

ROYAL BOROUGH OF KENSINGTON AND CHELSEA

Play Pathfinder: DCFS Report April 2009

1. Project Overview

The Royal Borough of Kensington and Chelsea was deemed to be outstanding in the Joint Area Review 2007 for children and young people, with all children's services being deemed very well managed and of a consistently high standard. The RBKC partnership has remained highly focused on maintaining reliable services whilst simultaneously implementing ambitious plans for change and development, and is ambitious for children and young people with clear and achievable objectives comprehensively set out in the RBKC CYPP.

Play has been highlighted in the Children and Young People's Plan, the Voluntary Sector Children's Partnership and the Play Indicators Project, undertaken with Play England.

Under our inspirational Play Strategy (approved August 2006), RBKC is committed to ensuring that all children have good and safe opportunities to play, and has consistently set high standards of performance.

From this, the Royal Borough was invited to bid to become one of 20 Play Pathfinders across England in February 2008 by the Department of Children, Schools and Families, out of a potential 65. **The application was endorsed by the Family and Children Service's Executive Director and welcomed by RBKC's Overview and Scrutiny Committee, as it was in line with the Play Strategy and the Parks Strategy.**

In April 2008, RBKC was informed it was successful and would receive £2.153 million capital and £498,011 revenue funding to improve and increase the high-quality outdoor adventure play opportunities available for local children, particularly disadvantaged or hard-to-reach.

The ultimate aim of the RBKC Play Pathfinder Project is to enhance adventure and open access play in the Royal Borough, working across the Council, statutory agencies, and the wider third sector; with the attendant changes to business processes, staff organisation and procedures.

Royal Borough of Kensington and Chelsea Vision Statement for Play Pathfinder

The **Play Service's ambition is to provide and support a range of outstanding play opportunities** for local families and children. By championing the provision of quality, fun, safe and inclusive play within the community, it is placed at the heart of the borough's long-term commitment to children and young people.

In partnership with external agencies, the voluntary sector, local communities and families, we will dramatically improve the play programme in parks, estates, public or open spaces. We will increase access to adventurous play within a controlled environment for 8-13 year olds, so that they can play independently and safely: one of the defining characteristics of a good childhood. Play is first and foremost to help children have fun, but it can also keep them happy and healthy and allow them to develop and achieve their full potential.

A key feature of the vision is to ensure children's enjoyment of play - and their freedom and safety - by involving them in the development of stimulating, exciting and attractive play areas. We will work closely with children, families, communities, developers and planners to improve road safety, tackle bullying in play areas and other public spaces, and create more child friendly public spaces.

2. Aspirations linked to Fair Play

Our vision for families and children sets out seven aims for children and young people in Kensington and Chelsea – **reflected in the government’s national vision and set of aims for play in England** (as listed in the Fair Play consultation) as demonstrated below, when comparing the aims.

RBKC vision	Fair Play vision
1. Respect themselves and others, and engage positively with society.	Children and young people behave in a way that respects other people and property
2. Be enquiring and keen to learn and to help others.	Local neighbourhoods are, and feel like, safe, interesting places to play;
3. Enjoy life and have fun.	In every residential area, there is a variety of places for play, free of charge, supervised and unsupervised;
4. Grow up safely and healthily.	Routes to children’s play space are safe and accessible for all children and young people; and parks and open spaces are attractive and welcoming to children and young people, and are well-maintained and well-used;
5. Have their achievements recognised and built upon.	Children and young people have a clear stake in public space and their play is accepted by their neighbours;
6. Be prepared for an active, economically independent, participative adulthood.	Children, young people and their families take an active role in the development of local play spaces; and
7. Get the extra help they need if they are in difficult circumstances	Play places are attractive, welcoming, engaging and accessible for all local children and young people, including disabled children, children of both genders, and children from minority groups in the community

3. Working with other Council Departments

The RBKC Play Strategy strives to embed these aims into the development of play services and opportunities for children and families in Kensington and Chelsea. Play underpins elements of the work of several Council departments in the Royal Borough and is clearly reflected in the following statement¹: "All children and young people need to play. The impulse to play is innate. Play is a biological, psychological and social necessity, and is fundamental to the healthy development and well being of individuals and communities."

¹ Play Strategy 2006 to 2009

The borough's aim is to "create strong families at the heart of strong communities". To support this aim, families need the opportunity to spend leisure time together, time in which they can relate in a positive and relaxed environment. Play is usually a social experience and it is important to provide families and groups of people the space and opportunity to play in a sociable way. It can provide a range of learning experiences for adults, children and young people alike. We will champion the provision of quality play opportunities for children and for families within the community, which are of high quality, fun, safe, inclusive and positive.²

Officers across the Council are involved in play – actively mapping and delivering local guidance on play, using national play indicators and evidence. However, further work is required to develop an overarching plan to integrate play, particularly in terms of transport and planning. The Extended Services Section has worked successfully with Planning Officers to secure Section 106 for Play, and this has led to major improvements at a number of sites in the borough and we will continue to incorporate play development into local planning guidance.³

The Play Strategy has been produced alongside the Parks and Open Space Strategy to ensure that these essential plans complement each other, as well as being informed by other local strategies and plans, including the Library Strategy, the Arts Strategy, the draft Sports Strategy, the Behaviour and Attendance Strategy and the Unitary Development Framework.⁴

As part of the Project Implementation Plan, we will develop and implement a strategic work plan to integrate play across the Royal Borough through the

- Inclusion of positive play outcomes in the Local Area Agreement
- Inclusion of play in local supplementary planning guidance
- Continued involvement of **Children's Committees and the Children's Forum**
- Development of voluntary sector capacity in play

4. Strategic approach to play and links to planning and other relevant strategies

The RBKC Play Strategy covers children and young people aged 0 to 18 in the Royal Borough, children and young people with disabilities up to the age of 24 and looked after children. It also considers transitional issues for older children and links to youth service provision; designed to **fulfil the Children's Act (2004) which establishes a duty** on local authorities to make arrangements to promote co-operation between agencies in order to improve children's well-being – the Every Child Matters framework.⁵

The Play Strategy document covers the period 2006 to 2009, but will be constantly reviewed and updated during this time. It is a strategy for play, rather than for the Play Service, and therefore encompasses the work of a range of Council services and community partners. We propose to sustain and embed play by:

- Using our play indicators to prioritise delivery of better play opportunities;
- Using our new funding to drive high-level planning on local play;
- Using the local area agreement targets listed below to recognise play as an element of the responsibilities of our local strategic partnership;
- Building the capacity of the play workforce; and
- Working with central government to test potential solutions to barriers to play⁶

2 Play Strategy 2006 to 2009

3 Lots Road (£485,000) and Balby Road (£119,000) Section 106 Developments

4 Play Strategy 2006 to 2009

5 Play Strategy 2006 to 2009

6 Fair Play Strategy

The Play Strategy is being revised during 2009; with full involvement from a wide range of stakeholders, including voluntary organisations, other council departments, children and young people, and staff from RBKC's Play Service so as to highlight play – its profile was initially raised in 2006 as part of the first Play Strategy.

The 2009 consultation process will ensure RBKC can take a step forward in ensuring that play is taken on board by all departments across the local authority, tied to the supplementary planning guidance on play provision. Two planning officers have also attended the DCSF briefing on planning (2008) to further boost understanding of the play essentials.

The high level involvement of Parks, Planning, Housing and external providers in this programme has been amply reflected in the provision of funding (Section 106 / internal departmental streams / external funding support) from which seven playgrounds have been given match funding for the proposed playground developments, from their respective providers, to boost the impact of play in the borough. This demonstrates that the value of adventurous play in local parks, estates and play areas is being recognised as an important asset to the Royal Borough. The TMO and RSL have been involved heavily in playground development, working extremely hard with local residents to ensure playground developments are linked to local needs and requirements.

