



# **PROJECT MANAGEMENT PLAN EAGLE CRESCENT PLAY AREA PROJECT**

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## 1. INTRODUCTION:

Play<sup>1</sup> is at the heart of this small-scale project where Pucklechurch parish council (PPC), supported by its community, aims to improve the quality of play opportunities at the Eagle Crescent play area. This report outlines the measures required to initiate, plan and execute this project.

## 2. PROJECT RATIONALE

### 2.1 Current situation

Eagle Crescent is a traditional play area that serves families living within the wider Oaktree Avenue and associated 1960's housing developments.



It comprises traditional play equipment which has lasted way beyond the expected lifespan of ten to fifteen years and sits within a larger area of green suitable for rough and tumble or chase type games<sup>2</sup>.



Pucklechurch parish council 2021

<sup>1</sup> UN Convention on the Rights of the Child Article 31 1. States Parties recognize the right of the child to rest and leisure, to engage in play and recreational activities appropriate to the age of the child and to participate freely in cultural life and the arts. 2. States Parties shall respect and promote the right of the child to participate fully in cultural and artistic life and shall encourage the provision of appropriate and equal opportunities for cultural, artistic, recreational and leisure activity

<sup>2</sup> Permitted under Public Health Act 1875, s 164; Local Government Act 1972, Sch 14, p 27; Open Spaces Act 1906, ss 9 and 10; Local Government (Miscellaneous Provisions) Act 1976, s 19

The new builds<sup>3</sup> at The Moorings and Cable Close of 58 affordable homes<sup>4</sup> have generated S106 contributions<sup>5</sup> for off-site provision and/or enhancement of provisions for children and young people<sup>6</sup>.



Livewest (2019)



Pucklechurch parish council 2020

This will allow PPC the opportunity to enhance the overall play experience at Eagle Crescent and bring new life to this playground for the benefit of the community. Without this funding the parish council would not be able to make these improvements.

## 2.2 Evidence of need.

The Pucklechurch Community Plan (2011) had identified how good recreational opportunities contributed to positive feelings of belonging and community spirit whilst flagging up the insufficiency of facilities for those with disabilities. During Covid-19, there was a huge increase in the use of play areas and as part of PPC's role to involve the community in "*participation, engagement and decision-making in public matters*", PPC undertook a play area consultation. Key findings from the 2021 report<sup>7</sup> highlighted:

- Limited play value of much of the play equipment<sup>8</sup>.
- Not much for younger children.
- Needs seats.
- More equipment needed.
- Outdated.

<sup>3</sup> In accordance with policy CS24<sup>3</sup> of South Gloucestershire Council Core Strategy 2006-2027

<sup>4</sup> 27 are shared ownership and 31 affordable rent - including 8 x 1 & 2 bed flats and 12 x 2 & 3 bed houses

<sup>5</sup> From developers towards the costs of providing community and social infrastructure under Section 106 of the Town and Country Planning Act 1990 (as amended).

<sup>6</sup> £39,646.69 capital and £41,688.81<sup>5</sup> for on-going maintenance less South Gloucestershire Council clawback of 8-10% for administration – exact figures to be agreed

<sup>7</sup><https://www.pucklechurchparishcouncil.gov.uk/UserFiles/Files/Play%20areas/Questionnaire%20report%20Final.pdf>

<sup>8</sup> 37.5% regard play equipment in all play areas as outdated/old or poor

This project affords the opportunities to:

- Provide a more easily accessible play area for the disabled and for those with pushchairs – helps promote equality and community cohesion (SGC 2016:8<sup>9</sup>).
- Provide a social space with seating so parents, carers and other have more opportunity to meet or come together within a more inclusive welcoming environment - contributes to local pride and a sense of place (SGC 2016:6) and strong community identity (PPC 2011).
- Engages its community in selecting the preferred design option from a shortlist selected through formal tender.

## **2.3 Limitations**

The play area sits within a residential area, so care must be exercised to ensure both users and residents can co-exist without conflict. The site is not suitable for louder activities such as skateboarding, campfires or den building or those where youngsters congregated unsupervised. New provision should be suitable for daytime use where play can be supervised, people can socialise and meet others with children making this an ideal site to increase provision for the under 9's. Census and other data<sup>10</sup> (Appendix 1) suggest the parish has over 300 youngsters aged 9 and under – the key target age group who could directly benefit from the upgrade (this take no account of community members who are grandparents (over 19% aged 65+) and may use the playgrounds with grandchildren).

## **2.4 Wider priorities and benefits.**

These additional funds will enable this valued community space to contribute to improvements to health and well-being:

- Providing an improved play experience which contributes to stimulating social, physical, creative, emotional and intellectual play to improve children's well-being (South Gloucestershire Council's Play Policy and Strategy 2006 and National Playing Fields Association 2000).
- Promoting and encourage health and wellbeing by providing additional play equipment to encourage active play by increasing play options allowing children of different ages, able-bodied or disabled, to come together and play in a variety of different ways (South Gloucestershire Council Sustainable Community Strategy 2016:9).

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<sup>9</sup> South Gloucestershire 2036 "A great place to live and work" South Gloucestershire's Sustainable Community Strategy 2016

<sup>10</sup> Just under 16% of Pucklechurch's population as being aged 14 or under totalling 465. By 2019 the wider Boyd Valley ward averaged 17% for under 14 with wider South Gloucestershire averaging 18.2% by 2020.

