



Full council

Agenda for 28/09/26 @ 19:00.

melksham-tc.gov.uk/meetings



Melksham
TOWN COUNCIL



Melksham
TOWN COUNCIL

Monday 21 September 2026

Dear Councillors S Rabey (Town Mayor), G Elson (Deputy Town Mayor), P Alford, P Aves, E Calland, J Crossley, M Drewett, A Griffin, J Oatley, T Price, C Stokes, A Westbrook, J Westbrook, A Whitlock.

Ref: Full Council Meeting, Monday 28 September 2026

You are summoned in accordance with the Local Government Act (LGA) 1972, Sch 12, paras 10 (2)(b) to a meeting of the Full Council of Melksham Town Council for the transaction of the business shown on the agenda below.

Monday 28 September 2026, to be held at 19.00 in the Council Chamber, Melksham Town Hall, Market Place, Melksham, SN12 6ES.

The quorum for Full Council is 8.

Public Participation

Members of the public and the press may attend this meeting in person or join the meeting on Teams via the following link: <https://tinyurl.com/36rcrw5s>. Public participation will take place near the start of the meeting.

Each speaker is limited to three minutes, with a total public session of 20 minutes. Members of the public are requested to send their questions to CEO@melksham-tc.gov.uk by noon on the working day before the meeting. You should still attend the meeting, in person or online, to ask your question.

No decisions will be made on matters not already on the agenda. The Council may ask the public and press to leave if confidential matters need to be discussed.

The Seven Principles of Public Life.

All members are reminded of their duty under the code of conduct to uphold the Seven Principles of Public Life: selflessness, integrity, objectivity, accountability, openness, honesty, and leadership.

Yours sincerely,

Miss Hayley Bell
CEO



Full Council Terms of Reference

1. **Membership** – all 15 elected members of the Town Council.

The following matters shall be reserved for decision by Full Council, but the appropriate Committee(s) may make recommendation for the Council's consideration:

- 1.1 The Precept demand
- 1.2 Borrowing money
- 1.3 Making, amending or revoking Standing Orders, Financial Regulations, Duties and Powers of Proper Officer provisions
- 1.4 Making, amending or revoking by-laws
- 1.5 Making of Orders under Statutory Powers
- 1.6 Matters of principle or policy
- 1.7 Addressing recommendations in any report from the Internal and External Auditors
- 1.8 Nomination of members of all proper and sub committees
- 1.9 New powers or duties
- 1.10 Prosecution or defence in a Court of Law
- 1.11 Nomination or appointment of representatives of the Council to any enquiry on matters affecting the town
- 1.12 To receive and adopt the Annual Accounts
- 1.13 To receive and sign off the Annual Internal & External Audit and Return
- 1.14 To receive reports referred to the Town Council from the various Committees/Sub-Committees
- 1.15 To set up Working Groups as necessary
- 1.16 To receive reports and consider recommendations from Working Groups set up by Full Council
- 1.17 To appoint representatives on outside bodies or joint bodies
- 1.18 To confirm the appointment of the Town Mayor/Deputy Mayor
- 1.19 To confirm the schedule of meetings of the Town Council/Committees and
- 1.20 Sub-Committees for the ensuing year



Melksham
TOWN COUNCIL

- 1.21 To receive petitions and deputations from members of the public or any organisations
- 1.22 Any other matters not delegated to a Committee or Sub-Committee or referred to the Council by Committees or Sub-Committees



Full Council

1. Apologies

To receive apologies for absence.

(Local Government Act, 1972 s.85)

2. Declaration of Interest

To receive any Declarations of Interest in respect of items on this agenda as required by the Code of Conduct adopted by the Council.

Members are reminded that, in accordance with the Council's Code of Conduct, they are required to declare any disclosable pecuniary interest or other registrable interests which have not already been declared in the Council's Register of Interests. Members may however, also decide, in the interests of clarity and transparency, to declare at this point in the meeting, any such disclosable pecuniary interests which they have already declared on the Register, as well as any other registrable or other interests.

(Melksham Town Council Code of Conduct)

3. Minutes

To approve the Minutes of the Full Council meeting held 27 July 2026.

(Local Government Act 1972, s. 12)

4. Public Participation

Members of the public are invited to attend the meeting and address the council.

Members of the public are requested to send their question to ceo@melkshamtc.gov.uk by noon on the working day before the meeting. This will make it more likely that we will be able to answer your question on the night. You should still attend the meeting, in person or online, to ask your question.

(Local Government Act 1972, s. 12)

5. Questions from Councillors

Melksham Town Council Policy and Local Government Act 1972)

6. Town Mayor's Announcements

7. Police Report

To receive a report from Sgt Chilton



8. Reports from Unitary Councillors

Unitary Councillors to report on any matters affecting Melksham which have been discussed at Wiltshire Council meetings.

Councillor Alford

Councillor Griffin

Councillor Hubbard

Councillor Stokes

Councillor J Westbrook

9. Police and Crime Commissioner

A chance to talk with Philip Wilkinson OBE on the future of policing in Wiltshire.

10. Dependants' Carers' Allowance – NALC Survey

For decision on Melksham Town Council response to the survey.

11. Coffee Machine Procurement

For decision on procurement of a coffee machine via lease agreement.

12. Flood Preparations

For decision on appointing flood wardens, review and training (full recommendations at section 9 of report).

13. Local Plan

For approval of initial submission to Wiltshire Council.

14. KGV Masterplan

For approval and to delegate authority to officers to amend the plan as required.

15. Festoon Lighting

For decision on installation of festoon lighting.

16. Free Parking

To note the information and for decision on any further action

17. Melksham Town Council brand guidelines

To note.



18. Power Supply to KGV

Community Committee on Monday discussed the possible relocation of events within KGV and consequent power supply needs.

For discussion and decision on next steps.

19. Committee Minutes

Community

To receive the minutes of the Community Committee meeting 8 June 2026

[Link to 8 June 2026](#)

Planning

To receive the minutes of the Planning Committee meetings 14 July 2026, 4 August 2026 and 25 August 2026

[Link to 14 July 2026](#)

[Link to 4 August 2026](#)

[Link to 25 August 2026](#)

20. Park Procurement

To receive the Play Area Report Part One – Public

21. Confidential Session

For decision.

Members are requested to make the following resolution in accordance with the Public Bodies (Admission to Meetings) Act 1960.

In view of the sensitive nature of the business to be transacted, it is advisable in the public interest that the public and press be excluded, and they are instructed to withdraw.

22. Play Park Procurement

To receive the Play Area Report Part Two – Confidential Tender Details.

For decision on contractor, funding and next steps (full recommendations at section 9 of report).

Melksham Town Council

Minutes of the Full Council

At Melksham Town Hall on Monday 27 July 2026

PRESENT:	Councillor R Rabey	Town Mayor and Chair
	Councillor G Elson	Deputy Town Mayor and Vice Chair
	Councillor P Aves	
	Councillor E Calland	
	Councillor J Crossley	
	Councillor M Drewett	
	Councillor A Griffin	
	Councillor J Oatley	
	Councillor C Stokes	
	Councillor A Westbrook	
	Councillor J Westbrook	
	Councillor A Whitlock	

IN ATTENDANCE

OFFICERS	Hayley Bell	CEO/Town Clerk
	Robert Reay-Waugh	Venues Manager
	Alla Chaikovska	Events & Hospitality Intern
	Andrew Meacham	Committee Clerk
	Ian Cunningham (virtual)	Community Officer
	Dom Rutterford (virtual)	Communications & Marketing Officer

PUBLIC Three members of the public and one member of the press were present and four members of the public were present virtually

65/26 Apologies

Apologies were received from Councillor Alford and Councillor Price.

66/26 Declaration of Interest

There were no declarations of interest.

67/26 Minutes

The minutes of 15 June 2026 and 22 June 2026, having been previously circulated, were approved as a correct record and signed by the Town Mayor and Chair Councillor Rabey.

68/26 Public Participation

Resident 1.

Q1. When will the council be adding gates to the Blue Pool site? There has recently been a Tik Tok video of people breaking into the Blue Pool.

A1. The Mayor advised she was aware of the video. CEO advised that there was no date for installation, but quotes were being obtained. Will be a priority. Also confirmed in negotiations with companies about one of the shipping containers.

Q2. Why was the Winter Wonderland press release discussion being put into closed session? Closed session should only be used for very specific purposes.

A2. Council is aware that closed session is for specific purposes. CEO will review the Council's procedures on this.

Resident 2.