A further enhancement took place at the Play Conference 2009, held on the 22nd April 2009, including partners from the statutory and voluntary sectors across the borough, with a view to feeding into the play strategy, and learning lessons from the Play Pathfinder year one. This has been planned to cover key themes in play, including play and child development; play and health; play and local strategic priorities etc. Over 100 delegates took part in the event, providing a valuable opportunity to share expertise and take play to another level in the Royal Borough.

Play is highlighted in the Children and Young People's Plan, the Voluntary Sector Children's Partnership and through the Play Indicators Project.⁷ Play is funded and commissioned in line with the Children and Young People's Plan, but also interacts closely with other strategies such as the Parks Strategy, Positive Activities for Young People, the Extended Schools Strategic Plan, and Targeted Youth Support. Wider London strategies, such as the Mayor of London's Supplementary Planning Guidance, will help to shape our planning for children and young people's play and informal recreation.

Play has been put at the heart of the Royal Borough Draft Supplementary Planning Document:

'Additional population from new developments will create additional demand for open space and increased use of existing parks and open space. This is particularly true in terms of children and young people's play. Therefore planning obligations will be sought to improve local parks and open space, and children and young people's play facilities.'

For children's and young people's play, all major residential developments be required to make a contribution to play facilities. A major redevelopment is defined as development capable of providing 10 residential units or more, or of an area of 0.1 hectares or more irrespective of the number of units or 1,000 sq m.'

These areas link closely to the aims included in the Community Strategy 2006-2009, notably to:

- increase levels of physical activity in Kensington and Chelsea;
- invest in resources that provide a focus for local communities;
- improve the provision of sports and play facilities and ensure such facilities are accessible to all⁸

⁷ This report will be available for the final bid for Play Pathfinder and is currently being drafted.

⁸ Play Strategy 2006 to 2009

Clear achievable objectives set out in the CYPP are backed by strong change leadership.⁹

Participation

Play settings enable children and young people to influence their environment and to create a space that responds to their wishes and expectations. Play enshrines **children's participation at the heart of our services and our communities.**

The Royal Borough recently became the first local authority nationally to secure 'established' Hear By Right accreditation for work with 5-13 year olds. The Play Pathfinder Team is working closely **with the Children's Forum and numerous existing children's groups to shape the project.** This participation work was recently the subject of a best practice presentation at the Play England Local Network meeting for Pathfinder and Playbuilder authorities.

In Year 1 of the Play Pathfinder children and communities have shaped and determined the projects that were selected and their subsequent design and characteristics. A major consultation was carried out with residents groups, local children and young people, and a number of agencies to develop the Treverton Estate play area. Much of this work was carried out by Groundwork West London, who produced a detailed report that was agreed by all parties.

The adventure playground has been subject to detailed consultation, open days, and set within the context of the development of the whole park. Children have contributed to the design through visits, workshops and feedback. A group of children even attended part of the meeting to select the preferred contractor and they have influenced the design post-tender.

Smaller projects have all involved community groups and the involvement of children and young people in the selection of equipment. Play Rangers and participation offices will continue to involve local people and monitor the developments in the future. In many cases, community groups will be involved in the ongoing maintenance and support for the play areas.

In terms of planning, we will review planning applications in relation to the availability of play and where possible we will secure Section 106 funding to provide play as part of a new development or within the locality. Where necessary, we will work with developers to ensure that communities have appropriate access to play amenity. We are confident that the quality and accessibility of open access play space will improve significantly as a result and this will be monitored through the pilot Children's Play Council Play Performance Indicator.¹⁰

5. Strategic fit to the Big Lottery Fund Project

In March 2005, the Big Lottery Fund announced a new programme for developing children's play through local authorities during 2006 to 2009. The Children's Play initiative is based on the recommendations of the 2004 play review 'Getting Serious About Play', which defines children's play as "what children and young people do when they follow their own ideas, in their own way and for their own reasons". The funding allocated to the Royal Borough is being used to develop free, open-access, supervised play provision in the areas of greatest need, so as to:

- Create, improve and develop children and young people's free local play spaces and opportunities throughout England, according to need;
- Support innovation and new ways of providing for children's play;
- Create a support and development infrastructure to ensure local agencies have the resources and skills to achieve the first two aims;

⁹ JAR page 8

¹⁰ Play Strategy 2006 to 2009

- Promote the long-term strategic and sustainable provision for play as a free public service to children;
- Ensure that local authorities work with other local stakeholders to develop children's play strategies and plans; and,
- Ensure that good, inclusive and accessible children's play services and facilities are provided locally¹¹

The Royal Borough's allocation for 2008-10 is £307,450 and the priorities identified in the Play Strategy have informed the distribution of Big Lottery resources within the borough,¹² supporting the development of free, local, inclusive play spaces. Specific projects include;

- Increased opening hours to ensure free access to supervised adventure playgrounds and community play facilities during evenings and weekends, particularly for the 10-15 age range.
- Additional play drop-ins for families with children aged 0-5 years of age. This is being promoted in areas of the borough with less accessible play facilities and will support increased use of open access play by families.
- Play Rangers to support positive play in our excellent play spaces through out the borough. This approach will increase participation and create safer play spaces for children and young people.

All projects have major involvement of the voluntary sector in both delivery and support. Signposting to related services will be encouraged following outreach to hard to reach groups.

The work undertaken by the Play Pathfinder will complement the BLF project as it ensures wider access to safe, creative adventure play through the Play Rangers (mobile play workers). The Big Lottery Play Funding (obtained 2008) will enhance this provision as it concentrates on supervised play in parks and extended play, through joint working with the Play Rangers.

Play Rangers are already active in several of the Play Pathfinder sites and there is a clear commitment for the borough to support this approach. The rangers are vital in planning play activities and ensuring increased use at the Pathfinder sites. They work closely with Community Safety, the Parks Police, and PCSOs.

The extended hours in adventure playgrounds ensures increased access to several of the Pathfinder projects. This also provides a greater opportunity to target older children in the evenings and at weekends.

6. Local Governance Arrangements

In the Royal Borough, there is a culture of ambition and high expectations for children and young people, and a shared vision on the implementation of integrated services for children (JAR, pg 27).

The Play Pathfinder Programme will be managed by the Play Service within the Family and **Children's Extended Services Section. This Section has a strong** track record in managing internal and external funding streams including the Children's Fund, BIG Lottery Fund Play, and the Extended Schools Initiative.

Our strong partnership with other internal departments such as Parks, Schools Division, Planning, Youth Services, and Environment and Leisure is well-documented – as well as work with other agencies such as our voluntary sector partners, the police, social landlords, and the Tenant Management Organisation (TMO). Further work with the Community Safety Team is envisaged for

¹¹ Play Strategy 2006 to 2009

¹² Play Strategy 2006 to 2009

2009-2011 with a view to encouraging stronger local ownership by children and young people of **local playgrounds, already being developed in partnership with forums such as the Children's Forum (North and South), the Play Partnership (external agencies), and local voluntary sector organisations such as the Dalgarno Community Trust.**

The local authority will lead on the large-scale adventure playground projects. This will be done in partnership with local voluntary organisations, residents groups, and children and young people. Where appropriate, service provision will be tendered at an early stage to enable future service providers to be fully involved in the service planning and design and build processes.

Smaller playground projects will require governance by the playground provider. Projects may be led by voluntary organisations, RSLs, the TMO, Parks, or the Play Service. All capital projects will be accountable to the Project Board through the Programme Manager.