## **2.5 Aims and objectives**

To provide additional play equipment at the Eagle Crescent play area to improve the quality of play opportunities available to a wider range of younger children.

Objectives:

- To provide a more appealing play area for youngsters to have fun, meet friends and play and be happy in their local neighbourhood.
- To make the play area more inclusive.
- To attract new participants and widen participation.
- To provide a more appealing social space to help grow a sense of community spirit and address loneliness/isolation.

**End product:** a more exciting and accessible play space that offers a welcoming social space for parents with younger children to meet, socialise and play.

## **3. KEY DECISIONS.**

### **3.1 Project budget.**

The capital funding is £37,656.67 and maintenance £39,596.42. The modest capital budget impacts the ability of this project to make a substantive material impact to the play value of Eagle Crescent. This may lead to community disappointment/dissatisfaction and damage to the council's reputation.

#### **Recommendations:**

1. Council agrees to vire £12343.33 from maintenance to capital to provide £50,000.00 (net).
2. Council agrees to cover VAT from reserves (maximum £12,000.00) – recoverable non-business (VAT Notice 749) subject to notifying local tax office<sup>11</sup>.

**Purpose:** Greater scope to allow the project to succeed.

Resolved 2021/10/20 4di. To vire £22343.33 from maintenance to capital to provide £60,000.00 (net). Leaves £17,253.09 maintenance.

### **3.2 Sustainability**

**Recommendation:** Agree sustainability criteria for project that:

- Priority will be given to contractors who share the Council's environmental objectives.
- Contractors must submit an Environmental Statement and outline how they and their suppliers are minimising environment impact including:
  - Sourcing materials.

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<sup>11</sup> Transparency with tax office may prevent need for visit and review of all accounts

- Manufacture.
- Packaging.
- Transport.
- Disposal and product end of life options.
- Priority will be given to sustainable and easy/affordable equipment to maintain.
- Where possible the Council will purchase locally where best value can be satisfied.
- The past record of the supplier will be taken into account when evaluating “best value”. This does not require the Council to select the lowest quotation.
- Contractors and any companies involved in the supply/procurement of the play equipment comply with the Modern Slavery Act 2015, wherever it applies.
- The Council will look favourably to organisations that pay the Living Wage<sup>12</sup>.

**Purpose:** Meet PPC Environment policy and best practice.

Resolved to approve 2021/10/20 4di

### **3.3 Project Management**

#### **3.3i. Full council**

Council is responsible for setting the strategic direction, making financial decisions and managing overall risk. It approves the rationale and management plan and throughout the project, provides leadership and support and makes timely decisions to ensure the agreed project goals are achieved.

#### **3.3ii. Steering group**

The steering group comprises three councillors<sup>13</sup> and the clerk. Answerable to the council, the steering group has delegated authority to:

- Undertake investigations, research and consultation as required to ensure the effective planning and co-ordination of the Eagle Crescent play area project.
- Liaise with any relevant authorities and organisations to make the project as effective as possible.
- Engage and communicate with the whole community throughout the project to ensure transparency and where necessary feedback views and opinions.
- Report and make recommendations to full council.
- Support the project manager (Clerk) on a regular basis to ensure the project progresses in accordance with the Project Management Plan (PMP).
- Meet normally monthly, or as may be required.

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<sup>12</sup> As set by the Living Wage Foundation

<sup>13</sup> Relevant experience includes parents/grandparent of children in age range; a Health and Safety expert and extensive project management and public engagement experience..

- Keep a record of meetings, and circulate notes to Working Group members and Clerk.

### **3.3iii. Project Manager**

The clerk is the project manager and is answerable and accountable to the council. The additional work is deemed manageable in addition to routine workload, but the council will regularly monitor the impact on other activities with scope for a temporary increase in hours as required.

## **4. PROJECT MANAGEMENT PLAN (PMP)**

The PMP helps to minimise risks and negative impacts and contributes to the legal requirement for financial propriety in safeguarding public money (1.15 of JPAG Practitioners Guide 2021)

### **4.1 Specifications.**

To design, supply and install new play equipment and seating that incorporates the existing play equipment into a redesigned and refreshed playground within the available budget of £60,000.00 (net).

It must provide an exciting and accessible play space that offers a welcoming social space for parents with younger children to meet and socialise and is appealing to children from toddlers through to 8/9 years old. The key aims are a play area that:

- is accessible to children with additional needs with at least one fully accessible piece of equipment integrated with other activities,
- provides a wide range of play opportunities to encourage imaginative as well as active and challenging play,
- provides equipment that is suitable for use by children of all abilities regardless of skills and capabilities,
- allows children of different ages to play together,
- uses the space creatively for maximum play value,
- is open-access so children can move independently between equipment.

Equipment must be compliant with all relevant British and European Standards EN 1176 & 1177 (Appendix 2) and is easy to maintain with readily accessible and affordable spare parts. With heavy clay subsoil, play equipment should be manufactured from metal, steel or composite materials wherever possible and resistant to vandalism with no timber elements.



Any installation of suitable safer surfacing must not compromise the ability to cut and maintain the grass.