Q1. Previously asked when is the Annual Biodiversity Progress report going to be published. This is part of Biodiversity Policy but has never seen one.

A1. This is a piece of work that has not been done but does need to be done.

Q2. Agenda item 17.6 Free Parking. Notes that the costs were not in the agenda pack. Why is the own Council considering a scheme that encourages people to use cars? Would it not be better to encourage public transport? During time on the Council resident did look at the Corsham Free Parking Scheme but did not bring it forward.

A2. This is something that has been raised by residents and there are a number of issues that potentially will go to public consultation. The Town Council is not at this time considering introducing a free parking scheme on the Corsham model.

Q3. Previously I asked a question about why the Accountancy charge Nominal code 4057 Cost centre 110 for the year end 31st March 2026 was so high at £10,834 against a budget of £4,000. I was told at the time this was because it included other things. On public inspection the £10,834 includes £3,000.10 paid to Reed Recruitment Agency for recruitment of an RFO. Do councillors think that this entry was a miss posting?

A3. Yes, this was a mis coding. Should have been Legal & Professional Fees.

The resident also noted item 17.7 Church Street Toilets and was encouraged that action was being taken.

69/26 Questions from Councillors

There were no questions from Councillors.

70/26 Town Mayor's Announcements

There were no announcements.

71/26 Police Report

Sgt Chilton gave a report on recent operations and answered questions from Councillors.

72/26 Reports from Unitary Councillors

Councillor Griffin.

Recycling Centre appointment system in place from 14 September 2026. 30 minute slots. Bookings can be made from 8 September 2026. No current changes to opening hours, permits or waste types. Citizen ID account will be required to log on to booking system. Assistance is available via a dedicated telephone number. Has received emails both in favour and against the trial. No evidence in other areas of country of increased fly tipping. Results of trial will inform possible changes to opening days to improve access.

Councillor Stoke.

- Approval given to expand places at Silverwood School from 460 to 562. Not in Melksham but will impact families in Melksham.
- Wiltshire Council have sent draft plan for SEND School White Paper. Changes across county to get more support for SEND families at an earlier age.
- Hideout Club for neurodivergent young people aged 11-25 open until 20 August at Riverside Club.
- Details of summer activities available on Inclusive Wiltshire and from Wiltshire Parent Carer Council.
- Several businesses in Melksham looking into SEND Employer Champion scheme to allow SEND individuals to experience a workplace setting and possible employment.

Councillor J Westbrook.

- Changes to planning, including stopping councillors calling in applications. Wiltshire Council has resolved to write expressing their opposition.
- Introduced motion for Wiltshire Council to recognise that violence against women and girls was a national emergency. A member champion will be appointed, for which there has been cross party interest. Will work within council and liaise with partner organisations.
- Advised members that she had been targeted for changes to the motion. This had been reported to Wiltshire Police.

73/26 WTF 2026

Representatives questioned why the request to be in closed session was denied. It was pointed out that the KGV was a public asset and proposed events should be transparent.

Representatives spoke about proposal to move the festival to the KGV. Councillors asked questions. Members were supportive of the concept of the festival. Points of concern included why move from current site, capacity, amount of KGV to be fenced off from public access, noise control, communication with residents, alcohol consumption control, security, entry to & exit from the site, damage to grass, possibility of providing a community event on the Sunday, park & ride access.

It was suggested representatives contact Wiltshire Police Ops Planning.

It was proposed by the Town Mayor and Chair Councillor Rabey, seconded by Councillor Oatley and

RESOLVED that organisers hold future meetings with officers and Wiltshire Police Ops Planning to address concerns and the matter come back to the September full council meeting with a clear plan from Festival organisers.

There were two abstentions.

The representatives requested that councillors review the presentation and email concerns to the CEO.

74/26 Joint Melksham Neighbourhood Plan

Councillor Pafford's knowledge of the subject was noted.

It was noted that other councillors would still be able to attend appeals if they so wished.

It was proposed by the Town Mayor and Chair Councillor Rabey, seconded by Councillor Aves and

UNANIMOUSLY RESOLVED to appoint Councillor David Pafford to represent both Councils.

75/26 East Melksham Community Centre

Members were unwilling to fully remove the item from future agendas.

It was proposed by Councillor J Westbrook, seconded by Deputy Mayor and Vice Chair Councillor Elson and

UNANIMOUSLY RESOLVED to have quarterly updates.

76/26 Operational Flood Working Group

Councillor Griffin confirmed his agreement to be the rep.

It was **UNANIMOUSLY RESOLVED** that Councillor Griffin be appointed as Melksham Town Council rep to the Operational Flood Working Group.

77/26 Centenarian Motion

It was proposed by the Town Mayor and Chair Councillor Rabey, seconded by the Deputy Mayor and Vice Chair Councillor Elson and

UNANIMOUSLY RESOLVED to dedicate a bench in KGV to celebrate Centenarian's of the town.

78/26 Water Safety Equipment

The CEO spoke to the provision of equipment.

There was discussion on funding and maintenance.

The issue of people jumping from the "Black Bridge" was raised. Members requested the CEO look at signage for this area.

It was proposed by Councillor J Westbrook, seconded by Councillor Whitlock and

UNANIMOUSLY RESOLVED to purchase and install Inland Coastal (IC) rescue equipment containers and upgrade and standardise safety signage. Funding to come from £750 from grant budget and the balance from a source identified by the CEO.

The Town Mayor and Chair Councillor Rabey spoke to the issue of the slide.

Members felt that the issue was the terrain rather than the location. The focus should be on this and education rather than relocation.

It was proposed by the Deputy Mayor and Vice Chair Councillor Elson, seconded by Councillor Whitlock and

UNANIMOUSLY RESOLVED not to relocate the slide but to promote safety and install signage.

79/26 KGV Licence

It was proposed by Councillor J Westbrook, seconded by Councillor Stokes and

UNANIMOUSLY RESOLVED to

- approve the application for a local variation to permit activities at KGV Park from 07:00 to midnight, seven days a week, and agree to the removal of the original conditions set out in the initial application, allowing the Council to retain appropriate oversight while enabling greater flexibility for programming and community use.
- approve that Evie's Kitchen from 1st January 2027 will have its own license and therefore the council does not hold responsibility for a third party company. The council will support Evie's in the process to ensure a joint working relationship.

80/26 Scheme of Delegation

Councillor Griffin spoke to the item. The Town Mayor thanked Councillor Griffin for his work and the item was noted.

81/26 Blue Pool

The item was noted.

82/26 Councillor Register of Interests

The item was noted.

83/26 Berryfields Roundabout

The item was noted.

84/26 Crisis and Resilience Fund Update

The item was noted

85/26 Flag Policy

The item was noted.

86/26 Free Parking

The CEO spoke to the item. Details were not available before publication. Costs to provide free parking were

- Church Street, one hour £59916.58, two hours £79366.44
- King Street, one hour £15416.13, two hours £19254.08.

These figures do not take account of the upcoming price increase. CEO has requested figures for all car parks including income. The item was noted.

87/26 Church Street Toilets

The CEO confirmed initial investigations to confirm needs and costs.

The item was noted.

88/26 Neighbourhood Plan

The briefing note was noted.

89/26 Minutes

The minutes of the Planning Committee of 2 June 2026 & 23 June 2026, People Committee of 2 March 2026 & 22 June 2026, Live Streaming Task & Finish Group of 12 May 2026 and Community Allotment Task & Finish of 26 May 2026 were received.

90/26 Confidential Session

It was proposed by the Town Mayor and Chair Councillor Rabey, seconded by Councillor Griffin and

RESOLVED to go into confidential session.

91/26 Councillor Leave of Absence

It was proposed by the Town Mayor and Chair Councillor Rabey, seconded by Councillor Drewett and

UNANIMOUSLY RESOLVED to grant Councillor Cleary a six month leave of absence from 11th May 2026 to 11th November 2026.

92/26 Winter Wonderland

The CEO spoke to the item and amendments were made to the statement.

Meeting closed at: 21:25

Signed

Dated

MEETING
Full Council

DATE
28/9/2026

TITLE
Dependants' Carers' Allowance (Item 10)

AUTHOR(S)
Committee Clerk

Report



Items for decision

Dependants' Carers' Allowance

NALC have requested that the Town Council support its campaign on Dependants' Carers' Allowance. See the NALC email on following page

Full financial implications

None at this stage. The campaign is to give the option to pay allowances, not compel.

