898</b>	<b>491,386</b>	<b>491,386</b>
<b>Expenditure - Capital</b>	Adventure Playground		800,000	0	<b>800,000</b>	<b>800,000</b>
	Play Areas (£47,000)	586,953	732,924	0	<b>1,319,877</b>	<b>1,319,877</b>
<b>GRAND TOTAL</b>		<b>724,541</b>	<b>1,709,823</b>	<b>176,898</b>	<b>2,611,263</b>	<b>2,611,263</b>
<b>Assumptions</b>						
	Ad Playground Manager	POC, SCP42 upwards		start at bottom of scale		
	Senior Play Ranger	Sc6, SCP26 upwards		start at bottom of scale		
	Play Ranger	Sc5, SCP22 upwards		start at bottom of scale		

## Appendix 2

### Priority Play Areas

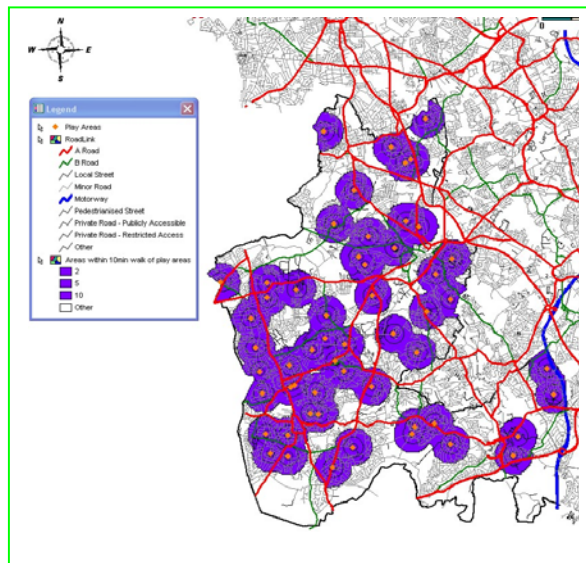
*As soon as this project plan has been agreed, the following children's play areas will be considered for inclusion by the Dudley Play Partnership Prioritisation Panel.*

*A condition and suitability report will be completed which will be set against the results of the pathfinder consultation programme.*

*The full list will then be prioritised by the panel and go forward for approval by the Children's Trust and the Cabinet.*

*Any additional areas that have yet to emerge through the consultation period will also be included over the next ten weeks.*