The Play Partnership is very active and help to shape Play Pathfinder priorities. It acts as a broad-based reference group for the project and the Chairperson is from a voluntary sector adventure playground provider and is on the Play Pathfinder Project Board. There is representation from all sectors on the Play Partnership, including health, police, planning, parks, the voluntary sector, and many others.

7. Project Management arrangements

The Play Pathfinder Project Initiation Document (sent July 2008) sets out how the Royal Borough's Extended Services Team will manage the Play Pathfinder Project. Each playground is held accountable to a project manager – who is allocated a project brief, highlight report and risk log which sets out detailed arrangements for finance, funding, design, consultation and management. Summaries of information provided are sent to the bi-monthly Play Pathfinder Team for approval, and subsequently to the Project Board for ratification.

A Project Board will oversee the effective development and delivery of the overall project, whilst a Project Team inclusive of key partners will ensure the identification and delivery of individual projects. The Board will:

- Drive the Play Pathfinder Programme forward and to ensure it delivers the planned outcomes and benefits
- Make sure the programme is well organised and well managed
- Ensure the programme delivers on time and within cost.

The Board's responsibilities are to:

- Assure the progress against plan (timetable, cost, quality and outcomes) of each project, identifying remedial actions as necessary
- Review and sign off the key deliverables of each project
- Ensure that each project has an up to date brief/business case, tracking the realisation of benefits once the project has delivered
- Resolve issues escalated to it by project managers
- Ensure the projects are managing their risks, issues, dependencies and assumptions properly
- Ensure the necessary resources are available to the projects.

These responsibilities are on-going, not just discharged at meetings of the Board.

A part-time Project Manager has been recruited to oversee the project and is accountable to the Head of Extended Services and the Project Board. This post will be for a two year fixed term freelance contract to March 2010.

A Play Pathfinder Project Team has been created to drive forward the Pathfinder project, with representatives from TELS, Planning, Housing, FCS Extended Services and the TMO. The first meeting of the Project Team took place on June 17th 2008, with meetings programmed monthly thereafter.

The management controls of the project will be run using the Prince 2 methodology.

In terms of the large adventure playground at Little Wormwood Scrubs, the Royal Borough has recently secured a 20 year agreement to manage the Little Wormwood Scrubs site in North **Kensington. The Family and Children's Services Business Group will be responsible for the existing** playground area in the south-west corner of the park.

The Family and Children's Services Business Group will be responsible for the development of the adventure playground area in Little Wormwood Scrubs but will hand over management to the voluntary sector, through the commissioning process to be held in early 2010.

8. Staffing Arrangements

The Play Service works closely with colleagues in Parks, Housing, Planning, social landlords, the TMO, and the voluntary sector play providers. There is a wealth of information held by these organisations that relates to the quality and maintenance of play areas in parks, housing estates and community amenity spaces. All of these partners will contribute to the prioritisation and delivery of play capital projects, ensuring that the Play Pathfinder maximises benefits to the **borough's children and families.**

A Play Pathfinder Project Team (PPPT) reflecting these agencies has been created to drive forward the Pathfinder project. The first meeting of the Play Pathfinder Project Team took place on June 17th 2008. Since then, it has met monthly to discuss and ensure development and delivery of projects for Year One, as well as considering Year Two projects for capital expenditure.

Personnel resources required are:

- Recruitment and appointment of post holder
- Consultation with TELS, TMO, RSL, Transport and Planning (existing staff)
- Administrative support for DCFS reporting process (existing staff)
- Programme Manager within the Play Leadership Team with specific responsibility for supporting adventure and community play (funded by DCFS)
- Volunteering infrastructure post (match-funded by DCFS, Parks and Youth),
- New children and adult volunteers (funded by DCFS)
- Management of staff of adventure playgrounds through voluntary sector commissioning process (PPPT)
- Management of linkages with other strategies e.g. Parks or Planning (PPPT)
- Capital project management for Little Wormwood Scrubs and 28 playable public spaces (experienced asset management team)

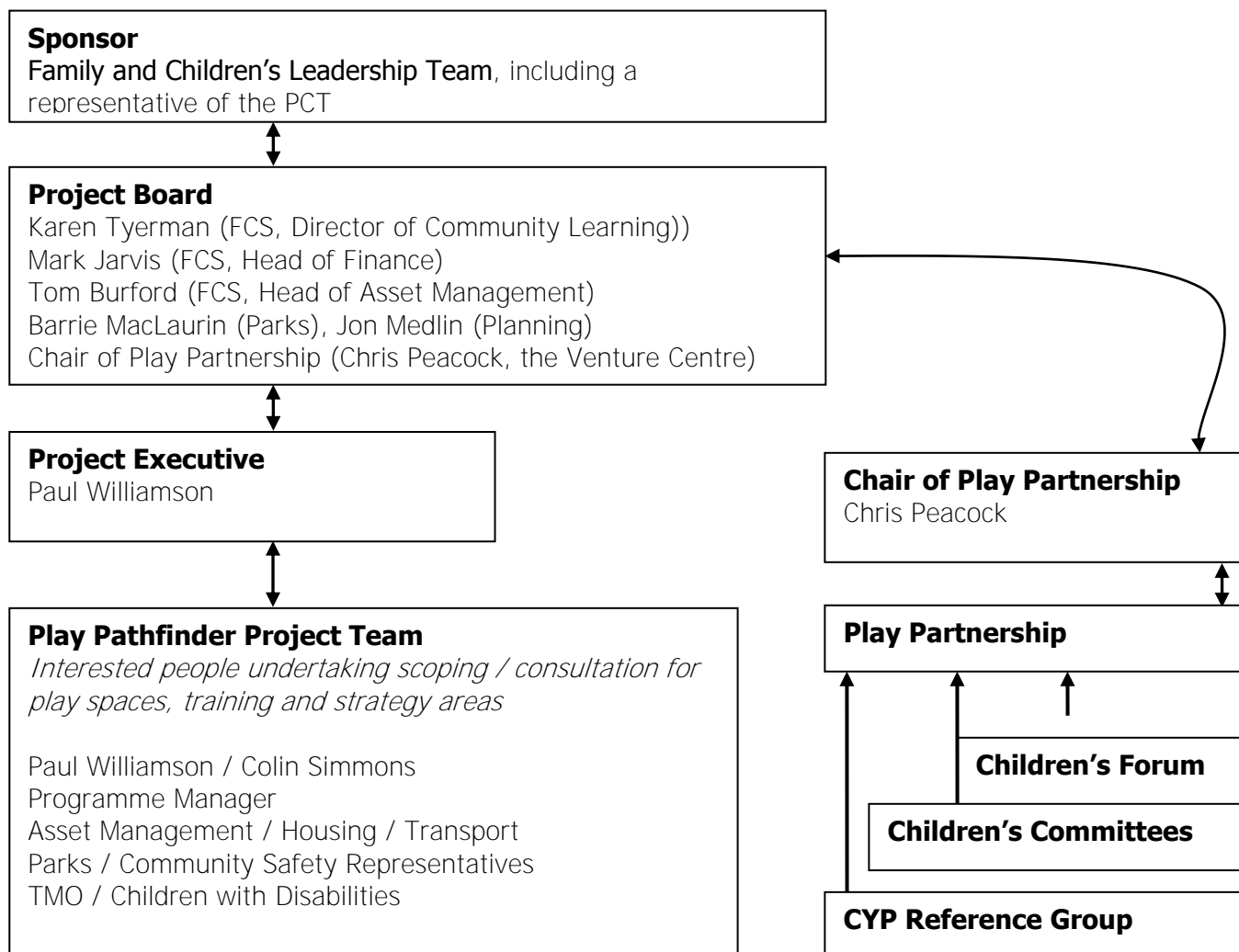
Progress Meetings

The Project Manager arranges bi-monthly team progress meetings for the Play Pathfinder Project Team (PPPT). The agenda for the meeting includes progress, issues and risks as a minimum and any other important issues as they arise. The PPPT composition may vary from stage to stage.