## 4.2 Project Management Plan

### Resources:

Project Manager (PM) 122 hours

Steering group (SG) 30 hours

Full Council (FR) 15 hours

Total 167 hours

FC- full council; SG – steering group; PM – project manager; SGC – South Gloucestershire Council

### 4.2i Initiation

	Action	Details	start date	end date	Resource type	Time (hours)	Notes				
1	Prepare brief for play equipment suitable to meet minimum and maximum budgets	Propose target age range/audience	01/09/2021	14/10/2021	PM/SG	3	Restricted by location in residential area. Recommendation under 9 years of age. Revisit public consultation				
		Propose accessibility requirements					This site is level and easy to access. Consideration should be given to instal at least one fully accessible piece of equipment to widen participation.				
		Propose types of preferred equipment					RoSPA state equipment requirements EN 1176 & 1177 (BSI 2021). The council is building on the existing equipment and the new equipment must contribute to an attractive and fun experience which encourages imaginative and social play.				

							Key considerations are sustainability,				
		Propose types of preferred surfacing					Adherence to space around equipment/ free space / falling space				
		Propose types of preferred seating					Aim is to provide a welcoming space for people to chat and mix				
2	Prepare draft rationale	Based on steering group recommendations,	01/09/2021	14/10/2021	PM/SG	37	Subject to confirming budget				
2a	Prepare draft aims and objectives	evidence of need and best practice	01/09/2021	14/10/2021							
2b	Prepare draft PMP		01/09/2021	14/10/2021							
2c	Prepare draft specification		01/09/2021	14/10/2021							
2d	Prepare draft communication / marketing strategy		01/09/2021	14/10/2021							
2e	Obtain sign off by steering group		01/09/2021	18/10/2021	SG	9					
3	Present proposal to council		20/10/2021	20/10/2021	FC	3					
3a	Council agrees budget required for project	Note contributions available £37656.67	20/10/2021	20/10/2021				Existing Off-site provision	£37,656.67		£37,656.67
			20/10/2021	20/10/2021				Existing Maintenance	£39,596.42		£39,596.42
		Agree if PPC wishes to request any transfer from	20/10/2021	20/10/2021			Risk the limited capital will restrict options and prevent worthwhile improvements.	Proposed Off-site provision	Receive	£22,343.33	<b>£60,000.00</b>

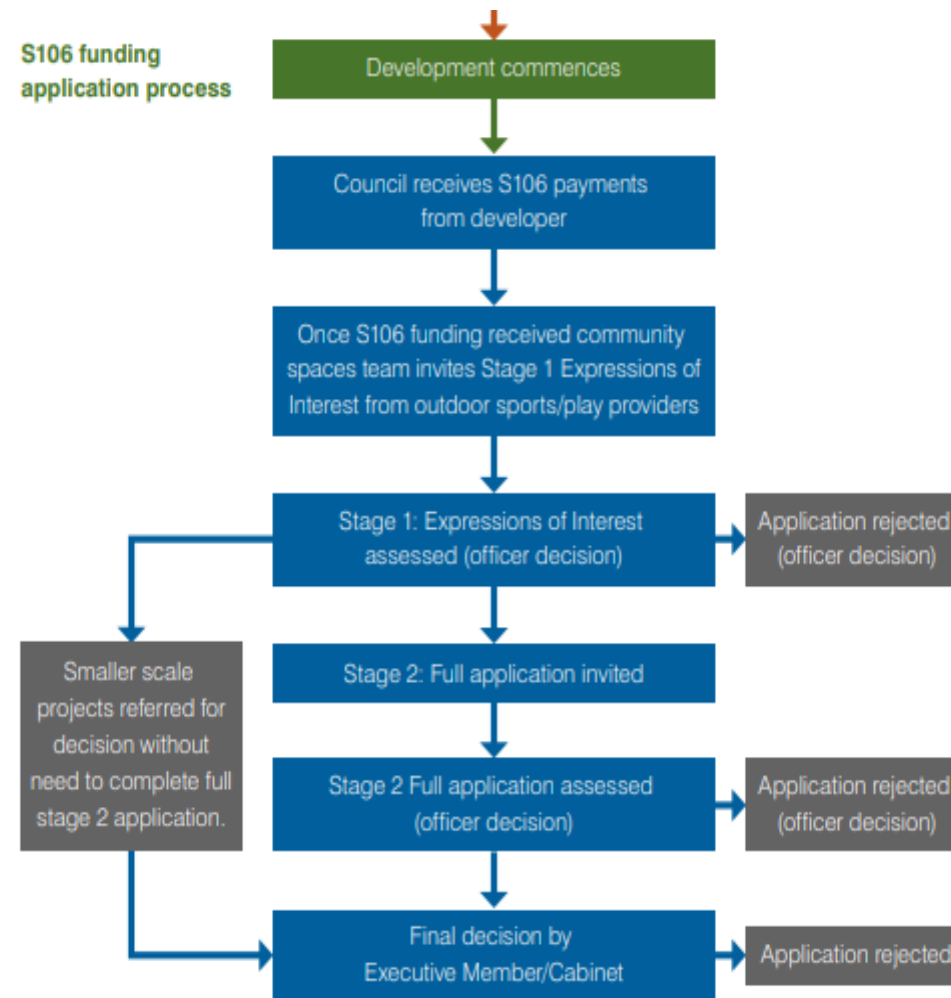
		Maintenance to off site provision to a maximum of £60K				Maintenance pot far exceeds costs the new equipment. Minimal impact on general maintenance costs in short to medium term. Recommend request to vire funds to raise capital to £60K which will greatly expand improvement opportunities and minimise risk of disappointment by community	Proposed Maintenance	transfer	-£22,343.33	<b>£17,253.09</b>
3b	Council agrees its environmental/ sustainability priorities	Recommendations prepared by clerk based on council environmental policy.	20/10/2021	20/10/2021		The agreed priorities will be reflected in the tender pack and will form one of the evaluation criteria for which weighting will be assigned				
6c	Council reviews and approves terms of reference for steering group	Ensure fully fit for purpose	20/10/2021	20/10/2021						
3d	Council reviews and approves terms of reference for the project manager	Ensure fully fit for purpose	20/10/2021	20/10/2021						
3e	Council approves any delegated powers	In line with Financial Regulations	20/10/2021	20/10/2021						
3f	Council agrees reporting process		20/10/2021	20/10/2021						
4	Council approves rationale		20/10/2021	20/10/2021						
4a	Council approves aims and objectives		20/10/2021	20/10/2021						
4b	Council approves PMP		20/10/2021	20/10/2021						
4c	Council approves specification		20/10/2021	20/10/2021						