#### Ten minute walking distance from the children's play areas



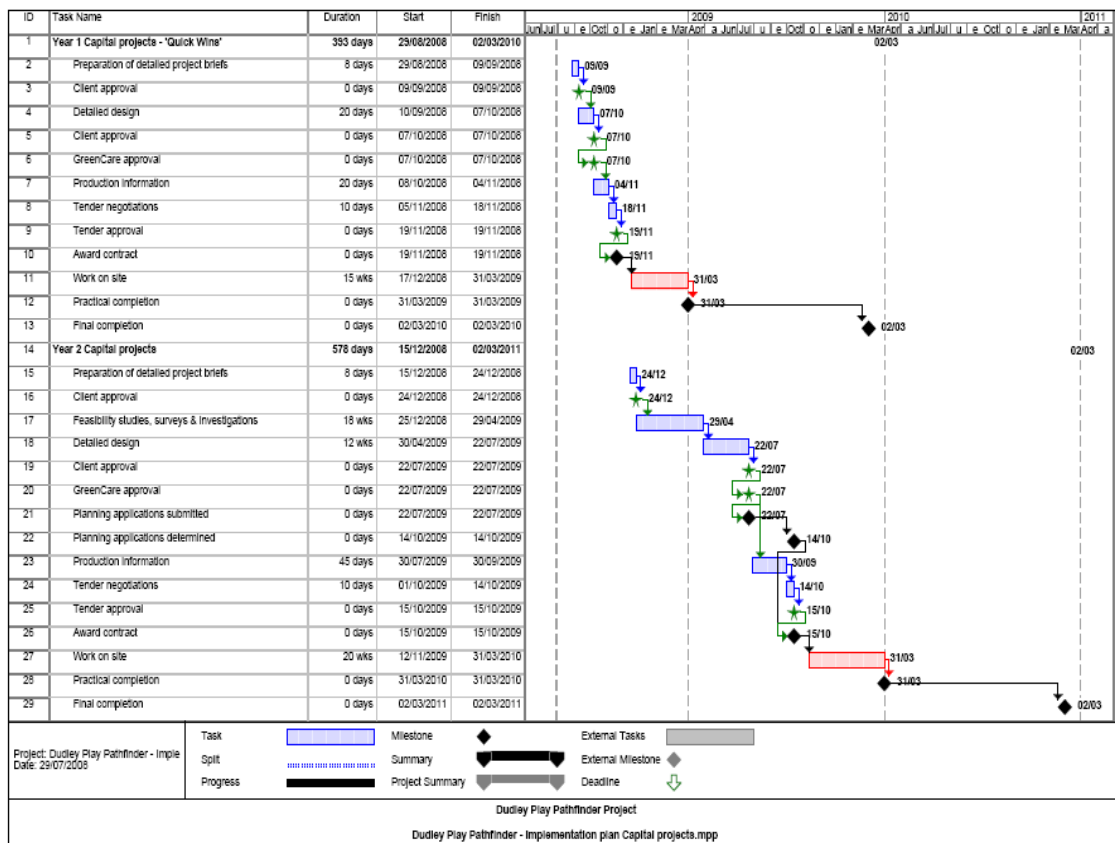
- Abbey Street Children's Play Area
- Albion Street Park Children's Play Area
- Amblecote Children's Play Area
- Bernard Oakley Children's Play Area
- Bredon Road Children's Play Area
- Brewery Fields Children's Play Area
- Brierley Hill flats Lowther Court Children's Play Area
- Buffery Park Children's Play Area
- Cannon Drive Children's Play Area
- Churchward Close Children's Play Area
- Clayton Park Children's Play Area
- Cot Lane Children's Play Area
- Dewberry Road Children's Play Area
- Grange Park Children's Play Area
- Greenfield Gardens Children's Play Area
- Greenfields Road Children's Play Area
- Hamilton Avenue / Cloister Drive Children's Play Area
- Hawbush Children's Play Area
- Heathbrook Farm Children's Play Area
- Highfield Park Skate Park and Children's Play Area
- Homer Hill Park Children's Play Area
- Huntingdon Gardens Children's Play Area
- Huntingtree Park Children's Play Area
- Hurst Green Park Children's Play Area
- Junction Road Children's Play Area
- Kent Road Children's Play Area
- King George V Park Children's Play Area
- Kingswinford Park (King George VI) Children's Play Area
- Kinver Street Children's Play Area
- Leasowes Park Children's Play Area
- Lodge Farm Children's Play Area
- Mary Stevens Park Children's Play Area
- Milking Bank Children's Play Area
- Netherton Park Children's Play Area
- Overfield Road Skate Park and Children's Play Area
- Parklands Children's Play Area
- Pheasant Street Children's Play Area
- Ploverdale Crescent Children's Play Area
- Priory Park Children's Play Area
- Quinton Park Children's Play Area
- Roseland Children's Play Area
- Russells Hall Children's Play Area
- Sedgley Hall Farm Park Children's Play Area
- Silver Jubilee Park Children's Play Area
- South Road Children's Playing field
- Springmeadow Road Children's Play Area
- Stevens Park - Wollescote Children's Play Area
- Stevens Park (Quarry Bank) Children's Play Area
- Tenacre Skate Park
- Tenscore Children's Play Area
- The Dell Recreation Ground Children's Play Area
- Turners Lane Children's Play Area
- Vale Street Recreation Ground Children's Play Area
- Western Avenue Children's Play Area
- Woodside Park Children's Play Area
- Wordsley Park (King George V) Children's Play Area

## Appendix 3

### Key Milestones

The chart below is indicative of the key milestones programme that will be approved when the project plan has been endorsed by the Department and the sites for the adventure playground and 28 children's play areas have been finally agreed.