Where appropriate, key individuals from the wider project team will be invited to these meetings to review and sign off key deliverables or to escalate risks and issues.

Play Pathfinder Programme Board

The Programme Board will meet as scheduled to approve actions and review progress. The Project Executive will act for the Project Board if a meeting is not scheduled.



Revenue Expenditure

The Royal Borough has been allocated £498,011 for revenue expenditure - allocated for project management costs, the staffing of adventure playgrounds, and provision of training for staff and volunteers. Any revenue funded projects will need to develop sustainability plans during the lifetime of the Play Pathfinder funding period. The following table outlines planned revenue expenditure in 2009-11.

Expenditure	2009-10	2010-11
Project Management Costs	50,000	25,000
Office Costs	9,250	9,284
Dalgarno Play Centre – during closure of Little Wormwood Scrubs	5,000	
Revenue Funding – Little Wormwood Scrubs	60,000	60,000
Revenue Funding – Chelsea Adventure Play and Play Rangers	21,034	52,000
Volunteer Support	11,000	12,000
Consultation and Evaluation	8,000	8,000
Children’s Participation and Activities		
Training Provision for staff and volunteers in play settings	15,000	13,000
Total	179,284	179,284

Play Training

Play providers in the Royal Borough employ more than 150 play workers during the course of the year. As part of this Play Pathfinder programme, we will create a new community play training hub, providing comprehensive training opportunities in community play and adventure play maintenance; available to all professionals and volunteers working in Kensington and Chelsea.

We will ensure that all those working in the play sector can access a comprehensive offer for professional development, including;

- An accredited training centre for local play professionals and those in neighbouring authorities.
- A wider offer of CACHE in Play Work Level 2 and 3 to enable more local people to improve play-based skills, referenced to the National Standards. **13**
- Clear progression routes from volunteer to Level 3 Diploma.
- All play workers and volunteers receiving mandatory training in emergency aid; off site activities; child protection; basic food hygiene; health and safety.
- Specialist training for inclusion workers to support play for children with disabilities and SEN
- Specialist training in adventure play structure building and maintenance
- Inclusion training for play with children with disabilities and hard to reach groups

Staffing in Adventure Playgrounds

During the period of construction of the Little Wormwood Scrubs site, we will relocate services to Dalgarno Neighbourhood Centre. Funding of up to £40,000 will be provided to enhance staffing, carry out consultation, and begin to work towards a full compliment of staffing for the new adventure playground.

Once the provider is on site at Little Wormwood Scrubs from the summer of 2009 there will be an annual budget of £120,000 for the delivery of the service to March 2011. £60,000 of Play Pathfinder revenue will be matched by local authority funding. This will allow for fully qualified Senior Worker, Deputy Senior Worker, part-time play workers, and sessional play workers. The provider will also be expected to use trainees and volunteers, in line with our play providers in the Royal Borough.

Staffing at Flashpoint – Centre Play, in the Chelsea area will be enhanced to begin the process of increasing provision in the south of the borough. This will allow for the engagement of children and young people in the process and for the effective involvement of local groups in the planning of play provision for the South. There are also plans to create a mini adventure playground at Wiltshire Close Estate in the south of the borough. This provision will require an initial investment in staffing to ensure the participation of local children and young people.

9. Continued Engagement

RBKC's Play Strategy is committed to ensuring that all children have good and safe opportunities to play. As the first local authority in the country to have a children's play strategy, written by children, we continue to talk with, listen to, and seek the active involvement of young people e.g. Big Brother diary room on National Play Day.¹⁴

The involvement of children and young people in decision making is outstanding. The borough was the first in London to achieve the advanced Hear by Right standards, and is committed to seeking out the views of all hard to reach groups. Each play centre or project has a **children's committee**.

There are vibrant youth and children's forums that bring together children and young people with a wide range of different perspectives. Members of these forums participate in shaping council policy, such as full involvement in the appointment of the FCS Executive Director, modifying the **Children and Young People's Plan, and reviewing the Play Strategy**.¹⁵ Community Learning is committed to involving children and young people in the recruitment process for all posts from 2008-09.

Examples of 2007 consultations and reports undertaken for play include:

- Youth Satisfaction Survey 2006/07
- Summer 4U Evaluation 2007
- Play Indicators Pilot Project Report 2006/07¹⁶

We have undertaken a comprehensive mapping and assessment of play and open spaces as part of **Play England's National Indicator Pilot. This provides a baseline on the quality and range of** open access play opportunities to children and families. Our Play Spaces Analysis 2007 highlights geographical communities suffering from very limited play facilities. Out of 24,814 children and young people aged up to 16 in RBKC, only 29% have access to three different types of play spaces - door-stop, neighbourhood or local play spaces. From this, we have prioritised a number of playable public spaces to increase access to high quality play for all families.

The Play Spaces Analysis will be re-done in the summer of 2009, with the support of Helping Hands, junior and senior play workers, and stakeholders drawn from across the council, so that everyone can get a better understanding of the principles and practices behind Design for Play, whilst undertaking a mass survey of open spaces suitable for children and young people to enjoy playing in.

14 Press Release RBKC 2006 taken from <http://www.rbkc.gov.uk/pressrelease/pressrelease.asp?id=2223>

15 JAR page 24

16 FCS Policy and Partnership Community Learning Monitoring Report: School-based, adventure play and community play April to July 2007 (page 45)

Our consultation with families and children on the accessibility and range of play services has provided a valuable baseline of information to allow the prioritisation of projects. This forms part of the Play England National Play Indicator Pilot.

Local young people have excellent opportunities to volunteer or work within play provision, supporting community cohesion by providing positive role models for their peers. The following existing schemes could be developed further: **'Helping Hands' for people aged 13-15;** **'Traineeships' for 16-18 year olds;** and **'Headstart' for young adults to work at the local authority** on a 1 year contract.

Our LAA targets, listed under section 6, also has continued engagement, through the Hear by Right standards as part of our commitment to ongoing strong consultation and involvement of young people and children in the development, maintenance and progression of adventure play.

We have a track record of detailed consultation with community groups and children and young people. Recent consultation reports for playground developments in Westfield Park, Kensington **Memorial Park, St Luke's Park, and Treverton Estate demonstrate a high level of good practice** and can be provided, on request.

We will continue to consult with all stakeholders on the location, design and build, equipment, safety, maintenance, and management of all play services. This will be a requirement of all play pathfinder capital projects.

We are working closely with other agencies and providers across the statutory and voluntary sectors to ensure strong play pathfinder provision. This is reflected in our decision-making process, involving:

- a) Project Board – **RBKC's Director of Community Learning, Head of Resources, Planning, Leisure Services Manager, and Venture Centre (voluntary sector / chair of Play Partnership)**
- b) Play Pathfinder Project Team – range of partners from Planning, Housing, Parks, Asset Management, Youth Support, Community Safety, Transport, TMO and Play
- c) Play Partnership – headed up by Venture Centre, composed of key stakeholders e.g. Full of **Life (disabilities), RBKC Services to Young People, Safer Neighbourhood Officer, Children's Fund, TMO** into which link the **Children's Forum (North and South of borough); Children's Committees and CYP Reference Group.**

Our play provision is closely linked to the Kensington and Chelsea Family and Children's Strategic Partnership, from which key drivers for 2008 are:

- a) improving services for children with disabilities (full access);
- b) ensuring stimulating safe inclusive play opportunities;

Volunteering is a Fair Play aspiration that RBKC will be embedding through the part-funding of a **Youth Service post to expand the use of 'Helping Hands' (a scheme to ensure children's progression from being involved as participants to volunteers to trainees and play workers).** We will also work more closely with the Volunteer Centre Kensington and Chelsea to ensure more sustainable referrals.