4d	Council ratifies project budget decision, rationale and PMP	By resolution at full council meeting	20/10/2021	20/10/2021		8					
5	Agree communications / marketing strategy	To dovetail into PMP timeline ensuring community is kept fully up to date	20/10/2021	17/11/2021	SG		Ensure near neighbours are aware of planning to avoid/mitigate nuisance by extending an existing provision				
		Includes timings for informing the community of project brief and milestones	20/10/2021	17/11/2021							
		Consider mechanism for community feedback	20/10/2021	17/11/2021							

#### 4.2ii Fund application

	Action	Details	start date	end date	Resource type	Time (hours)	notes
6	Apply for s106 funding	Submit expression of Interest (EOI)	21/10/2021	31/10/2021	PM	10	South Gloucestershire Council (SGC) application process below
6a		Check any planning requirements	26/10/2021	05/11/2021	PM		SGC confirmed as existing play equipment on site planning not required
6b		Assessment of EOI	26/10/2021	31/12/2021	SGC	2	SGC has confirmed full application will not be required. Monthly assessment meetings but will miss 15/10/21 deadline for November assessment
6c		Decision and notification	31/12/2021	31/12/2021			Timings suggested by SGC
7	Utilities check	To ensure no risk from development to any underground services	21/10/2021	30/11/2021	PM	1	SGC offer service getting cots

# South Gloucestershire Council S106 Funding process



#### 4.2iii Procurement

Procurement is in accordance with Standing Orders (SO14)<sup>14</sup> and Financial Regulations (FR11)<sup>15</sup> with sealed tenders.

Legal framework for contracts Public Contracts Regulations 2015.

Guidance on tender content as supplied by local CALC Appendix 3.

	Action	Details	start date	end date	Resource type	Time (hours)	Notes
8	Council agrees content of tender pack	What information will be requested from companies, what are the council's priorities that companies will be evaluated against, what weighting will be applied for evaluation/assessing quotations	20/10/2021	17/11/2021	FC	2	Based on GAPTC best practice guidelines Appendix 4
8a	Agree final criteria for assessing/evaluating tender quotations	Weighting given for quality, price, innovation of design, environmental policies etc	20/10/2021	17/11/2021			
8c	Prepare tender document pack based on approved project brief etc above		20/10/2021	11/11/2021	PM/SR	10	
8d	Agree and approve tender pack	At full council	17/11/2021	17/11/2021	FC	1	
8e	Approve timescales for tender		17/11/2021	17/11/2021			
9	Tender published	Contract finder and dedicated web page	01/12/2021	31/01/2022	PM	15	Prepare dedicated web page
9a		Respond to queries	01/12/2021	31/01/2022			Publish responses to generic queries
10	Open sealed tenders	As per Financial regulations/Standing orders	02/02/2022	02/02/2022			

<sup>14</sup> Subject to Bribery Act 2010

<sup>15</sup> Use of Contracts Finder for public contract with an estimated value in excess of £25,000

10a	Evaluation and selection of proposals	Anonymise tender for evaluation	16/02/2022	16/02/2022			
10b		Short list preferred proposals			FC	4	
10c		Agree final selection of preferred proposals					
11	Invite selected tenderers to outline proposals via Zoom presentations	Provide more detailed information on proposal to PPC	02/03/2022	02/03/2022			
12	Public consultation	Agree methods of consultation - online voting/hard copy/event	07/03/2022	25/03/2022	FC	1	
12a		Agree weighting of council v public views v technical specification v guarantees etc					
12b		Agree timescales for public feedback					
12c		Present proposals for public engagement on preferred design			PM	7	
12d		Collate findings	26/03/2022	30/03/2022			
13	Choose preferred proposal	Full council meeting	06/04/2022	06/04/2022	FC	2	
14		Notify supplier preferred supplier subject to satisfactory references	07/04/2022	15/04/2022	PR	2	
14a		Take up supplier references					
14b		Approve & appoint supplier	20/04/2022	20/04/2022	FC	2	