We shall follow the Council's procedures for capital project management and development which have been very successfully used for the Big Lottery Fund Children's Play Initiative. All milestones for this programme have been achieved on time and in budget and all quarterly reports, legal and financial requirements have been met. User satisfaction is very high and play outcomes have increased by over 100,000 hours in the last twelve months.



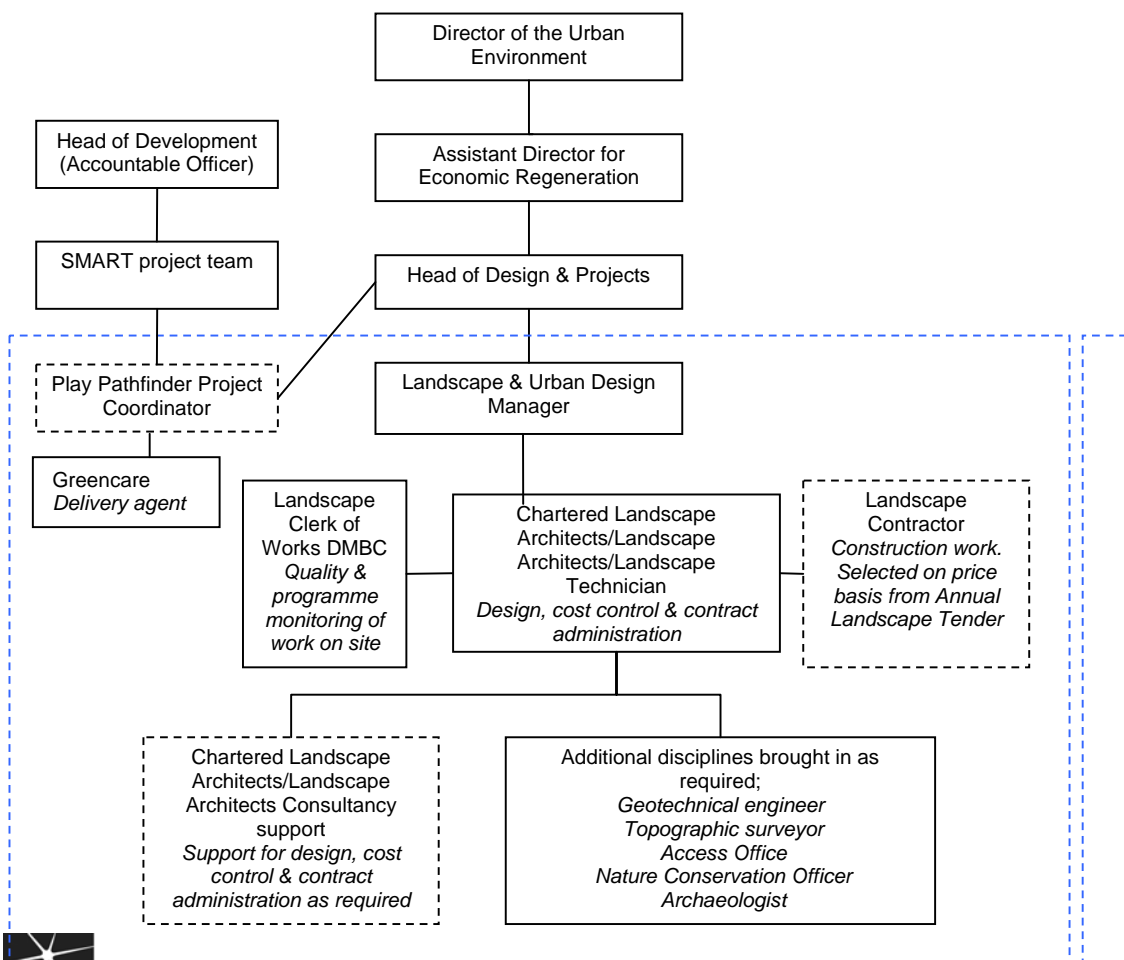
## Appendix 4

# Managing and Monitoring

### *The delivery plan for the play pathfinder*

It is proposed that capital portfolio of projects within the pathfinder will be delivered by the Council's Landscape and Urban Design Team, which is based in the Economic Regeneration Division of the Directorate of the Urban Environment. The team's Chartered Landscape Architects and support staff have many years experience of delivering public sector environmental improvements, with a portfolio including derelict land reclamation, parks and open spaces improvements, highways and housing landscapes, urban forestry, play and sports facilities, historic landscapes and school grounds improvements.

The following management structure is proposed for the delivery of this element of the bid:



In order to minimise risks and increase certainty of delivery it is established practice for all projects managed by the group to be subject to a detailed feasibility study. This study conventionally identifies the opportunities, constraints and risks of the project by considering the following matters:

- Land ownership and other legal interests (Leases/covenants/easements and other restrictions)
- Size of site and impact of any proposals on residential
- Location in relation to other similar facilities
- Planning Policy and Development Control considerations
- Public rights of way
- For play and sporting facilities, RoSPA guidelines relating to Access for emergency vehicles, equality of access, impact of tree cover and visibility of the site
- Ecology
- Archaeology
- Under and over ground utilities
- Previous site uses and geotechnical/contaminated land issues
- Capital costs
- Maintenance issues and running costs
- Options appraisal
- Additional surveys and investigations required

All new projects in this initiative will be subject to this process so that all constraints may be identified.

The Landscape and Urban Design maintains a standing list of landscape consultants who may be called on using pre-tendered rates to deliver projects when there is insufficient in-house capacity to meet client directorates' needs and the cost of this option, if required, is contained within the fee costs included in this project.