10. Timeline Development

Development or upgrading of 29 playable public spaces in local parks, schools, estates and public areas used by children and young people, focusing on areas of high usage and / or deprivation:

1. 11 play spaces completed by March 2009
2. 18 play spaces to be completed by March 2010
3. One Adventure Playground to be delivered by July 2009

a) Adventure Playground

The plans for the new adventure playground at Little Wormwood Scrubs are well advanced. We will spend £450,000 in Phase 1 of the project, creating a challenging outdoor environment that will open in July 2009. We are working with local groups and children to create a visionary playground that is both adventurous and natural in character. This will be the largest adventure playground in the borough. Existing play services will be provided at an alternative site during the period of construction. It is confirmed that planning permission is well ahead and due to be granted in April 2009, from the London Borough of Hammersmith and Fulham. An exercise to tender was drawn up for the first phase, with close involvement from Asset Management and Parks, to be delivered by a successful bidder from March 2009. The project is being developed in full consultation with the local community, children and young people, disability groups, parks, housing and social landlords, and the police.

Phase 2 (to be completed by March 2010) will lead to improved buildings on the site, creating a supervised indoor play space with rooms for games, arts and crafts, and soft play. The playground will be adjacent to the Dalgarno Estate and will offer a wonderful supervised play project for local children and their families. There is potential to secure match funding from the TELS Business Group for further investment in Little Wormwood Scrubs Phase 2. Phase 2 will include a replacement building, designed to be open from April 2010, with planning permission to be obtained from LBHF.

b) Smaller Play Spaces

The Council is required to create or refurbish 28 play areas using Play Pathfinder capital. The average allocation will be in the region of £50,000 per project, a limited sum for the delivery of high quality play provision (for example, recent large-scale playground refurbishments cost £120,000 in Holland Park and £250,000 in Westfield Park). Despite the limited sum of capital available for each project, the Play Pathfinder represents an excellent opportunity for the Council to enhance capital investments for play in parks, housing estates, open spaces, and in voluntary sector provision.

Our plans for Year Two include eighteen projects, rather than sixteen, due to delays with planning **permission and voids at St Luke's** in Year 1. We have drawn up a long list, with the agreement of local councillors, officials and local stakeholders of 28 (listed below) as there is a high probability that one or more of these projects will face delays during the planning and construction phases.

The selection of Year 2 sites has included local displays, consultation with community groups, and publicity in Council publications and websites. A wide range of community groups have linked to the Play Pathfinder to consider potential small playground projects. The open space analysis guarantees that the Royal Borough has considered every single play and open space in the borough for the Play Pathfinder.

c) Time Scales for Year Two

April 2009

Play Partnership Team Meeting
Little Wormwood Scrubs construction started
Key stakeholder meetings to discuss year two long list
Meeting with various play providers
Key Decision approved for 17 playgrounds in Year 2
Play Conference – Kensington Town Hall
Presentation to FCS Overview and Scrutiny Committee

May 2009

Play Pathfinder Team and Board Meeting
Start delivery of four playgrounds for year two
Tour of the Royal Borough organised for major stakeholders (north and south)

July 2009

Little Wormwood Scrubs Completed
Play Pathfinder Team and Board Meeting
Feedback from Summer Children's Survey 2009
Completion of four playgrounds for year two

September 2008

Start delivery of seven playgrounds for year two
Play Pathfinder Team and Board Meeting

November 2008

Start delivery of six playgrounds for year two
Play Pathfinder Team and Board Meeting
Completion of eight playgrounds for year two

January 2010

Complete two playgrounds for year two
Play Pathfinder Team and Board Meeting

March 2010

Complete seven playgrounds for year two
Play Pathfinder Team and Board Meeting
Final Status Report

RBKC Play Pathfinder Capital Programme Timeline¹⁷

Project	Update	Timescale	Play Pathfinder Capital	Potential Match Funding
Adventure Playgrounds	Funded from 2009-10 Capital Allocation			
Little Wormwood Scrubs Adventure Playground	Tender Day held for three preferred providers attended by officials and children (4) from South Forum. Preferred provider agreed January 2009 and Letter of Intent sent March 2009. Plans on schedule April 2009, Site to be complete by July 2009.	Completion by July 2009	£330,000	£114,000 (Section 106) BIG Lottery

RBKC Play Pathfinder Capital Programme Timeline for Year Two¹⁸

Year Two Sites (Long list from which 18 will be selected)	Description	Project Manager	Lead	potential match
34-36 Oxford Gardens (nr Portobello)	Situated just past the Spanish School on Portobello Road. Current equipment is a flying fox.	Terry Guppy	RSL / TMO	yes
Avondale Park	Large family park which could allow free running between different areas using informal grass – collaboration between sports, play and new space to develop as part of Parks Strategy (Policy Board Feb 2009).	TELS	RBKC	yes
Bousfield	Potential to deliver playground as part of school but discussions required. Councillor supportive of scheme.		RBKC	yes
Brompton Cemetery	Potential for public park to have play value - needs much discussion.		RBKC	yes
Convent Gardens	Closed space for number of years due to health and safety - remodel play area through NHHG - potential for older young people. NHHT replacing fencing with gates and will lock park at night (mobile patrol).	Ian Cann	NHHG	yes
Dalgarno Community Centre	Space at back of community centre	Vikki	Dalgar no Comm unity Centre	Not sure
Elm Park Gardens	Potential for a natural play facility offering climbing / wooden / natural structures - consultation with residents required.	Terry Guppy	RSL / TMO	Not sure
Grenfell Tower Amenity Space	Needs work - has one slide with seating area nearby, tied to Stock Options for Lancaster Road.	Terry Guppy	RSL / TMO	yes
Katherine Square	Small play area requires additional equipment and redesign - mixed civic space to be treated as 'village square'	Susanne Radmann	Octavia	yes
Kensington Memorial Park	Play facilities for older children by removing dog run and open up space.	TELS	RBKC	yes
Lorne Gardens	Small civic space would benefit from makeover but civic area - 'village square' in a curious mews-style cul-de-sac.	TELS	RBKC	yes

¹⁸ Taken from Project Board Update on Capital Allocation March 2009

Maxilla Gardens	Used for annual bonfire.		WDT	yes
Natural History Museum	Possible suggestion by Cllr Ritchie		NHM	yes
North Kensington Leisure Centre	Partnership with TMO, Nth Ken Env Project and Play Pathfinder could allow holistic approach to improve wider open space - greater impact using innovative play e.g. sensory equipment to link Hurstway Walk / wider Kensington Leisure Centre.	TELS	RBKC	yes
Philbeach Gardens (St Cuthberts)	Small square behind local church in an area dominated by private gardens. Potential link with church		St Cuthberts	yes
Powis Square	High density space would benefit from re-tarmac, landscaping and equipment for older children, next to existing sports facilities, incorporating natural materials / features.	TELS	RBKC	yes
Redcliffe Gardens			RBKC	yes
Royal Avenue	Possible suggestion by Cllr Ritchie		RBKC	yes
Royal Hospital Chelsea (KIDS)	Feasibility study Jan 2009, moved from Year One Project. Future cross-departmental decision required.	Parks	RBKC	yes
Russell Road Site B	Small green space benefits from link to Russell Road A - landscaped picnic area for quiet play. Lack of security in evening, residents has been consulted but work needed.	Reg Amoah	Family Mosaic	yes
Sheffield Terrace (Tor Gardens)	Private TMO development - lots of trees - potential as uninspiring space tucked away whereas rest of estate pleasant and green. Naturalistic play.	Terry Guppy	TMO	yes
St Cuthberts with St Mathias	Governing body keen to put in fixed equipment but CoE diocese so needs church permission.	Steve Wright	St Cuthberts	yes
Tavistock Road Gardens	Friends of Park want to improve space	TELS	RBKC	yes
Thornwood Gardens	Suggested by Sue Redmond re private developers offering space		Developer	yes
Tollard House	Suggested by Sue Redmond re private developers offering space		Developer	yes