Specific decision/resolution required

Council is requested to make a decision on whether or not to support the NALC campaign and respond to the NALC survey accordingly..

To: SCN
To: MCN

Dear colleagues.

I hope you are very well.

NALC campaign for a Dependants' Carers' Allowance

NALC is campaigning for the Government to give parish and town councils in England the option to pay a Dependants' Carers' Allowance (DCA) from their own precept. The allowance would help councillors who have caring responsibilities to attend council meetings. For example, it could cover the cost of essential childcare or care for a disabled, sick or otherwise dependent relative while the councillor is carrying out their council duties. Principal councils have had the ability to provide a Dependants' Carers' Allowance for many years, as have community and town councils in Wales, but parish and town councils in England have been denied the same right. This represents an inequality in the sector.

To change this, the Government would need to amend the relevant legislation:

- The Local Authorities (Members' Allowances) (England) Regulations 2003 (SI 2003/1021); and
- The Local Authorities (Members' Allowances) (England) (Amendments) Regulations 2004 (SI 2004/2596).

NALC is not asking the Government to make payment of a DCA compulsory. The campaign is simply asking for parish and town councils to be given the legal option to introduce one if they choose to do so. This is likely to be particularly useful to medium and larger parish and town councils.

Why is NALC asking councils to complete the survey?

NALC needs evidence from parish and town councils to support its campaign and demonstrate the potential need for this change. Please complete the following linked Forms survey [\[redacted\]](#) The survey asks councils about their experiences and whether having the option to provide a Dependants' Carers' Allowance would be useful. The survey takes around five minutes to complete. Please complete it by 23:45 on 16 October 2026.

Your response will help NALC make the case to Government for parish and town councils to have the same flexibility as principal councils.

Many thanks.


nalc

National Association of Local Councils

The Bloomsbury Building, 10 Bloomsbury Way, Holborn, London WC1A 2SL

www.nalc.gov.uk

nalc@nalc.gov.uk

020 7637 1865



MEETING
Full Council

DATE
28/09/26

TITLE
Coffee Machine Procurement (Item 11)

AUTHOR(S)
Venues Manager

Report



Coffee Machine Procurement Report

Report to Full Council – Venues Manager

1. Purpose of Report

This report asks Full Council to consider the business case for procuring a commercial coffee machine at Melksham Assembly Hall and to approve the recommended supplier and lease arrangement. The proposal is intended to improve the customer experience, retain spend within the venue, increase secondary income from events and hires, and support the Assembly Hall's wider commercial operating model. The lease cost would be met from the allocated Assembly Hall equipment budget.

2. Background and Need

The current hot drinks offer at Melksham Assembly Hall is not considered adequate for the venue's operational needs. Feedback received by the venue team indicates that customers have complained about the quality of the current offer and, in some cases, have left the venue to purchase drinks elsewhere. This represents a missed income opportunity and weakens the overall customer experience.

A suitable commercial bean-to-cup machine would allow the Assembly Hall to provide a consistent, higher-quality coffee offer with limited staff input. A lease arrangement is proposed because it provides warranty cover, reduces repair risk, and avoids the higher maintenance exposure associated with lower-cost second-hand equipment.

3. Procurement Options

Three lease quotations have been obtained for consideration. The options are summarised below.

Option	Supplier	Lease Term	Weekly Cost	Total Lease Cost	Notes
1	Coffee Seller	4 years	£40.00	£8,320.00	Highest weekly cost and highest total cost.



2	Beanmachine	5 years	£28.49	£7,407.40	Lowest total cost, but greater staff training and operational input required.
3	Beanmachine — Crew CM65	5 years	£28.89	£7,511.40	Recommended option: simple operation, suitable capacity and lower operational burden.

4. Financial Implications and ROI

The recommended option has a lease cost of £28.89 per week, equivalent to £1,502.28 per year and £7,511.40 over the full five-year term. This would be funded from the allocated Assembly Hall equipment budget, meaning the lease can be funded through an existing approved budget provision rather than requiring an additional unbudgeted allocation. The difference between Option 2 and Option 3 is £0.40 per week, or £104 across the full lease period. This small additional cost is considered proportionate because Option 3 better meets the Assembly Hall's operational requirements and reduces training and day-to-day management pressures.

Financial measure	Amount	Comment
Recommended weekly lease cost	£28.89	Fixed weekly commitment under Option 3.
Annual lease cost	£1,502.28	Based on £28.89 x 52 weeks.
Total five-year cost	£7,511.40	Total lease commitment for the recommended option.
Additional cost over lowest quote	£104.00	Equivalent to £0.40 per week over five years.
Proposed selling price per cup	£3.50	Proposed customer selling price for hot drinks.

Estimated coffee bean cost per cup	£0.68	Indicative bean cost; the Council intends to source from a local coffee bean provider.
Estimated contribution per cup before other consumables	£2.82	Based on £3.50 selling price less £0.68 estimated bean cost.
Minimum cups required to cover weekly lease	11 cups per week	£28.89 weekly lease divided by £2.82 contribution per cup = 10.24 cups; rounded up to 11 cups.
Minimum cups required to cover annual lease	533 cups per year	£1,502.28 annual lease divided by £2.82 contribution per cup = 532.72 cups; rounded up to 533 cups.

From a business-intelligence perspective, the key measure is whether the machine can generate enough retained income to exceed the weekly lease commitment and contribute positively to the venue's income position. Based on a proposed selling price of £3.50 per cup and an estimated coffee bean cost of £0.68 per cup, each sale would provide an estimated contribution of £2.82 before other consumables and staffing assumptions. On that basis, the machine would need to sell approximately 11 cups per week to cover the £28.89 weekly lease cost. This is a low break-even point and is considered achievable across events, private hires, performances and community activity days.

- At 11 cups per week, the machine would cover the weekly lease cost based on the estimated £2.82 contribution per cup.
- At 20 cups per week, the machine would generate an estimated weekly contribution of £56.40, leaving approximately £27.51 per week after the lease cost, or £1,430.52 per year before other consumables and staffing assumptions.
- At 40 cups per week, the machine would generate an estimated weekly contribution of £112.80, leaving approximately £83.91 per week after the lease cost, or £4,363.32 per year before other consumables and staffing assumptions.

These figures provide an indicative business case and should be monitored once the machine is in operation. It is recommended that drinks income is reviewed after six months against cups sold, gross income, coffee bean cost, other consumables, sales margin and net contribution to the Assembly Hall budget. The intention to source coffee beans from a local

provider also supports local procurement and could strengthen the venue's community offer. This will allow Council to assess whether the machine is delivering the expected return and whether any pricing, product range or operational adjustments are required.

5. Evaluation

All three options were assessed against cost, affordability, ease of operation, staff training requirements, reliability, customer experience, suitability for event-based use and supplier advice. Although Option 2 is the lowest-cost quotation, the saving compared with Option 3 is only £104 over five years. That saving is outweighed by the business and operational benefits of Option 3, including reduced staff training requirements, simpler operation and a stronger fit with the Assembly Hall's event-led trading environment.

Option 3, the Crew CM65 bean-to-cup machine supplied by Beanmachine, provides the best overall balance of affordability, ease of use, reliability and suitability for the Assembly Hall. It is a fully automatic machine, supports consistent drink quality, has straightforward daily cleaning requirements, and can be operated with minimal staff training. This is important because the machine will support events and venue operations rather than operate as a staffed full-time café service.

6. Recommendation

Full Council approves the procurement of the Crew CM65 bean-to-cup coffee machine from Beanmachine under the five-year lease arrangement at £28.89 per week, with a total lease commitment of £7,511.40. The lease would be paid from the allocated Assembly Hall equipment budget.

This recommendation is made because Option 3 provides the strongest overall business case. It balances cost control, operational suitability, reduced staff training requirements and income-generation potential. Based on a proposed selling price of £3.50 per cup and an estimated bean cost of £0.68 per cup, only 11 cups per week would need to be sold to cover the weekly lease cost. The proposal therefore presents a low-cost, budgeted route to improving customer experience while creating an opportunity for additional retained income.



Crew CM65 Bean to Cup - Powdered Milk

Medium-Capacity Powdered Milk

With a daily output of up to 150 cups, the CM65—a powdered milk version of the Crew CM70—is a mid-capacity coffee machine designed to deliver a wide range of high-quality coffee-based drinks. Optional coffee and chocolate hoppers add extra versatility, making it perfect for varied menus and medium-demand settings.