Project designs are developed based on the client brief with regard to a number of protocols, which have been established and developed over time to provide an efficient and inclusive service. These include:

- Dudley MBC Project Management toolkit (provides a methodology for effective project management, including risk management and communication issues)
- Dudley MBC Consultation toolkit (sets out corporate best practice for engagement of stakeholders)
- Landscape & Urban Design team project checklist (provides an audit trail of the key stages to be covered in the delivery of a landscape project)

- Directorate of the Urban Environment Contract Manual (provides directorate guidance on application of the corporate Standing Orders and Financial Regulations)
- Dudley MBC Play Area Guidelines (set out corporate requirements for the delivery of children's play projects)

In addition, the development of the proposals for this project will have regard to the following:

- Community Safety – Dudley MBC Supplementary Planning Guidance document *Design for Community Safety*
- Equality of Access; assessment of the emerging design against and application of the *BT Countryside for All – A good practice guide to disabled people's access in the countryside*. This document is recognised by the Council's Access Officer as best practice.
- BS EN 1176 Playground equipment & BS EN 1177 impact-absorbing surfaces

Approval gateways are built into the project development process with formalised signoffs either on the part of the client directorate or statutory bodies/stakeholders, and for this project these have been identified as follows:

- Agreement of detailed project brief
- Outline design
- Detailed design
- Planning permission, and planning conditions, where applicable
- GreenCare (maintenance details)
- Tender approval
- Handover of completed scheme (after independent RoSPA inspection for play/sporting facilities)

## Sustainability

The facilities proposed for construction in this bid are essentially sustainable in that they seek to provide local facilities for the wellbeing of residents and have a role in supporting not only the development of sustainable communities but also addressing health and obesity agendas. Sustainability is also supported by the application of the following:

- Use of sustainable drainage principles (e.g. by the use of porous surfaces and soakaways) to minimise adverse impacts on urban hydrology and aquifers.
- Use of recycled materials (e.g. recycled plastic seating and bollards) and minimal import and of export of soil materials, by for example, using topsoil creation techniques for planted areas instead of import of stripped topsoil

from elsewhere, plus reuse of shredded organic waste on site as a mulch, conditioner or footpath surfacing material.