#### 4.2iv Installation

	Action	Details	start date	end date	Resource type	Time (hours)	Notes
15	Monitor equipment procurement	Regular liaison with contractor PM	May-22	Jul-22	PM	7	Timescales to be firmed up during tender process. Regular reporting to steering group/council
15a	Reporting	Monthly reports to SR and FC	May-22	Jul-22		6	
15b	SR meetings	Monthly or as required	May-22	Jul-22		3	
16	Finalise start date	Report to steering group and council	Aug-22	Oct-22		10	
16a	Agree installation timescales and permitted hours of work	Residential area - restrict workings to reasonable hours	Aug-22	Oct-22			
16b	Contractor provides PMP	Copy required prior to work commencing	Aug-22	Oct-22			
16c	Contractor provides H&S plan/work safety plan	Safety working practise required at all times	Aug-22	Oct-22			
16d	Contractor details safe storage procedure	As per tender liability with contractor	Aug-22	Oct-22			
16e	Contractor provides insurance		Aug-22	Oct-22			
16f	Agree monitoring/reporting		Aug-22	Oct-22			
16g	Meet site manager	Promote good working relations	Aug-22	Oct-22		2	
17	Monitor progress	Ensure installation in line with agreed PMP. Report to SR and FC	Aug-22	Oct-22		7	Installation could take up to 2 weeks
17a	Installation completed		Aug-22	Oct-22		2	
18	Independent inspection	Required before project signed off	Aug-22	Oct-22		1	All works subject to an independent Post Installation Inspection (PII) before the project is signed off and play area re-opened for public use. Any remedial issues identified in the inspection will be addressed by the contractor as part of the existing project cost.

19	Any snagging agreed and sorted		Aug-22	Oct-22	PM	4	
19a	Project sign off	Approval by council			PM	1	
19b		Grand opening	Aug-22	Oct-22	FC		
20	Evaluation	Prepare report	Sep-22	Nov-22	PM	4	
20a		Review as part of quality control and best practice, methods tbc	Sep-22	Nov-22	FC	1	

#### 4.3 Time plan

Eagle Crescent playground project	No*	Description	Year	2021			2022											
				Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Initiation	1	Steering group outline project requirements																
	2	Prepare draft brief and PMP																
	3	Key decisions agreed																
	4	Project brief, budget, rationale and PMP approved																
	5	Communications strategy approved and enacted																
Funding application	6	Apply for s106 funding																
	7	Utilities check																
Procurement	8	Approve tender pack																
	9	Tender published																
	10	Shortlist evaluation																
	11	Presentations from potential contractors																
	12	Public consultation																
	13	Final selection of preferred proposal																

	14	Appoint contractor																
Installation	15	Production/procuring equipment																
	16	Agree contractor PMP & site rules																
	17	Potential installation period dependant on supply issues. Installation 2 week maximum																
	18	Post installation inspection																
	19	Snagging and sign off																
	19a	Project sign off																
	19b	Grand opening																
Evaluation	20	Project evaluation																

\* Reference to PMP

#### 4.4 Other elements

##### 4.4i Marketing/communications plan:

The Council is accountable to the local community for its actions, and this can only be achieved through effective communications. This may be at open meetings<sup>16</sup>, the council website & Facebook page, notice boards, newsletters & flyers or public consultations in accordance with Code of Recommended Practice on Local Authority Publicity<sup>17</sup>, Press & Media policy & Standing Orders 16 & 20.

**Key stakeholders:** Pucklechurch Community

<sup>16</sup> Public Bodies (Admission to Meetings) Act 1960

<sup>17</sup> In accordance with Local Government Acts 1986 & 1988

No*	Eagle Crescent playground project	Description	Actions	Start date	End date
	Phase				
4d	Initiation	Council ratifies project budget decision, rationale and PMP at October meeting	Approved project plan and associated documentation recorded in published minutes of 20th October meeting and published. Start social media campaign News item on website	22/10/2021	27/10/2021
6c	Funding application	Decision and notification	Confirm project funding requested and outline tender process and how the community can get involved using news page and linked social media post	21/10/2021	30/11/2021
		November council meeting	Update	17/11/2021	19/11/2021
9	Tender	Tender published	Post tender to website Update progress and remind public of forthcoming consultation using news page and linked social media post	01/12/2021	31/01/2022
		January meeting	Update	19/01/2022	21/01/2022
10c		February meeting	Final selection of preferred proposals recorded in published minutes	23/02/2022	25/02/2022
12	Tender	Public consultation	Promote public consultation - posters social media website	02/03/2022	25/03/2022
			Social media reminder nearing end of consultation	22/03/2022	23/02/2022
13	Tender	Final selection of preferred proposal	Decision at 6th April meeting and recorded in published minutes	06/04/2022	08/04/2022
14b		Approve & appoint supplier	Announce supplier and republish design	20/04/2022	20/04/2022
	Pre Installation	May meeting	Update recorded in minutes. Social media post if appropriate	18/05/2022	20/05/2022
	Pre Installation	June meeting	Update recorded in minutes. Issue social media update	15/06/2022	17/06/2022
	Pre Installation	July meeting	Update	20/07/2022	22/07/2022
17	Installation	Potential installation period dependant on supply issues. Installation 2 week maximum	Publicity using all channels to announce installation	Aug-22	Oct-22
19	Installation	snagging and sign off	Announce completion and arrange grand opening	Aug-22	Oct-22
20	Evaluation	Project evaluation	Collect feedback from community on the improved play area methods to be decided	Sep-22	Nov-22