Crew CM65 Bean to Cup Coffee Machine	
£ Lease From:	£28.89 p/w
£ Packages From:	£28.89
☰ Purchase Options:	Lease & Purchase
☉ Milk Type:	Powdered Milk (Granulated)
☕ Daily Output:	Max 150 Cups
🏢 Suitable For:	Office, Hotel, Retail
📶 Contactless:	Available on this Machine

MEETING
Full Council

DATE
28/09/26

TITLE
Flood preparation (Item 12)

AUTHOR(S)
CEO

Report





Flood Preparedness and Community Resilience Update

Purpose of Report: To update the Council on flood preparedness, emergency equipment, Wiltshire Council's revised community resilience arrangements, highway maintenance requests and proposed local actions.

1. Background and Officer Preparedness

Officers are undertaking training to strengthen the Council's operational readiness for flooding and other emergencies. The Operations Manager is attending Wiltshire Council flood-preparation and operational working-group meetings, including associated online and in-person training. This engagement will ensure that the Council remains informed about current guidance, emerging risks, local warning and escalation arrangements, reporting routes, partner responsibilities and opportunities for coordinated planning. Relevant learning will be shared internally and reflected in reviews of known flood-risk locations, internal responsibilities, escalation procedures, partnership contacts and the Council's emergency and flood-response plans. The Communications Team will use verified information from the appropriate authorities to provide residents and businesses with clear, accessible and timely preparedness advice, warnings and service updates.

2. Emergency Equipment and PEAS

The Operations Manager has completed an initial stock check of the Council's warning signs, high-visibility clothing, sandbags and other relevant equipment. Further checks will confirm the condition, quantity, suitability, storage and accessibility of each item. Damaged, expired or insufficient items will be identified for replacement or replenishment. An inventory and deployment record will be maintained, including storage locations, authorised access and arrangements for safe issue during an



incident. Staff responsibilities for routine inspection, activation, distribution and post-incident recovery will also be clarified.

The Council has applied to participate in Wiltshire Council's Parish Emergency Assistance Scheme (PEAS), with collection scheduled for [insert collection date]. Wiltshire Council announced on 2 September 2026 that its provision of PEAS will end in March 2027. Town and parish councils wishing to maintain equivalent local provision after that date will therefore need to determine their own equipment and funding arrangements. Officers will confirm the items being supplied, collection arrangements, storage requirements, usage conditions and any available procurement or maintenance support. Once received, the equipment will be logged, stored securely and incorporated into the Council's flood-response arrangements. Future replacement, maintenance and replenishment costs will be assessed and reported to the appropriate committee.

3. Wiltshire Council Resilience Programme

Wiltshire Council is refocusing its resources on a broader programme designed to support communities before, during and after emergencies. This includes Local Highways and Footway Improvement Groups, Area Board support, the Crisis and Resilience Fund, Digital Wiltshire and community-based Emergency Contact Hubs. County-wide operational investment includes plans for a new highway salt depot at Hindon and an additional £1 million for resilience equipment, including a tractor, snow ploughs, flail equipment and other specialist assets. Annual capital funding for highway drainage renewals has increased from £600,000 to £1.5 million, enabling additional renewal and repair of gullies, pipework, culverts and other critical infrastructure. Wiltshire Council will continue to provide town and parish councils with resilience-planning guidance, procurement support, information on sourcing and maintaining equipment, and assistance with local emergency arrangements.

4. Highway Maintenance Request

The Chief Executive Officer has requested that Wiltshire Council Highways undertake road sweeping throughout the town centre and on all roads adjacent to the river,



together with the cleaning of highway gullies in those areas. The purpose of the request is to remove accumulated debris, leaves and silt that may obstruct surface-water drainage, improve gully capacity and help reduce local flood risk during periods of heavy rainfall. Officers will seek confirmation of the locations to be covered, the proposed programme and completion dates, and will monitor progress and report any outstanding maintenance requirements to Wiltshire Council Highways.

5. Emergency Planning and Partnership Working

Officers are reviewing the Council's practical response arrangements in light of lessons learned from previous flooding. The review will confirm how severe-weather warnings and local reports are monitored, incidents are logged and escalated, partner agencies are contacted, officers and volunteers are coordinated, and public information is issued. Arrangements will also address staff welfare and safety, protective equipment, rest and refreshments, temporary shelter where appropriate, alternative communications during disruption, and support for residents who may be vulnerable or isolated.

Melksham Town Council will work with Melksham Without Parish Council to review the joint emergency plan, share local knowledge and resources where appropriate, align contact and activation arrangements, and support a coordinated response across the wider Melksham community. Following any activation, officers will record actions taken, lessons learned and required improvements so that plans, training and equipment can be updated.

6. Community and Business Engagement

The Partnership Officer is arranging an open session with relevant professional and community organisations to provide residents and businesses with advance advice, practical guidance and clear signposting. Invitees may include Wiltshire Council's Emergency Planning Team, the Environment Agency, emergency services, utility providers, local flood-resilience specialists, voluntary organisations and representatives from Melksham Without Parish Council.



The session will cover local risks, flood warnings and reporting routes, household and business emergency plans, emergency kits, property-protection measures, support during utility or communications disruption, volunteering opportunities and arrangements for identifying people who may require additional assistance. Local businesses are also being contacted with preparedness information and reminders to review business-continuity arrangements and emergency contacts. Attendance, questions and follow-up actions will be recorded to inform future communications, training and emergency-planning revisions.

7. Financial and Resource Implications

The ending of PEAS in March 2027 may create future costs for the replacement, maintenance and replenishment of local resilience equipment. Officers will assess these requirements, identify potential funding sources and present options to the appropriate committee. Any staffing or operational implications arising from revised emergency arrangements will also be reported through the Council's normal governance and budget processes.

8. Risks and Mitigations

Key risks include insufficient or inaccessible equipment, unclear activation responsibilities, blocked drainage infrastructure, delays in receiving partner support and inconsistent public information. Proposed mitigations include maintaining an equipment inventory, confirming officer responsibilities, progressing the highway sweeping and gully-cleaning request, strengthening partnership contacts, reviewing the joint emergency plan and issuing communications based on verified information.



9. Recommended Actions

1. Note Wiltshire Council's decision to end PEAS in March 2027 and its wider resilience programme.
2. Note the Chief Executive Officer's request for road sweeping and gully cleaning and receive an update when Wiltshire Council Highways confirms its programme.
3. Support the continued review of the joint emergency plan with Melksham Without Parish Council.
4. Support the proposed community and business flood-preparedness session.
5. Council to nominate two more flood wardens who will receive appropriate training.

MEETING
Full Council

DATE
28/09/26

TITLE
Wiltshire Local Plan Scoping Consultation

AUTHOR(S)
CEO

Report



For consideration by Full Council— 28th September 2026

Melksham Town Council welcomes the opportunity to respond to Wiltshire Council's Local Plan Scoping Consultation. This submission reflects the Council's established priorities and its previous consideration of local planning, transport, education, healthcare, employment, infrastructure and community matters. The Council's unequivocal position is that future growth must be plan-led, infrastructure-led and governed by a coherent long-term strategy for the wider Melksham area. The Council will not support a spatial strategy that treats housing numbers as the primary objective while leaving essential infrastructure, employment, services or environmental safeguards uncertain or deferred.

Strategic framework for Melksham's future

The Council's ambition is for Melksham to develop as a resilient, distinctive and inclusive place in which residents can live well, reach employment, education, healthcare and daily services sustainably, and have confidence that infrastructure will be delivered when it is needed. Growth should strengthen the town and surrounding communities rather than deepen existing deficits or erode settlement identity.

Every strategic option, site allocation and major infrastructure decision affecting Melksham must satisfy six tests. It must: be founded on current, independently verifiable evidence and tested against reasonable future scenarios; account for the cumulative effects of development already completed, committed and reasonably foreseeable; demonstrate a funded, phased and deliverable infrastructure solution; materially improve the balance between homes, jobs, skills and services; reduce car dependency, transport emissions and exposure to climate and flood risk; and protect local character, landscape, heritage and the physical separation of communities. Land availability, an indicative mitigation package or an unenforceable infrastructure aspiration must not, individually or collectively, be treated as evidence that a proposal is sustainable.

The Local Plan must operate as an enforceable and adaptive delivery framework. It should establish an agreed baseline, publish data sources and assumptions, identify accountable delivery bodies, specify costs and funding, set measurable outcomes and binding occupation triggers, monitor performance at regular intervals and prescribe corrective action where housing, infrastructure, employment, transport, education, healthcare or environmental outcomes fall behind. Strategic growth must not proceed where essential infrastructure lacks secured land, confirmed funding, a responsible delivery body or a realistic programme. In those circumstances, development should be rephased, reduced or withheld until the deficiency is resolved.