- Promotion of 'permeable' spaces to maximize pedestrian and cycle movement.
- Creation of by design of 'good places' to reduce travel requirements.

The Project Team will be assembled as follows:

Discipline	Supplier	Role
Play Pathfinder project Coordinator	To be procured on a consultancy basis	Project Coordinator
Landscape Architect	Dudley MBC Landscape & Urban Design Group	Lead Consultant Detailed design, procurement of contractor and contract administration Commissioning advice/role for specialist advisors
Geotechnical engineer	Dudley MBC Engineering Group	Specification and administration of geotechnical investigations and recommendations based on outcomes
Topographic surveyor	Dudley MBC Engineering Group	Delivery of surveys
Ecologist	To be procured from Standing Select List of Landscape Consultants	Delivery of surveys and recommendations based on outcomes
Access Officer	Dudley MBC Property Consultancy	Advice on equality of access
Archaeologist	Dudley MBC Historic Environment Team	Advice on presence, protection and interpretation of historic environment matters

The main duties of the Project Coordinator will include reporting to the Head of Economic Regeneration Delivery, programme monitoring for capital delivery, coordination of commissioning of delivery agents, and financial management.

### Implementation

It is proposed that contractors will be procured from the Council's Annual Tender for Landscape work for the implementation phase. A tender report is available which sets out the procurement methodology and approvals for this exercise. Contractors are selected for each job on a price basis by application of the quantities of a designed scheme to a pre-tendered suite of bill rates. The advantages of this procurement route are as follows:

- Speed of delivery by avoiding repeat competitive tendering.
- Cost certainty. Precise tendered costs are definable at the design stage.
- Value for money. The Annual Tender is procured via a restricted process of open advertisement for expressions of interest, followed by invitation to

- tender to qualifying contractors, with the preferred number of lowest cost tenderers selected.
- Appropriateness of contractor skill and experience. The restricted process referred to above will allow pre-qualification based on relevant skill and experience.
  - Compliance with Dudley MBC Standing Orders & Financial Regulations.
  - Flexibility in delivery. With a choice of contractors flexibility is offered.
  - Not being restricted to one supplier. A choice of contractors is offered via this route.
  - Early contractor involvement is possible as the preferred contractor may be identified early in the design process.

Where play areas are to be refurbished only, it is proposed to use GreenCare as a delivery agent in a design and build capacity. As with all capital projects, schemes are delivered in accordance with the Council's Corporate Project Management Toolkit, which includes application of risk management principles. A Risk Register for this project in the Project Management Toolkit format has been prepared for this project and is appended to this statement.

### Good Practice

The project may also benefit from the recent Liveability and Big Lottery *Just Enjoy* projects, which have many parallels to draw on. Best learning points from these projects can be brought into practice in the play pathfinders project.

Progress on the capital element of this project will be reported to a monthly Project Implementation Team, with defined terms of reference, which will be comprised as below:

- Project Coordinator
- Head of Development
- Head of Economic Regeneration Delivery
- Landscape & Urban Design Manager
- Principal Accountant
- Marketing & Communications Officer

The meeting will have a standing agenda, which will cover a progress update, finance, and linkages with other elements in the pathfinder programme, risk management and PR and Media. This meeting will in turn report to the SMART Project Team. In addition, progress will be reported via the Capital Programme Implementation Team and from there to Cabinet and Council via the Capital Programme monitoring report. The Project Implementation Team will have the remit of reviewing quality, cost and time objectives and the impact of these on the portfolio objectives.