#### 4.4ii Risk assessment:

*“Risk is an uncertain event that if it occurs will have an effect on the achievement of an authority’s objectives” (JPAG 2021:47)*

Good risk management identifies what can go wrong and takes proportionate steps to avoid or manage consequences to protect council assets and prevent litigation and reputational damage. All risks will be identified; assessed; addressed and reviewed in compliance with law including Accounts and Audit Regulations 2015; Proper Practices; Financial Regulations (FR17) and Standing Orders (SO18)

No	Description of risk	Likelihood of risk occurring	Impact if risk occurs	Severity	Owner	Mitigating action	Contingency action
	Purpose and need not well defined	Medium	High	High	FC	Complete rationale	Escalate to council including risk assessment of risks to public money
	Insufficient finance to meet project goals	Low	High	High	FC	Detailed application to South Gloucestershire Council with clear and supported business case. Request to vire money to capital budget	Appeal to SGC if rejected or fund from council reserves
	Loss of maintenance funds poses risk for future	Low	Low	Low	FC	Council absorbs minimal cost impact of weekly safety checks. Equipment under guarantee. Substantial maintenance funds still remain.	Council developing long term play strategy. Council committed to building contingency funds for future within annual precept
	Vat refund	Low	High	Low		VAT reclaim will take PPC well over the £7.5K threshold. Need to inform local tax office well in advance of annual reclaim of VAT	Take professional advice
	Unrealistic public expectation	Low	Medium	Low	SG	Clear communication strategy including dedicated website page and social media. Regular reporting to council	Escalate to council

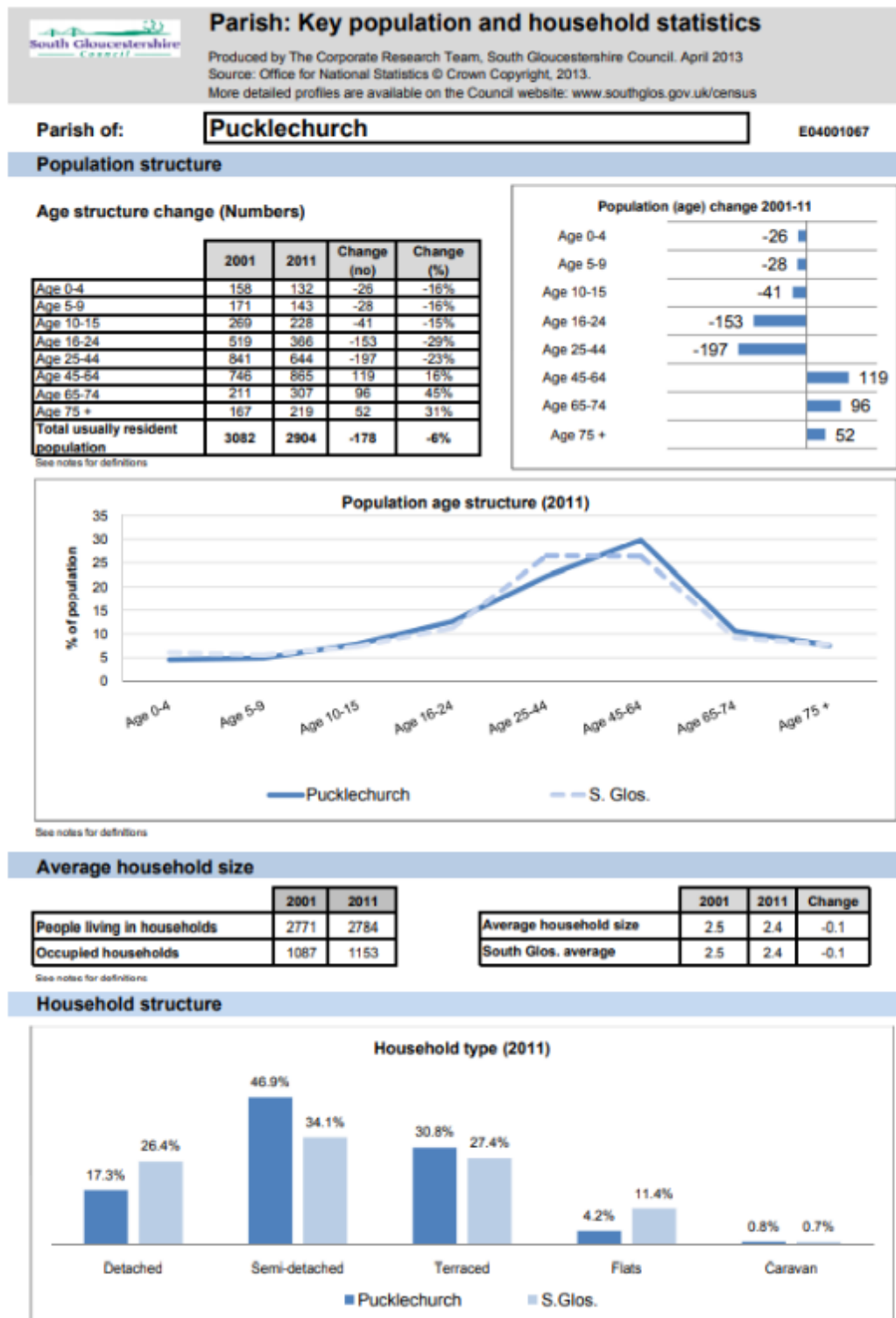
	Ability of Steering group	Low	Medium	Low	FC	Members include parents/grandparents with appropriate aged children, health and safety expert. Experienced in project management	Council could buy-in services
	Design and requirements incomplete	Low	Medium	Medium	FC	Approve project management plan PMP	Escalate to council to review - removing any ill-defined high risk elements
	Suitability of selected equipment	Low	Medium	Medium	SG	Site is on heavy clay soil. Follow recommendations from qualified play area assessor - avoid installing wooden equipment which will have limited lifespan and high maintenance costs	Escalate to council with full risk assessment
	Cost risks of long term maintenance	Medium	Medium	Medium	FC	Avoid wooden equipment as above	Escalate to council who committed to including contingency costs in precept
	Surfacing	Low	Medium	Medium	SG	Take professional advice on grass v matting v safer surfacing. Not a H&S requirement but site could become boggy in wet weather	Escalate to council as cost of safer surfacing will impact funds available for new equipment
	Contract	Medium	High	Medium	SG/ FC	Obtain signed contract/agreement	
	Potential for installation to damage hidden utilities (gas/water etc)	Low	High	High	PM	Ensure appropriate search undertaken. Check with insurance company. Provide information to potential contractors	Escalate to council and work with insurers in event of issues.
	Project schedule not understood	Low	Medium	Medium	PM	Work with Steering group to ensure schedule understood. Reports to council	revisit schedule with council
	Project manager falls ill	Low	High	High	FC	SG fully briefed at all times. Compressive PMP	Escalate to council could buy in services as required
	Tender not suitable or incorrectly actioned	Low	Low	Low	PM	Undertaken SLCC procurement training. Previous experience of similar project. Following process developed by local council association (GAPTC)	Escalate to council, potential to buy in services