Question 1 — What are the key local challenges, priorities and opportunities relevant for the future development of Wiltshire?

Melksham Town Council considers that one of the principal challenges for the new Local Plan is ensuring that future growth is plan-led and infrastructure-led, rather than continuing through a succession of individual developments which cumulatively place increasing pressure on existing communities and infrastructure. This is particularly important in the wider Melksham area, where substantial development has already taken place and further housing is built, under construction, permitted, allocated, subject to live applications or known through pre-application activity.

The starting point should be a transparent understanding of everything already built, committed and reasonably foreseeable. The Plan should establish a 15–20-year vision for the wider Melksham area in which housing, employment, transport, education, healthcare, community facilities, water and drainage, utilities, energy, digital connectivity, green infrastructure, recreation, heritage, local character and settlement separation are planned together.

Cumulative growth and coordinated development

Cumulative assessment should include completed development, construction, permissions, sites allocated or proposed through the withdrawn Wiltshire Local Plan, allocations in the made Joint Melksham Neighbourhood Plan, live applications, significant known pre-applications, foreseeable brownfield land arising from closure, relocation, restructuring or redevelopment, and other reasonably foreseeable development. This must be a forward-looking exercise. The former Cooper Tires site illustrates why credible future land-use changes should be anticipated; proposed business and supermarket relocations may similarly create brownfield opportunities.

The combined effects should be assessed across highways and junctions, public transport, rail, walking and cycling, education, healthcare, drainage and water supply, utilities, energy, digital infrastructure, community facilities, open space, sport and recreation, landscape, heritage and local character, green infrastructure, settlement identity, air quality and construction impacts.

Where sites are adjoining or functionally related, the Plan should require coordinated master planning, compatible access and junction arrangements, connected walking and cycling routes, coordinated public transport, shared community infrastructure, open space and landscaping, consistent design parameters and delivery mechanisms. Several applications on the ground must function as one coherent place rather than disconnected schemes.

Infrastructure delivery

Infrastructure requirements must be supported by clear phasing, occupation triggers, funding arrangements and transparent monitoring. The Infrastructure Delivery Plan

should identify who will deliver each project, estimated cost, funding source, developer-contribution mechanism, land requirements, dependencies, phasing, trigger points and realistic likelihood of implementation. Historic experience with schools, play provision, community facilities and transport improvements, together with the Melksham Cemetery extension and proposed bypass, shows that listing a project without a credible delivery route is insufficient.

Melksham Town Council's infrastructure ambition for a growing population

Melksham Town Council's priority is to help secure a town whose infrastructure grows in step with its population. The Council cannot deliver every strategic service itself, but it has a central place-shaping role: identifying local need, representing residents, coordinating with Wiltshire Council and infrastructure providers, safeguarding suitable land, supporting community-led delivery and scrutinising whether commitments are funded and implemented. The Local Plan must enable the Town Council to perform that role through early engagement, transparent evidence and clear delivery partnerships.

A growing population will require an integrated network of physical, social, environmental and digital infrastructure. This includes schools and early-years provision; SEND, post-16 and skills facilities; primary, community and acute healthcare; reliable buses and rail; safe walking and cycling routes; highways and junctions; water, sewerage, drainage, energy and broadband capacity; parks, play areas, youth facilities, sports pitches and allotments; community centres, cultural facilities, public realm and town-centre services; emergency and community-safety provision; and sufficient cemetery and burial capacity.

Infrastructure requirements must be calculated from robust population, household and demographic forecasts, the cumulative effect of completed and committed development, existing deficits and realistic future demand. For each item, the Plan should identify the capacity required, location, land, cost, funding source, responsible delivery body, dependencies, phasing, occupation trigger, maintenance arrangement and measurable completion standard. Housing must not proceed ahead of the infrastructure needed to support it.

Wiltshire Council should work with Melksham Town Council and relevant providers to prepare and maintain a single, publicly accessible Melksham Infrastructure Delivery Programme. It should distinguish projects required to remedy existing deficits from those generated by new growth, coordinate investment across adjoining developments, report progress regularly and trigger corrective action where delivery falls behind population growth.

Education, further education and skills

Education should be treated as strategic infrastructure across early years, primary, secondary, SEND, post-16, further education, sixth-form, college, vocational and apprenticeship provision, and higher or university-level education. School-place planning must be cumulative and forward-looking, informed by local aspirations and offering sufficient choice.

The long-term secondary strategy for Melksham should be revisited and reasonable alternatives tested, including a new school, satellite provision, alternative post-16 arrangements that release capacity, further expansion where educationally and operationally appropriate, or another strategic solution. Further expansion of Melksham Oak should not simply be assumed. Early years and SEND needs should be assessed separately.

The Plan should also address the range, location, capacity and accessibility of further and higher education, including provision through Wiltshire College & University Centre and higher-education partners. Local young people have limited post-16 choice and often travel outside the town. Education and employment planning should therefore be aligned around apprenticeships, vocational and technical training, specialist or satellite provision, future business skills and sustainable access.

Employment

Employment provision in the Melksham area is insufficient in relation to historic and proposed housing growth. The Plan should identify and safeguard a substantially greater supply of appropriately located employment land, assessed not merely as a county-wide hectare total but by local quantity, quality, suitability, occupancy, vacancies, losses, business expansion, inward investment, relocation opportunities, changing employment patterns, use type, sustainable access, freight requirements and the relationship between population and job growth. A better homes-to-jobs balance would strengthen the economy and reduce out-commuting.

A town for residents, employment and younger generations

The Local Plan should use robust local data to plan Melksham as a complete town for existing and future residents, rather than principally as a source of housing for people who must travel elsewhere for work, education and services. Evidence should bring together population and household projections, age structure, deprivation and health indicators, housing need, commuting flows, employment density, business demand, vacancies, wages, skills shortages, school and college destinations, apprenticeship take-up, public-transport accessibility and access to community, cultural, leisure and sports facilities.

This evidence should establish whether the balance of homes, jobs and services is improving over the Plan period and identify where intervention is required. Housing

growth should be matched by suitable employment land and premises, town-centre activity, workspace for start-ups and small businesses, digital connectivity, sustainable transport and access to training so that residents can find a wider range of secure and appropriately paid work locally.

Particular attention should be given to younger people. Demographic, education and labour-market data should identify the future number of children and young adults, the qualifications and occupations likely to be required, gaps in post-16 and vocational provision, barriers to travel and employment, and the availability of apprenticeships, work experience, mentoring, affordable workspace, cultural activity, sport, recreation and safe places to meet. Policy and infrastructure decisions should then create clear pathways from school into further study, training, enterprise and local employment, helping younger residents to build their futures in Melksham if they wish.

Progress should be measured through transparent indicators such as local job growth by sector and skill level, employment-land delivery and occupancy, business starts and survival, apprenticeship and training participation, post-16 destinations, youth unemployment, access to services and sustainable-transport mode share. Data should be reviewed regularly with schools, colleges, employers, training providers, transport operators and young people, with policies and investment adjusted where outcomes show that opportunities are not keeping pace with population growth.

Transport and connectivity

Transport must be planned with growth. Evidence and policy should cover the A350, A365, A3102, key junctions, affected rural routes, the proposed Melksham Eastern Bypass, buses, rail, walking and cycling, freight, HGV parking and driver facilities, routes to schools, access to employment and cross-boundary travel. The Local Plan should align directly with LTP4, LCWIPs, the Bus Service Improvement Plan, Melksham and east Melksham bus strategies, rail strategies, freight work and school travel plans. Schemes required to support growth should translate into site requirements and section 106, CIL or other funding.

Active travel should be treated as core transport infrastructure rather than optional mitigation. Development should deliver safe, direct, continuous and accessible walking and cycling networks, including segregated cycle lanes where appropriate, protected junctions and crossings, secure cycle parking, links to schools, employment areas, the town centre, healthcare, community facilities, bus stops and Melksham railway station, and connections between adjoining developments and existing routes. Routes should be designed for year-round use, with clear maintenance and delivery responsibilities, and completed early enough to offer a realistic alternative to car travel from first occupation.