Westway Traveller Site (adjacent)	Creation of new play area north of Silchester Estate by Westway Sports Centre, serving Traveller Site. Potential good practice example.		WDT	yes
Wiltshire Close / Marlborough	5 to 12 year old playground with adjacent youth centre could be potential myplace		TMO	yes
Wycombe Square	Suggested by Sue Redmond re private developers offering space		Developer	yes

Needs Analysis

The needs analysis is based on the Play Space Analysis and Play Indicator Pilot surveys carried out in 2007. The Children and Young People's Plan contains needs analysis data for areas of multiple deprivation and projects will be targeted at these areas, as well as locations lacking in good quality play spaces.

There are a number of projects being developed by social landlords, the TMO, and the Parks department. The Project Team meeting at the start of September will make recommendations of the final list of 12 projects for completion in 2008-09.

- Project Board meetings every two months, first meeting in September 2008
- Project Team meeting 3rd September 2008 and two monthly
- Recruit manager September
- Appoint Little Wormwood Scrubs tender by end November 2008

The Play Service works closely with colleagues in Parks, Housing, Planning, social landlords, the TMO, and the voluntary sector play providers. There is a wealth of information held by these organisations that relates to the quality and maintenance of play areas in parks, housing estates and community amenity spaces. All of these partners have contributed to the prioritisation and delivery of play capital projects, ensuring that the Play Pathfinder maximises benefits to the borough's children and families.

Every effort has been made to create new facilities in areas of greatest need. New playgrounds are being built in areas of the borough with limited existing publicly accessible play provision. Refurbishments have been prioritised in playgrounds that were in a relatively poor state of repair or had been closed in recent years. There is a focus on adventurous play and on play for children with disabilities.

11. Innovation

We will be using the Play Spaces Analysis to improve play spaces in public parks and the criteria for selecting spaces have included:

- location (accessibility),
- quality of existing facilities,
- social need.

We will aim to create new playgrounds across the North and South of the borough. We will look to refurbish facilities in Avondale Park and Powis Square. We will work with social landlords to enhance estate-based play, and with voluntary sector organisations to improve community play facilities. The location of many of these facilities is set out in the RBKC Parks Strategy, who will provide considerable match funding for a minimum of ten capital projects.

Adventure playgrounds offer a wide range of attractive and stimulating places to explore, be creative or socialise with friends. Co-ordinated through a partnership with our voluntary sector providers, these play activities will be particularly attractive to 8-13s. We will also continue to invest in taking children on summer camps to play in a rural environment.

The Royal Borough of Kensington and Chelsea is the most densely populated local authority in the United Kingdom. This results in limited opportunities to create adventurous structures in estates and open spaces.

The innovative use of these facilities will dramatically improve the play programme in parks, estates, voluntary sector play provision, and events. Most importantly, it will allow for the provision of exciting open access adventurous play in areas of the borough with little or no play space.

Local need

In January 2007 the Play Service undertook an analysis of all play and open spaces in the Royal Borough. The analysis highlighted the areas of the borough with less play space and also assessed the quality of equipment in playgrounds, safety factors, and how accessible play was for children with disabilities. The play spaces analysis will help to inform the prioritisation of capital investment in the borough.

Learning

The Play Service works closely with colleagues in Parks, Housing, Planning, social landlords, the TMO, and the voluntary sector play providers. There is a wealth of information held by these organisations that relates to the quality and maintenance of play areas in parks, housing estates and community amenity spaces. All of these partners will contribute to the prioritisation and delivery of play capital projects, ensuring that the Play Pathfinder maximises benefits to the **borough's children and families. A Play Pathfinder Team reflecting these agencies has been** created to drive forward the Pathfinder project.

There is a significant equalities implications specifically arising from this report – with a significant **investment in play for children with disabilities, including specialist facilities at the St Quintin's Centre and KIDS Chelsea Adventure Playground.**

All playground investments will be assessed on their inclusive properties, including facilities for children with additional needs, safety, and accessibility to all groups. RBKC will also work alongside specialist providers such as the Children with Disabilities Team, Full of Life, and Action Disability Kensington and Chelsea, to implement equality training and awareness around inclusion e.g. annual disability awareness training programme for all staff, focusing on additional resources required to support children with disabilities to access a universal offer of play (at all times and places).

We aim to invest in supervised adventure playgrounds located in areas of deprivation. These facilities will aim to engage all children, especially those at risk of exclusion or offending. Ethnic minority groups will be encouraged to actively participate in play projects. We will aim to create a playground that is accessible to the Traveller community in North Kensington. We will use play worker staff to identify children and young people that can benefit from play and work to engage them in positive activities.

12. Engagement

Community Involvement

As far as possible, children, young people, and families will determine the location and design of play spaces and adventure playgrounds. We will use techniques, such as consultation days, **engagement of residents groups, children's committees, and outreach work to ensure the involvement of local people.**

Local voluntary organisations will be encouraged to help support this process, enabling local networks to develop. This approach will extend to the ongoing management and support for the **playgrounds, through volunteering, 'Friends of' organisations, and engagement with Play Rangers** or other local groups.

We will continue to survey communities on accessibility, range, quality, and safety of play spaces, building on our existing work.

The consultation for Little Wormwood Scrubs site is very well advanced. Meetings have taken place with stakeholders, Friends of Little Wormwood

Third Sector involvement

There are key voluntary sector play providers that can benefit from investment in play facilities. The Royal Borough has a proud history of supporting and funding adventure playgrounds (The Venture Association, Hornimans Adventure Playground), community play (Flashpoint, Meanwhile Gardens, Westway Development Trust), and specialist play for children with disabilities (Full of Life, KIDS). We will support these organisations to improve play facilities at various sites and help them to secure additional funding to supplement Play Pathfinder resources; through the Programme Manager and the Business Change Manager, both involved in the voluntary sector commissioning process.

Planning Issues

Close working with neighbouring councils and the Planning Department has led to Little Wormwood Scrubs Adventure Playground being positively considered for planning permission. It already has widespread local support and local planning restrictions should be surmountable as there is an existing playground with a buildings footprint at the location.

Third Sector Involvement

The major adventure playground project will require a tender exercise to secure a provider to deliver the service. A key criteria for any successful provider will be their capacity to raise external funding for the service. The future sustainability of this project will be based on a combination of existing council funding through the voluntary sector grants allocations and the ability of the organisations and the community to raise additional resources.

13. Sharing of Best Practice

RBKC will be working with its benchmarking partners across Central London to consider the impact of the Play Pathfinder Programme on their programmes, as well as networking with other London providers to share experiences on a regional basis, including through events arranged with the assistance of the Support Body.