	No take up of tender on contract finder	Medium	Medium	Medium	PM	Write to reputable play equipment installers confirming contract on offer and inviting them to tender	escalate to council if no take up as tender will need adjustment
	Objections to scheme from immediate residents	Medium	Medium	Medium	SG	Clear communication strategy. There is already an existing playground, SG to publicise measures to prevent nuisance or unreasonable noise. Provide opportunities to raise concerns	Escalate to council to consider legal risks. Potential for public meeting or adjustments to layout etc
	Challenge from potential contractors over tender evaluations	Low	Medium	Low	PM/SG	Evaluation criteria included in clear and transparent tender pack. Webpage where Q&A publicly recorded	Escalate to council to prevent reputational damage
	Poor evaluation	Low	Medium	High	FC	Clear guidance provided to councillors on how to evaluate. Standard process followed by all. All tenders anonymised. All decisions recorded. 2 tier evaluation 1st round individual 2nd round whole council reviews first round and collectively decides final outcomes	Involve ALCA/NALC and take legal advice
	Misunderstandings over submitted designs in tenders	Low	High	High	FC	Once shortlist of designs selected all companies will be invited to make presentation and answer queries and questions to ensure total clarification. Details would be recorded and fed back in writing. Will include implications of Covid and Brexit	Written evidence could be used in event of legal disputes
	Delays releasing s106 funds	Low	Medium	Low	PM	Liaise with South Gloucestershire Council to ensure applications submitted aligns to SGC review timescales	Escalate to SG. Regular reports to council. Serious delays escalate to council to raise with SGC

	Delays to project - Brexit/Covid impact already felt with contracts commissioned August 21 have installation dates in April 22	Medium	Medium	Medium	PM	Contractor work and time plan included in tender. Default positions of built in contingency for delays. Regular reporting between contractor PM and PM	Escalate to council to contact company
	Site risks during construction	Low	High	Low	PM	contractor provide H&S plan, PMP, insurance, site fenced with safety fencing (HERAS)	
	Theft from site	Medium	Medium	Medium	PM	Contractor provide safe storage. H&S plan and PMP. Insurance	
	Poor performance/ installation	Low	High	Medium	PM	PMP Regular reporting contractor PM & PM, agreed period for snagging resolution post completion, Regular site visit	
	cost errors/increasing costs	Low	High	Low	PM	Fixed costs tender. Communication strategy. Meetings contractor PM & PM. Regular reports to SG	Escalate to council with full risk assessment report
	Unplanned work	Low	Low	Low	PM	Regular reviews with contractor PM. Liaison with SG. Manage if under delegated powers	Escalate to council with full report and cost analysis
	Conflict	Low	Low	Low	PM/SG	Mechanism for resolution of any conflict included in tender pack and forms part of contract	Escalate to council. Take legal advice
	Acts of God for example, extreme weather, leads to loss of resources, materials etc	Low	High	High	PM	Insurance. Liaise with SG	Escalate to council with back up proposal



## Appendix 1 Pucklechurch demographics (SGC 2013)



## Appendix 2 BS EN 1176 series (BSI 2017:3)

### Manufacturers/Suppliers

All playground equipment needs to be designed to address the risk of falls, lacerations and entrapment.

#### Structural strength

Equipment should be strong and stable enough to support:

- Children of different ages and abilities
- Large groups of children using an item at the same time
- Adults who may need to gain access to help a child

#### Protection against falling

Design should address the risk of falls by:

- Reducing opportunities for very young or less able children to access equipment with steep or sudden differences in height. For example, by designing ladders with a higher first rung.
- Address the pushing and shoving by children at play on platforms by providing handrails, guardrails, barriers or narrow openings at higher levels.
- Assessing the equipment to remove hazards where possible (such as posts or beams) underneath high risk fall areas.
- Address the risk of head injuries resulting from falls by placing an Impact Attenuating (Absorbing) Surface (such as artificial surfaces, rubber tiles, tree bark) underneath high or moving equipment.