Future public transport demand and carbon reduction

The Local Plan should forecast public transport demand over the full Plan period, taking account of housing and employment growth, population ageing, changing work patterns, school and college travel, healthcare journeys, town-centre access, visitor demand and cross-boundary commuting. Forecasting should identify current and future passenger volumes by corridor and time of day, including peak, evening, Sunday and off-peak demand, and test how different growth locations would affect bus and rail patronage, interchange and network capacity.

Public transport should be planned as an integrated network rather than as isolated routes. Strategic growth should support frequent, reliable and accessible services connecting homes with employment areas, schools, colleges, healthcare, the town centre, Melksham railway station and neighbouring settlements. Requirements should include bus priority where justified, suitable stops and shelters, accessible boarding, real-time passenger information, safe walking and cycling connections, secure cycle parking, interchange facilities, service frequency, operating hours, long-term revenue support and mechanisms to respond as demand changes.

Investment in buses, rail and active travel can reduce the carbon footprint of growth by replacing private-car journeys, lowering congestion and transport emissions, improving local air quality and reducing the need for additional road capacity and parking. The carbon benefits should be quantified through transparent baseline data and mode-share scenarios, including estimated reductions in vehicle kilometres, fuel and energy use and greenhouse-gas emissions. Assessment should consider whole-journey emissions and avoid assuming that a site is low carbon merely because a service is nearby; the service must be sufficiently frequent, reliable, affordable, accessible and connected to achieve a genuine and lasting shift in travel behaviour.

Development should support a measurable increase in public transport, walking and cycling from first occupation. Travel plans, developer contributions and infrastructure triggers should include passenger and mode-share targets, monitoring arrangements and corrective measures where services or carbon savings are not being achieved. Electrification and other lower-emission vehicle technologies should be supported, but should complement—not replace—reduced car dependency and effective public transport provision.

Public transport infrastructure should include modern passenger information, including real-time information at stops and shelters serving significant development. The Council supports the principle of improved rail and public transport connectivity through the Bath & Wiltshire Metro concept, without endorsing every technical detail. Opportunities for better Melksham rail provision and regeneration at locations such as the former Cooper Tires site and Upside Yard should be safeguarded.

Freight requires specific consideration around Bowerhill and the A365, particularly alongside Melksham Oak, housing and employment growth and the Eastern Bypass. Suitable HGV parking and driver-welfare facilities at Bowerhill Industrial Estate should be planned alongside further employment land.

Healthcare and digital connectivity

Healthcare capacity must be treated as strategic, cumulative and cross-boundary infrastructure. Assessment should involve the Bath, Swindon and Wiltshire Integrated Care Board, local GPs and primary-care providers, Royal United Hospitals Bath NHS Foundation Trust, community-health providers, other hospital providers and neighbouring authorities including Bath and North East Somerset where appropriate. The Royal United Hospitals Trust has stated in relation to development at Whitley that it serves approximately 500,000 people across Bath and North East Somerset, West Wiltshire and the Mendips, was operating at maximum capacity, and that additional housing has individual and cumulative impacts. For 22 dwellings at Whitley, it sought a section 106 contribution of £24,986.

The Plan should also reflect the Government's 10 Year Health Plan for England and its shifts from hospital to community, analogue to digital and sickness to prevention. Evidence should consider GP provision, neighbourhood health facilities, diagnostics, outpatient care, preventative infrastructure, digital healthcare, transport access and continuing acute-hospital capacity. Community-based care must not be used to disregard acute pressures.

Reliable high-speed broadband should be treated as essential infrastructure for home working, rural businesses, inward investment, education, training, public services, social inclusion and healthcare. New housing and employment should receive appropriate high-speed digital infrastructure from the outset, while existing rural connectivity gaps are addressed.

Settlement identity, boundaries and strategic separation

The identities of Melksham, Bowerhill, Berryfield, Shaw, Whitley, Beanacre and surrounding rural communities must be protected. Settlement classification, boundaries and strategic separation should be considered together. Approximately 1,300 homes east of Melksham are approved or progressing outside the existing Melksham and Bowerhill settlement boundary, so historic boundaries alone do not describe the emerging settlement pattern.

The Plan should assess whether Berryfield and Beanacre need defined settlement boundaries. Berryfield is identified as a Small Village but has experienced substantial development without a boundary. Shaw and Whitley should continue to be assessed separately because they have distinct character, facilities, identities and development pressures.

Particular attention should be given to gaps between Melksham and Bowerhill, Melksham and Berryfield, Berryfield and Semington, Bowerhill and Seend, and Whitley and Gastard/Chapel Knapp and rural communities further north. Important separation land, including gaps crossing parish or neighbourhood-plan boundaries, should be identified and protected through strategic gaps, green wedges or another appropriate mechanism. Rural communities should be considered on their own terms, including services, employment, transport, digital connectivity, education, drainage, housing, heritage, landscape and community facilities.

Open space, recreation, community facilities and burial provision

Open space should be assessed alongside sport and recreation, drawing together the Open Space Assessment, Playing Pitch Strategy and local evidence. Requirements should include amenity and natural green space, informal recreation, children's play, facilities for teenagers, allotments, football, cricket, rugby, hockey, artificial and 3G pitches, changing and ancillary facilities, accessibility, quality and long-term management. The identified need for additional 3G provision in the Melksham community area and more facilities for children and young people should translate into land and contribution requirements.

Village halls and community centres should be designed into outline schemes and masterplans with sufficient land, access, parking, servicing, flexibility and an appropriate relationship with housing. Public spaces and routes should support community safety and design out crime and antisocial behaviour.

Cemetery and burial provision is essential community infrastructure. With extremely limited remaining capacity at Melksham Cemetery, evidence and policy should consider traditional and natural burial, ashes and interment, extension or new cemetery land, crematorium provision where justified, safeguarding, costs, funding and delivery. An identified need should not disappear merely because funding has not yet been allocated.

Climate change, flood risk and resilience

Climate change and flood risk must be treated as strategic considerations that shape where growth is located, how development is designed and when infrastructure is delivered. Decisions should be based on the best available and regularly updated evidence, including current climate projections, observed rainfall and flood events, Environment Agency mapping, surface-water and groundwater data, river-catchment evidence, sewer and drainage capacity, topography, soil and infiltration conditions and the combined effects of committed and proposed development.

The evidence should test a range of credible future scenarios over the full lifetime of development rather than relying only on historic records or present-day flood zones. It should consider more intense rainfall, prolonged wet periods, drought and water

scarcity, heatwaves, overheating, pressure on water supply and drainage, and the risk that development or mitigation in one location transfers flooding elsewhere.

The Local Plan should apply the sequential and exception tests using up-to-date evidence, avoid directing vulnerable development to areas of present or future risk, safeguard natural floodplains and overland flow routes, and require sustainable drainage systems, appropriate surface-water attenuation, nature-based solutions, urban tree cover, green infrastructure and climate-resilient design. Drainage and flood mitigation should have clear ownership, funding, maintenance, monitoring and review arrangements for the lifetime of the development.

Question 2 — How should development needs be met and where should growth be focused?

The Council does not support a spatial strategy based principally on successive outward extensions to existing towns. Wiltshire should adopt an infrastructure-led, place-based sequence: understand development already delivered and committed; account for foreseeable land-use change; identify existing infrastructure deficits and remaining headroom; determine infrastructure needed for further growth; protect settlement identity and strategic gaps; maximise suitable brownfield and regeneration opportunities; plan employment with housing; integrate transport and land-use planning; and only then identify sustainable locations for additional development.

For the wider Melksham area, this should begin with a comprehensive map of completed development, construction, permissions, sites from the withdrawn Local Plan, JMNP2 allocations, live applications, significant pre-applications, present and foreseeable brownfield opportunities, employment land, schools, health facilities, transport, utilities, heritage, landscape, open space, green infrastructure, settlement boundaries, strategic gaps and safeguarded infrastructure corridors. This is particularly important given the approximately 1,300 homes east of Melksham already approved or progressing outside the current boundary.

A long-term plan for the wider Melksham area

The scale and complexity of growth justify a strategic masterplan, Area Action Plan or equivalent place-based framework. The central question should be what the wider Melksham area ought to look like at the end of the Plan period and what infrastructure, employment, services and environmental protections are required to make that outcome sustainable.

The preferred strategy should emerge from a transparent comparison of reasonable alternatives against consistent criteria, including infrastructure headroom, deliverability, local employment and skills, public-transport and active-travel potential, whole-life carbon, flood and climate resilience, health and equality, town-centre

effects, landscape and heritage, settlement separation and the ability to secure timely funding. The appraisal should show how evidence influenced the choice, identify uncertainties and trade-offs, and explain why rejected alternatives performed less well.