Examples of best practice in consultation have already been shared with the Central Office of Information, the Play Pathfinder Network (managed by Play England) and Play England. The Royal

Borough has presented nationally at play conferences to highlight best practice and recently presented to other London local authorities at the Government Office for London.

We have a well-established play benchmarking group incorporating Camden, Hammersmith and Fulham, Wandsworth and Westminster councils.

Our half-day conference on play will also consider the developments and impact of play in the Royal Borough; through a combination of panel debate, speakers and workshops; following outcomes of Year 1 as a play pathfinder authority; highlighting the **Play Service's ambition to provide and support a range of outstanding play opportunities for local families and children.**

14. Access and Safety

The Royal Borough is committed to offering all children the opportunity to play in fully inclusive environments. Giving children the opportunity to learn and develop through play will contribute significantly to the outcomes framework of Every Child Matters. Registered play provision forms an integral part of the Childcare Bill, as a means for enabling parents to access work opportunities. Childcare through extended schools will also contribute to increasing childcare options for families as well as schools being a community resource for other recreational activities.¹⁹

Free supervised play opportunities will benefit children who can experience barriers to safe play (such as fears around safety, physical access or inclusion), particularly for those from low income families, ethnic minority backgrounds, travellers, and children with disabilities or special needs. We aim to extend reach to disadvantaged children and young people aged 5 to 13 by a minimum of 50%. Our outdoor and indoor adventure play areas will offer a range of playable spaces, including large structures that encourage physical activity.

We will build on our close working with the Parks Department and the Tenant Management Organisation to continue to improve open access play equipment for children with disabilities. The Parks Department follow the eight outcomes for play as indicated in the Play Strategy when selecting playground equipment in parks (this led to a 5 star ROSPA assessment in Westfield Park).

Currently our sites attract a high number of girls and encourage young people and children to access the sites through the Play Rangers and through supplementary schools.

Access to sites through transport in terms of safety is not an issue for RBKC's children as many sites have been chosen to be based near people's homes, in order to prevent them from having to go far to access safe adventurous play. Taking exciting and adventurous mobile facilities out to playgrounds near to children's homes will provide doorstep opportunities and result in the engagement of higher numbers of children and young people.

There are still improvements to be made – we need to ensure play equipment is accessible to children with disabilities e.g. swings bed style or simple low level sensory play equipment. The top priority for children with disabilities will be to create fully integrated play opportunities at the new Little Wormwood Scrubs Adventure Playground, as well as improve specialist playgrounds at **St Quintin's Centre** and Full of Life; to enhance support packages for families with children with **disabilities to best suits the individual child's needs.**

RBKC wants to ensure longer-term sustainable management of play facilities through greater involvement of local volunteers, particularly from more disadvantaged communities. We will recruit community volunteers, overseen by a volunteering infrastructure post (match-funded by Parks and Youth) working with the Volunteer Bureau Kensington and Chelsea.

15. Safe Use of Facilities

Around parks like Holland Park and Westfield Park there are existing traffic calming measures or the area is secluded. Major arterial roads create boundaries to play and therefore we will be influencing future public transport decisions, such as the new bus routes down Ladbrooke Grove.

We will also work with colleagues in Transport to **create a 'Safe Routes to Play' initiative** and a **'Transport for Play' minibus will ensure local children can reach different play areas easily**, providing access to exciting activities for 8-13s such as:

- the Westway climbing centre,
- skate boarding park at BAY 66,
- the watersports activities at Canalside Activity Centre and Cremorne Boating Centre.

The Community Strategy 2005 to 2008 prioritises parental concerns about safety through:

- a) **helping residents to feel secure at home and in their daily lives',**
- b) helping young people to be less involved in crime.

Practical measures included increasing the number of Parks Police; developing and maintaining Safer Neighbourhood Community Teams in each ward; and running awareness campaigns in schools and the wider community to ensure children understand preventative care. Since 2005, this has led to a reduction in parental safety concerns.²⁰

The Safer Parks Strategy is led by the Community Safety Team reporting to the Play Partnership. The plan is to develop a joint approach through the Parks Police, PCSOs, and Play Rangers to engage children and young people in positive play activities. To increase access to safe play, we will be extending evening and weekend opening at community and adventure playgrounds.

The Safer Parks Strategy led by the Community Safety Team will report to the Play Partnership. The plan is to develop a joint approach through the Parks Police, PCSOs, and Play Rangers to engage children and young people in positive play activities.

Match funding will also be provided through other departments such as Parks or through external agencies (Catalyst Housing or Section 106) to enable outreach on parks and estates. They will also be maintaining the adventure playground sites based on parks or estates, through their ongoing maintenance management plans.

16. Sustainability

All supervised open access play in the borough is funded through a commissioning process reflecting the priorities of the Children and Young Peoples Plan. The new commissioning process incorporates the adventure playgrounds in the process from April 2009, ensuring that those managing the sites will be able to access revenue funding from that time. The commissioning process has identified ten key outcomes for play, including adventure play for children 5-14, and these are cross-referenced to target groups of children and geographical areas of need, which will provide the basis for future funding of community and adventure play beyond the Play Partnership funding timescale.

RBKC will ensure longer-term sustainable management of individual play areas through greater involvement of local volunteers, overseen by a volunteering infrastructure post (match-funded by Parks and Youth); linked to supplementary schools and local voluntary sector groups. An amount

²⁰ Graham (Community Safety) said that the aims I raised have been removed from the draft community strategy as they are no longer priority – which could mean they have been dealt with or that they still are but are being ignored!

of revenue funding has been set aside to assist in the development of volunteering in play settings. It is hoped that this will enhance the sustainability of the projects and encourage young people to become involved in their local adventure playgrounds. Where appropriate, volunteering will lead to accredited outcomes for young people and the basis for a career in the play sector.

Play Pathfinder funding will complement the existing commitment of RBKC to high quality play. This is reflected in our investment in the Parks Strategy, community play, the Play Service, and the **BIG Lottery project. Play Pathfinder projects will be at the heart of the borough's long-term commitment to accessible play for all children and young people.**

To enhance creativity we will;

1. Use natural materials and landscaping to enhance play opportunities, creating spaces which offer challenging play opportunities for all ages.
- 2. Work closely with the Ecology Centre at Holland Park to create 'wild' play opportunities** in our parks. This will include den building, tree huts, and nature spaces.
3. Base innovative play equipment at a number of sites, including mobile rock climbing, skateboarding and bike ramps, and fitness equipment.

17. Design Brief Agreements

Larger projects are **tendered according to RBKC's procurement procedures** – this will apply through **further key decisions for Little Wormwood Scrubs, from which 'traffic light' decisions will be taken** as to whether procurement should be commenced and implemented for their construction. After this, design requirements will be presented for community decision making processes, through which the third sector, other council departments and local people will be consulted on their expectations. Further involvement will be effected **through the Children's Forums, set up to ensure participation from young people in the borough.**

The 28 playable public spaces in local parks, estates, schools and public areas will also require outline approval, included as part of the original PID, and will be incorporated into the programme through standard tendering procedures for smaller projects – with deliverables produced being **handed over to the Family and Children's Service Business Group.**

In all cases the projects will be required to meet the **Royal Borough's procurement procedures.**

Discussions around year two playgrounds have considerations in mind:

- Certain playgrounds will require additional design and delivery support e.g. run by social landlords
- Adopt one manufacturer per playground to ensure consistency
- Approach for each playground to be done on a case by case
- Potential for ROSPA Parks to deliver service

18. Council Approval Process

The programme has been approved through the Royal Borough of Kensington & Chelsea's internal key decision procedures in July 2008 – with decision being made recommended in a Key Decision Report by Councillor Ritchie, Cabinet Member for Family and Children's Services.