RISK REGISTER

**Project: Play Pathfinder CAPITAL PTOJECTS**  
 RISK REGISTER IS HELD IN THE PLAY PATHFINDER PROJECT MANAGEMENT PLAN BY THE HEAD OF ECONOMIC REGENERATION DELIVERY AT MARY STEVENS PARK, STOURBRIDGE  
 The register is to be reviewed by same at monthly Project Implementation Team

HofERD – Head of Economic Regeneration Delivery PC – Project Coordinator LUDM – Landscape & Urban Design Manager

Risk Category -> 6 Commercial, L Legal, T Technical, 8 Schedule (Time), Q Quality  
 Impact -> 7 - Major (national significance), 6 - Significant local impact, 5 Significant impact to the Corporation, 4 Significant to the Directorate, 3 Significant to the Project, 2 medium to project, 1 minor to Project  
 Probability -> H High, M Medium, L Low, N Negligible  
 Proximity -> 5 This week, 4 this month, 3 this quarter, 2 this half-year, 1 this year, 0 longer. N.B. Proximity should be judged by the need to take action, not the impact date.  
 Status -> 0 Closed no longer a risk, -< decreasing, -> increasing, -A Action late & risk decreasing, ->A Action taken but risk increasing

QUALITY CRITERIA:

- Does the status indicate whether action has been taken, or is in a contingency plan
- Are the risks uniquely identified (including to what they refer)
- Has the risk been allocated an owner
- Is access to the risk log controlled
- Is the risk register kept in a safe place
- Are activities to review the register in the plans

Dudley MBC Project Management Standards  
 Reference: PM006  
 Version 0.02 April 2004

Risk N°	Description	Risk Category	Impact	Probability	Proximity	Required Action	Owner	Author	Date Identified	Date of last Update	Status
1.0	Cost Over run	C O M	6	H	4	1.1 Monthly financial monitoring at Project Implementation Team 1.2 Monthly financial monitoring by Project Coordinator 1.3 Early scheduling of site investigations 1.4 Use of Annual Contract for the project to control costs 1.5 Use of lump sum fees for	HofERD PC LUDM LUDM	HofERD HofERD HofERD HofERD	21/02/07	n/a	

Risk N°	Description	Risk Category	Impact	Probability	Proximity	Required Action	Owner	Author	Date Identified	Date of last Update	Status
						consultants and clearly defined briefs 1.6 Build in realistic contingencies for costs on all contracts	LUDM LUDM	HofERD HofERD			
2.0	Time Over run – Impact on project milestones/end date	R O S L E	6	H	5	2.1 Maintain regularly reviewed and realistic project plan 2.2 Monitor project plan at monthly Project Implementation Team 2.3 Monthly monitoring of project plan by Project Coordinator 2.4 Ensure project plan targets clearly incorporated into consultants briefs	PC PC PC LUDM	HofERD HofERD HofERD HofERD	21/02/07	n/a	
3.0	Time Overrun – Other	R O	6	H	5	3.1 Maintain an effective Project Plan 3.2 Monitor Project Plan monthly at Operational Team Meetings and at Project level 3.3 Ensure project plan targets clearly incorporated into consultants briefs 3.4 Ensure timely sign-offs at key design stages by project sponsors 3.5 Undertake early discussions with external agencies (EA, Planning etc) and commission surveys (ecological etc) at an early stage build in time contingencies to project plan.	PC PC LUDM LUDM LUDM	HofERD HofERD HofERD HofERD HofERD	21/02/07	n/a	

Risk N°	Description	Risk Category	Impact	Probability	Proximity	Required Action	Owner	Author	Date Identified	Date of last Update	Status
8.0	Geotechnical/ Contamination issues	ELSTT	6	H	5	8.1 Clear briefing and timely commissioning of surveys 8.2 Allocation of fee for survey work	LUDM LUDM	HofERD HofERD	26.9.05	n/a	