Existing settlements, brownfield land and regeneration

Growth around existing settlements should occur only where cumulative effects can be supported. Land availability alone should not determine distribution. Growth should be limited where it would cause coalescence, prejudice the Eastern Bypass, worsen unacceptable congestion, create unsustainable school journeys, overload healthcare, compound drainage or water constraints, increase car dependency, harm landscape, heritage or local character, overload community, sports or recreation infrastructure, or worsen an existing deficit without a credible delivery solution. Site selection must also be tested against present and future climate risk, including fluvial, surface-water, groundwater and sewer flooding, more intense rainfall, drought, heat and water scarcity, using up-to-date projections and evidence for the expected lifetime of the development rather than historic flood records alone.

Brownfield assessment must be forward-looking and include vacant or underused land, former industrial land, town-centre and riverside opportunities, known or foreseeable closures and relocations, commercial and supermarket relocations, obsolete or underused sites and other previously developed land likely to become available. The former Cooper Tires site illustrates the need to anticipate credible change. Business relocation can release brownfield land for regeneration while enabling firms to expand at more suitable employment locations.

New settlement option

Wiltshire should genuinely assess one or more new settlements where the housing requirement warrants it. A new settlement would be sustainable only if it is large enough to function as a complete community and is comprehensively planned with strong rail or high-quality public transport, a proper centre, services, substantial employment, primary and secondary schools, early years and SEND provision, healthcare, community facilities, sport and recreation, open space and green infrastructure, utilities, high-speed broadband, walking and cycling networks and sufficient housing to sustain them. It must not be a large housing estate whose infrastructure is promised later.

Housing, employment, education and sustainable transport

Housing distribution should be influenced by employment opportunity. Further growth in Melksham should be accompanied by a significant improvement in the amount, range and accessibility of employment land. The ability to provide sustainable education infrastructure should also shape the spatial strategy; school capacity, pupil

yield, new provision, safe routes, secondary strategy, SEND and post-16 provision must be addressed before allocations are made.

Growth options should be compared using evidence of how well they would create a complete and inclusive town: the number and type of local jobs generated, access to employment and education without reliance on a car, opportunities for apprenticeships and skills development, effects on town-centre vitality, and access to community, cultural, leisure and youth facilities. Locations that add population without a credible contribution to employment, services and opportunity should not be regarded as sustainable merely because housing land is available.

Growth should be focused where meaningful sustainable transport can actually be provided. Assessment should consider actual bus frequency, reliability, evening and Sunday services, rail frequency and reliability, safe walking and cycling routes, and practical access to jobs, schools, healthcare and shops. Numerical connectivity scores should not substitute for real-world evidence. Necessary interventions must be identified before allocation with credible funding and delivery mechanisms.

Before allocating strategic growth, Wiltshire Council should demonstrate that future public transport demand can be served by a credible network and operating model. Appraisal should compare alternative locations by forecast passenger demand, service frequency, journey times, interchange, accessibility, funding requirements, long-term viability and the achievable reduction in car trips and transport-related carbon emissions.

Site selection should therefore test whether a location can be connected to a coherent active-travel network rather than relying on isolated paths within a development boundary. Where safe cycle routes, protected crossings or junction improvements are necessary, the land, design standards, cost, phasing, funding and delivery body should be identified before allocation.

Question 3 — What locally specific policies should the Wiltshire Local Plan contain?

The new-style Local Plan should concentrate on matters requiring a Wiltshire or local approach rather than repeating national policy. The Council considers the following policies particularly appropriate.

Strategic Separation Policy

A policy should identify and protect important gaps between settlements, especially where they cross parish or neighbourhood-plan boundaries. For the Melksham area this includes the gaps between Melksham and Bowerhill, Melksham and Berryfield, Berryfield and Semington, Bowerhill and Seend, and Whitley and Gastard/Chapel Knapp and communities further north. It should protect the separate identities of

Melksham, Bowerhill, Berryfield, Shaw, Whitley, Beanacre and surrounding rural communities through strategic gaps, green wedges or another appropriate mechanism.

Cumulative Growth and Infrastructure Coordination Policy

A separate policy should require cumulative assessment of completed, committed, proposed and reasonably foreseeable development; coordination between adjoining or nearby sites; compatible access, junctions, walking, cycling and public transport; cumulative assessment of education, health, drainage, utilities, open space and community infrastructure; coordinated masterplanning and design parameters; and explicit links between capacity, funding, phasing and delivery.

Settlement boundaries and hierarchy

The Plan should clarify the relationship between settlement classifications and boundaries, consider boundaries for Berryfield and Beanacre, and assess Shaw and Whitley separately.

Infrastructure-led development, monitoring and masterplanning

Strategic development must be subject to enforceable requirements and occupation triggers covering transport, education, healthcare, utilities, drainage, broadband, community facilities, sport and open space. Planning obligations must be publicly monitored so communities can see what was secured, the funds received, their intended purpose, the responsible body, the due date and current delivery status. Major and interrelated sites must be comprehensively masterplanned; essential infrastructure, facilities, active-travel routes and connections must not be omitted, diluted or deferred through piecemeal applications.

The Local Plan should require a comprehensive Melksham Infrastructure Delivery Programme prepared with Melksham Town Council and service providers. The programme must match forecast population growth to quantified capacity for each service and facility, distinguish current deficits from growth-related requirements, coordinate provision across development sites and prevent occupation where essential infrastructure milestones have not been met.

Employment land

Policy should secure the right amount and type of employment land in the right location with suitable access and servicing. Evidence should distinguish manufacturing, warehousing and distribution, industrial uses, offices, small units, expansion space and specialist uses. Blackmore Farm demonstrates why nominal employment land cannot be relied upon where access and use constraints prevent it from meeting actual demand.

Transport, education and digital safeguards

Strategic corridors should be safeguarded for the Eastern Bypass, Melksham Link Canal and future rail and public transport improvements. Policy should align with LTP4 and LCWIPs and secure delivery or contributions through section 106, CIL or other mechanisms. School provision and safe routes should be planned with housing, and reliable high-speed fibre should be provided from the outset.

Locally specific policy should require major development to provide or fund connected active-travel infrastructure, including high-quality cycle lanes, safe routes to schools, protected crossings and junctions, secure cycle parking and links into the wider LCWIP network. Designs should avoid short, disconnected sections and should meet appropriate accessibility, safety, maintenance and future-capacity standards.

Policy should require major development to provide a public transport strategy based on forecast demand, with defined routes, service frequencies, hours of operation, accessibility standards, interchange, passenger information, funding, delivery triggers and arrangements for long-term viability. It should set measurable mode-share and transport-carbon targets, require monitoring from first occupation and secure remedial action where patronage, service performance or anticipated carbon reductions are not achieved.

Community, environmental and heritage policies

Policies should secure evidenced sport, recreation, playing-pitch, 3G, play, youth, allotment and natural-green-space needs; ensure halls and community centres are properly planned; safeguard cemetery and burial land; protect dark skies and ecological corridors from unnecessary lighting; secure long-term management of trees and hedgerows; promote safe and overlooked public spaces; and assess Shaw, Whitley and The Spa for Conservation Area designation or another appropriate form of heritage protection.

Climate resilience, water and flood-risk policy

A locally specific policy should require development and infrastructure decisions to use the latest available climate projections and catchment-wide flood evidence, incorporate appropriate climate-change allowances and demonstrate resilience over the full design life of the proposal. Policy should protect floodplains, natural drainage features and exceedance routes; avoid increasing risk on or off site; require sustainable drainage and nature-based solutions to deliver measurable benefits for water quality, biodiversity and amenity; and secure long-term inspection, maintenance, monitoring and remedial action.

Neighbourhood Plans

The Local Plan should work positively with made neighbourhood plans, including JMNP2, and use their evidence rather than duplicating it. If one new policy is prioritised, Strategic Separation is the clearest candidate, while cumulative growth and infrastructure coordination should nevertheless have its own policy mechanism.

Question 4 — Evidence required

Evidence should be current, transparent, cumulative and forward-looking. Existing robust evidence, including the Joint Melksham Neighbourhood Plan 2 evidence base, should be reused and updated where appropriate.

A comprehensive wider-Melksham evidence map should show completed and committed development, live applications, foreseeable brownfield opportunities, employment land, transport networks, schools, healthcare, community facilities, sport and recreation, utilities, drainage, energy, digital infrastructure, landscape, heritage, settlement boundaries, strategic gaps, safeguarded corridors and flood risk.