The Project Executive will review and sign-off decisions and other project deliverables (with the assistance of the Programme Board as required). The Project Manager will review the project deliverables in preparation for sign off by the Project Executive or Designated Officer.

Through decisions taken in July 2008, the Play Pathfinder Programme was updated from the initial **'Play Pathfinder Application' March 2008** through circulation to various departments in Family and **Children's Services**; Transport, Environment and Leisure (Parks, Environment); Housing; Planning; Corporate Services (Regeneration Team); and the Schools Directorate by the interim Project Board, for comments and revisions.

It included:

- Consultation for play areas covering overall strategy and voluntary sector networks
- Implementation for play areas, and training / development
- Review of internal strategic processes for play
- Review of the initial business case;

Project Sponsor

The Project Sponsor is Karen Tyerman.

Project Board

This project will report to the Play Pathfinder Board.

As a representative of the Project Board, Paul Williamson will act as Project Executive.

Business Change Manager

Business Change Manager is Colin Simmons, responsibilities as in Prince 2

Programme Manager

Was recruited in September 2008 and will be in place until March 2010

Play Pathfinder Project Team

Supported by the post-holder, this will be comprised of the people listed in section 7.

Business Group

Key representatives from within the Family and Children Services Business group will be involved in workshops and reviewing the deliverables produced.

Other internal representatives

Estates - TMO

Parks

Planning and Transport

Housing

Community Safety

External representatives

Voluntary sector organisations

Play England and London Play – support

DCSF – monitoring

Social Landlords

Resident Associations

19. Local Evaluation Processes

Quality on this project falls under the umbrella of the Royal Borough's ISO9001 quality assurance requirements, and all work carried out by the team will be initially reviewed by the Project Manager. Quality will also be reviewed by the external support agency, Play England.

Quality control (that is, determining whether subsequent deliverables meet the Council's satisfaction and requirements) will be the responsibility of the Project Executive, supported by other officer input where required. This will be undertaken on a yearly evaluation cycle.

Quality control will include

- Community and Adventure Play monitoring support
- Play Indicators / ROSPA 5*
- Play Spaces Report
- TMO Parks Assessment Sheet
- Assessment form (Play Indicator Project)

General quality in terms of project delivery / key deadlines will include:

- a) Monitoring procedures supported by administration staff
- b) Finance procedures supported by the Finance Team
- c) Assets overseen by the Asset Management Team
- d) Project design for each playable public space signed off by the PPPT
- e) External verification from Play England

20. Evaluation

In the short term there will be checks and balances instituted by DCFS as Project Funder and Play England as External Verifier. As the project progresses, there will be measures put in place to ensure delivery and training, using current methodology such as the TMO Parks Assessment Sheet.

In the longer term, the evaluation of the adventure playgrounds will require a different approach to other areas in order to demonstrate project success; using measurements in areas such as safety, play usage, adventure play interaction, increased number of volunteers, and improved awareness of existing play facilities.

As previously mentioned, surveys will take place in line with the Play indicator project and new National Indicator for play. A further play space analysis will take place in April 2009, and again in April 2011, to measure progress against the 2007 baseline.

21. Procurement Timelines

At the outset of a procurement (before seeking authority to proceed, advertising and inviting quotations / tenders), a highlight report summarising the key components of the procurement strategy e.g. why there is a requirement, market research undertaken, options appraisal, specification, procurement procedure, selection and award criteria, timeline, risk analysis, impact on equalities and sustainability etc, will be forwarded to the Head of Strategic Procurement along with a signed off copy of the checklist, followed by a copy of any report due to be submitted to the Executive Director / Cabinet Member seeking authority to proceed.

A second highlight report is sent to the Head of Strategic Procurement for onward referral to the Procurement Board, providing a summary of events that have occurred between being given authority to proceed and the receipt of tenders e.g. number of expressions of interest, pre-qualification, numbers invited to tender, requests for clarification, any issues, outcome of meetings/site visits, timeline slippage, risks etc

A third highlight report will be sent to the Head of Strategic Procurement for onward referral to the Procurement Board, providing a summary of events between tender receipt and award of contract e.g. late tenders, number of tenders received, outcome of tenderers presentations, risks, outcome of evaluation, potential for challenge (refer to checklist). A copy of the Key Decision Report recommending the award of contract should also be forwarded to the Head of Strategic Procurement prior to submission to the Cabinet Member / Executive Director.

For contracts under £100,000 this process is followed on a Business Group basis to ensure compliance and the existence of best practice, with the Executive Director in this case being the ultimate decision maker, with a low value notice being completed for procurements between £15,000 and £99,999.

Procurements above £139,893 will require the completion of a high value notice on the Intranet for publication in OJEU (Part A only).

22. Construction timelines

Little Wormwood Scrubs aims to be built from March to July 2009, with internal decisions having been made by January 2009. Services will be provided at an alternative site from November 2008 until July 2009. The design for the new building will be undertaken in two phases, with the first covering the play area and temporary structures; and the second covering the new building, designed to be in situ from 2010. This allows for a developmental approach to the design and delivery of this major capital project.

23. Opening dates agreed

This will be identified well in advance with appropriate engagement / involvement of Ministers, MPs, Elected members and children – we aim to have these in place by next year. There will be opening events at all sites, with associated publicity.


In most cases, match funding will have been secured from at least one partner organisation. The contribution of all partners will be appropriately recognised in all publicity.

24. Risks and contingency

Risk	Current Likelihood (H/M/L)	Current Impact (H/M/L)	Mitigating Action
Key development site in South highlighted for play provision not ready in time	H	H	Placed on Capital Plan Process as a longer-term aspiration to ensure inclusion in decision-making for 2009/10.
Planning permission not received for all adventure playgrounds	L	H	High level involvement from Planning and Borough Conservation through Board Two Planning Officers sit on the PPP Group (Board and Team).
Partners' refusal to work alongside RBKC due to maintenance / anti-social behaviour issues	M	H	Strong consultation undertaken by TMO, RSL and Participation TELS / FCS to ensure local communities on board Inclusion of 5 year maintenance contracts in tender processes Support from Play Rangers (BLF) to 2011
Parental safety concerns lead to children not learning to play	L	H	Work with Road Safety Officers to develop campaign to ensure awareness of Safe Routes to Play, backed up by local evidence on headcount impact in 2009, Community Safety Team on Project Team.
Strategic developments in play not embedded across the local authority	M	H	Develop Play Conference and associated linkages to ensure partners across the borough aware and involved in strategic play. Major rewrite of Play Strategy underway.
Delivery of playgrounds hampered by unforeseen circumstances	M	M	Have long list of playgrounds for year two that allows for playgrounds to be available for development / start delivery of 2009 playgrounds by summer 2009 to reduce risk. Project plans and risk logs prepared for each approved project.

25. Financial Forecast

For 2009, we anticipate the following expenditure

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
 Capital		393,701	393,703	787,403	1,574,807
Revenue	54,743.5	54,743.5	54,743.5	54,743.5	218,974

26. Summary

The Pathfinder programme allows us to continue to build on our excellent track record in play. We will refurbish and create playgrounds where they are most needed, leading to high quality accessible play throughout the borough.

As the most densely populated local authority area in the country we want to ensure that all children can access play services. In many cases, we will provide qualified staff to support the children and young people, enabling our residents to benefit from adventurous and imaginative play in a safe environment.

We are looking forward to delivering the further playgrounds in 2009-10, including the opening of the Little Wormwood Scrubs Adventure Playground in July 2009.

Paul Williamson
Play Pathfinder Pathfinder Project Executive
April 24th 2009