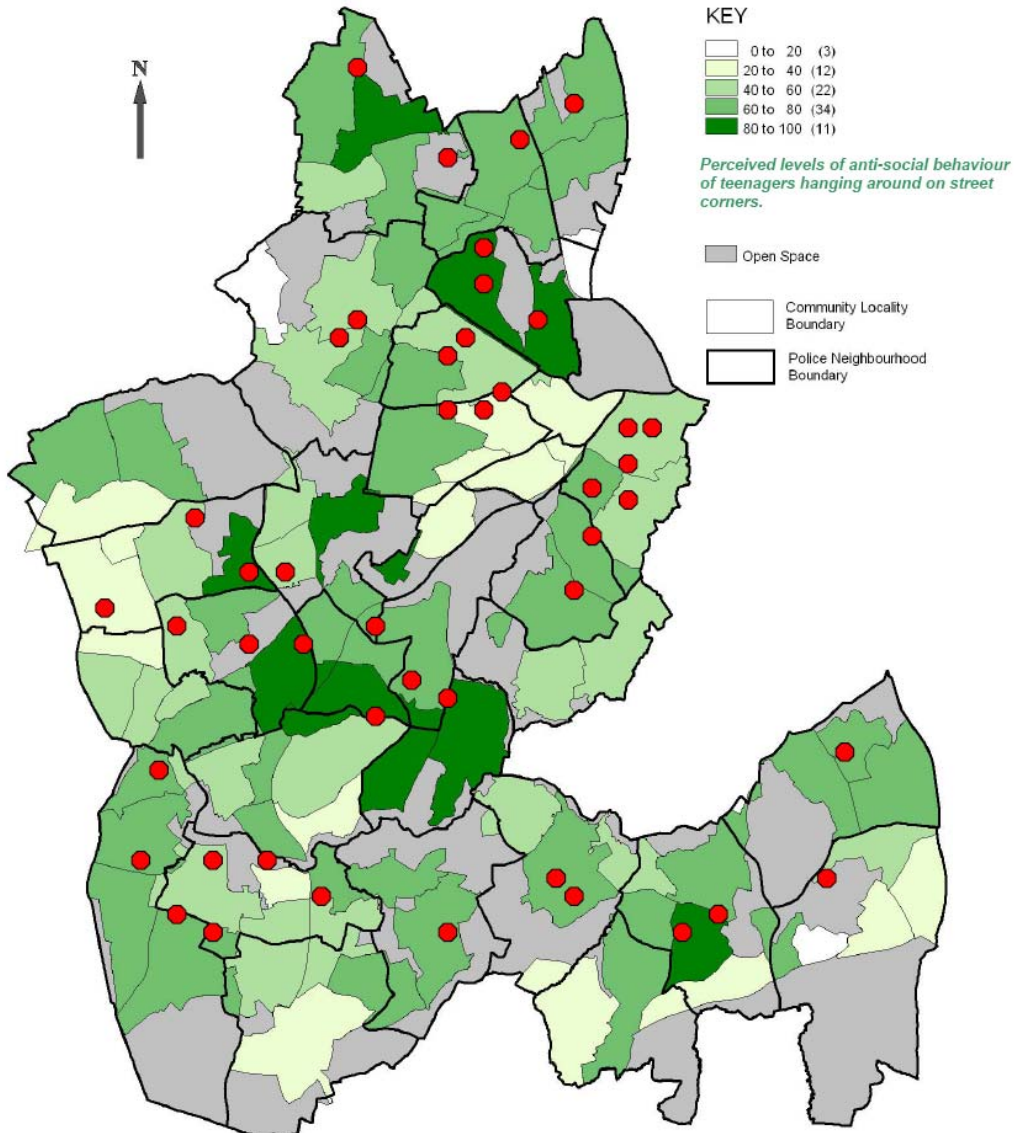
Appendix 5

play pathfinder

'Walk in the Park' Consultation Programme  
April – June 2008



KEY: Consultation location = ●



Source: Local Government User Satisfaction Survey (LGUSS) 2006/07

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Please note that perception mapped at small geographical levels is not statistically robust, but may be used to signpost service delivery to areas where perception may be higher.

Ten week programme between 11<sup>th</sup> April and 13<sup>th</sup> June 2008



John Freeman, Director of Children's Services

## Appendix 6

### Proposed site for the Adventure Playground



*The site for the proposed pathfinder adventure playground will be confirmed following the approval of this project plan by the DCSF and subsequent approvals by the Children's Trust and the Cabinet in the autumn.*