#### Protection against entrapment

There should not be any openings, moving parts, or protrusions, which could potentially trap hair, clothing, or body parts.

#### Protection against lacerations

Equipment should not have:

- Sharp edges
- Rough surfaces that are likely to corrode or splinter
- Hard edges – these should be rounded or appropriately covered.

#### Give clear instructions

Play equipment should come with clear instructions to operators about how to:

- Install the equipment correctly
- Maintain or service the equipment
- Arrange repairs

### Playground operators

Those that manage play areas (such as local authorities and schools) should:

#### Install equipment correctly

- Install all equipment and surfaces according to the instructions
- Arrange for equipment to be inspected immediately after installation by a suitably qualified inspector, for example from the Register of Play Inspectors International (RPII)

#### Carry out regular inspections

Supported by risk assessments, as legally required by the Health and Safety at Work etc Act 1974. Equipment and surfaces may become worn over time, or damaged by misuse or vandalism. To ensure that the play area remains safe and fit for use the operator should:

- Arrange for regular visual inspections to assess the general condition of the site
- Arrange for regular safety inspections to be carried out by a suitably qualified inspector
- Arrange for appropriate repairs to be carried out by a suitably competent person, for example from the Association of Play Industries (API)

#### Give clear information to consumers (carers and children)

The operator should clearly display the following information at the play area so that users can report incidents and call emergency services if necessary:

- Site maintenance operator telephone number (and website if appropriate)
- Emergency telephone number 999
- Playground name and site address

### Find out more

Contact BSI Customer Services

call: +44 345 086 9001

email: [cservices@bsigroup.com](mailto:cservices@bsigroup.com)

[shop.bsigroup.com](http://shop.bsigroup.com)

## Appendix 3 CALC guidance



### Invite to tender/Request for Quotation

**NAME OF PROJECT/WORKS to be supplied/delivered** \_\_\_\_\_

#### Specification

##### 1. Overview of the Specification

The subject of this specification is (insert type of work- i.e. grass cutting, building maintenance, path clearance).

This specification sets out: -

- Background to the project/work
- Size and scale of the project
- Deliverables
- Scope and approach of the project/work
- Value of the contract
- Quotation submission
- Criteria for assessing quotations
- Timeline for the assessment
- The contact person for this contract/tender is xxxx (insert name of parish council person responsible for managing this)

##### 2. Background to the project

Why it has come about/ is needed, who is funding it.

##### 3. Size and scale of the project

The information provided to include:

- Project timescales/duration/frequency (length of contract, and potential to review/extend)
- Project's finances (budget and funding sources), this may include payment terms.
- Outputs and expected results
- Current levels of performance
- Information sources (if applicable)

##### 4. Deliverables

List what you expect supplier to provide:

<b>Output- what activity the supplier does</b>	<b>Outcome- the outcome expected as a result of that activity being carried out to a certain quality</b>
Path clearance spring/summer	Path fully accessible to all members of the public
Grass cutting village green	Village green kept nice for locals and visitors

##### 5. Scope and Approach to the project

Detail what is in *scope* for the project and what is out of scope i.e.

In scope – 'the grass cutting in village green as detailed in attached map'

Out of scope- street verges and school playing fields.

Identify the *approach* - how the provider is expected to carry out activity i.e.- No grass cutting before 8am and no grass cutting on a Sunday.

Some flexibility – e.g. when an event is scheduled, or due to weather.

Review meetings e.g. number/frequency of cuts required, spring, summer and autumn. In case of damage to shrubs, trees.

You can also use this section to ask supplier to propose innovative ways of doing task/activity

## 6. Value of the contract

The expected value of the contract is up to £xxx.

## 7. Quotation submission

Deadline for submitting written submissions/quotations is DATE, TIME

For projects/works with a contract value of £25,000 and above (regardless of whether the period is one year or five years), the portal must be used (electronic submissions). For details on how to use the Contract Finder Portal please visit [www.gov.uk/contracts-finder](http://www.gov.uk/contracts-finder)

## 8. Criteria for Assessing Quotations

### For example

Public liability insurance	20%
Work programme (relating to outputs and results) and innovation	40%
Price	20%
Health and Safety assessment	5%
Experience with the sector	5%
Financial assessment (of bidder)	5%
Equality and Diversity	5%

Score	How to score
100	Exceptional response in all areas
90	Exceptional response with some minor shortcomings, or very good response with some exceptional elements
80	Very good response in all areas
70	Very good response with some minor shortcomings, or good response with very good elements
60	Good response in all areas
50	Good response with some minor shortcomings, or acceptable response with good elements
40	Acceptable response in all areas
30	Acceptable response with some minor shortcomings, or poor response with some acceptable elements
20	Poor response in all areas
10	Very poor response that is significantly below expectations in all areas
0	No response, or inappropriate response in all areas

The scores will then need to be converted into percentages, based on the breakdown identified in 'Criteria for assessing quotations' table.

## 9. Timeline for procurement process

Date / Deadline	Action