Topic-specific evidence should:

- avoid double-counting in housing supply by clearly distinguishing completions, homes under construction, extant permissions, allocations, neighbourhood-plan sites, windfalls and sites carried forward from earlier plan-making, and publish realistic delivery assumptions covering lead-in times, build-out rates, infrastructure dependencies and the likelihood of each site coming forward. All figures and assumptions should be drawn from verified, transparent and regularly updated datasets so that future decisions can be tested against a clear baseline;
- assess employment need at a genuinely local level for the wider Melksham area, examining existing supply, occupancy, vacancies, losses, expansion and relocation requirements, inward investment and commuting patterns, while distinguishing between manufacturing, industrial, warehousing and distribution, office, small-business and specialist employment uses and testing whether sites have the access, servicing and infrastructure needed for those uses. Future allocations should be based on demonstrable market, business and workforce evidence rather than headline land totals alone;
- forecast cumulative education demand across early years, primary, secondary, SEND, post-16, further education, apprenticeships, vocational training and higher-level provision, taking account of completed, committed and proposed growth, and test reasonable strategic options—including new, satellite or expanded provision—before existing capacity is exhausted. Forecasts should use transparent pupil-yield, demographic and development assumptions, include alternative growth scenarios and be reviewed as delivery data changes;

- align transport modelling explicitly with LTP4, relevant LCWIPs, the Bus Service Improvement Plan, local bus strategies, rail and freight studies and school-travel evidence, and test numerical connectivity assessments against actual service frequency, reliability, evening and Sunday provision, safe walking and cycling routes, physical barriers and practical access to jobs, schools, healthcare and day-to-day services. Decisions should be supported by observed travel data, clearly stated modelling assumptions, sensitivity testing and future scenarios rather than relying only on theoretical accessibility scores;
- forecast future bus and rail demand by corridor, destination, time of day and user group, using completed, committed and proposed development, demographic change, employment patterns, school and college travel, healthcare access, cross-boundary journeys and reasonable behavioural scenarios. Evidence should assess required capacity, routes, frequency, operating hours, reliability, interchange, accessibility, fares, revenue support, infrastructure, delivery timescales and long-term viability;
- map existing and proposed active-travel networks in detail, identifying missing links, unsafe junctions, severance, route quality, gradients, accessibility constraints and connections to homes, schools, employment, healthcare, shops, public transport and neighbouring settlements. Evidence should identify where segregated or protected cycle lanes, crossings, junction upgrades, secure cycle parking and supporting measures are required, with costs, land requirements, phasing, funding, delivery responsibility, monitoring and maintenance arrangements;
- assess healthcare demand cumulatively and on a functional catchment basis across organisational and administrative boundaries, involving the Bath, Swindon and Wiltshire Integrated Care Board, local primary-care providers, community-health services, Royal United Hospitals Bath NHS Foundation Trust, other relevant hospital providers and neighbouring authorities, and consider GP, community, diagnostic, outpatient, preventative, digital and acute-care requirements;
- map existing and planned broadband speeds, fibre availability, mobile coverage, electricity-grid capacity, renewable-energy and storage infrastructure, water supply, wastewater and sewer capacity, surface-water drainage, groundwater and flood risk, identifying geographical gaps, committed capacity and improvements required to support growth;
- prepare a climate-change and flood-risk evidence base using current, independently verifiable datasets and the latest appropriate projections and allowances. It should assess fluvial, surface-water, groundwater, sewer and reservoir-related risk; historic events; ordinary watercourses; catchment behaviour; topography; soil and infiltration conditions; drainage and wastewater capacity; floodplain storage; overland flow routes; and the cumulative effects of

completed, committed and proposed development. Evidence should test reasonable future rainfall, temperature, drought and water-demand scenarios over the full lifetime of development, identify uncertainty and data gaps, and compare site and infrastructure options transparently;

- translate climate and flood evidence into clear decisions, including land exclusions or safeguards, site-specific requirements, drainage strategies, sustainable drainage standards, natural flood-management measures, green and blue infrastructure, urban cooling and tree-canopy measures, water-efficiency requirements, emergency access and residual-risk arrangements. Each strategic measure should identify cost, land, funding, delivery body, trigger, maintenance responsibility, performance indicator and review point, with action required where monitored outcomes or updated evidence show that assumptions are no longer reliable;
- identify open-space, playing-pitch, sports, children's play, teenage and youth, informal-recreation, accessible-natural-green-space and allotment requirements by quantity, quality, capacity and accessibility, including the identified need for additional 3G provision, and translate evidenced needs into site allocations, land safeguards, improvement projects, costs, developer contributions, delivery timescales and long-term management arrangements;
- assess heritage, landscape and local character early enough to influence the spatial strategy and site selection, including the distinctive character of Shaw, Whitley and The Spa, the potential case for Conservation Area designation or other protection, and the contribution made by settlement gaps, historic features, trees, hedgerows and dark skies;
- update evidence on cemetery and burial capacity across the full Plan period, covering remaining plot supply, projected demand, traditional and natural burial, ashes and interment, extension or new-site options, crematorium provision where justified, land ownership and availability, safeguarding, costs, funding, access and a credible delivery route;
- distinguish clearly between existing infrastructure deficits, capacity already consumed or committed by historic and permitted development, remaining headroom, and the additional capacity required solely because of future growth, so that new development is charged fairly while the spatial strategy does not rely on infrastructure that is already overstretched. Across all topics, future policy choices, site allocations and infrastructure priorities should be evidence-based: founded on current, independently verifiable data; supported by transparent methods and assumptions; tested against reasonable alternative growth and climate scenarios; and accompanied by measurable indicators, review points and corrective actions so that decisions can adapt as circumstances and evidence change.

- use population, household, age-profile and service-demand forecasts to quantify the infrastructure required for Melksham at defined stages of growth. Evidence should establish present capacity, existing deficits, capacity already committed, future demand, spatial distribution, accessibility and trigger points for education, healthcare, transport, active travel, utilities, drainage, digital connectivity, community facilities, open space, sport, youth provision, public realm and burial capacity. The results should feed into a costed and phased Melksham Infrastructure Delivery Programme prepared with Melksham Town Council and relevant providers;
- prepare an integrated residents, employment and youth-opportunity evidence set for Melksham, including demographic and household change, age profile, housing need, commuting, job numbers and sectors, wages, vacancies, business demand, skills shortages, school and post-16 destinations, apprenticeship and training participation, youth unemployment, travel barriers and access to community, cultural, leisure and sports provision. It should establish a measurable baseline, forecast needs under alternative growth scenarios and show how proposed allocations and infrastructure would improve the balance between homes, jobs, education, services and opportunity;

Question 5 — Further matters for the Local Plan

Success should not be measured only by housing completions. The Plan should set measurable outcomes for employment, local jobs, school capacity, post-16 education, healthcare, public transport, walking and cycling, broadband, community facilities, youth provision, sport, open space, drainage, utilities, cemetery capacity, heritage, settlement separation and timely infrastructure delivery. It should also monitor climate resilience, water use, drainage performance and flood risk, including whether sustainable drainage and natural flood-management measures operate as designed and whether updated climate evidence requires policies, allocations, infrastructure priorities or mitigation to be reviewed.

The monitoring framework should test whether Melksham is becoming a town in which residents can meet more of their daily needs locally and younger people can progress into education, training, enterprise and employment. Indicators should include the ratio and range of jobs to working-age residents, employment by sector and skill level, employment-land take-up, business formation and survival, apprenticeship and training participation, post-16 destinations, youth unemployment, earnings, travel-to-work patterns and access to services and facilities. Where evidence shows that housing growth is outpacing employment or opportunity, the Plan should trigger a review of allocations, infrastructure priorities and delivery measures.

Delivery must be overseen through a publicly accessible Melksham monitoring framework, supported by regular engagement with the town and parish councils,

infrastructure providers, education and health bodies, transport operators, businesses, community organisations and younger residents. A report should be published at least annually comparing actual outcomes with the Plan's trajectory, including housing completions, affordable housing, employment floorspace and jobs, education and healthcare capacity, bus and rail performance, active-travel delivery, infrastructure expenditure, flood and drainage performance, carbon reduction, biodiversity and community-facility provision. Material or sustained underperformance must trigger predetermined corrective action, including recovery programmes, revised funding or delivery arrangements and, where necessary, changes to the phasing, scale or location of further growth. Monitoring without an identified consequence would not provide an adequate safeguard.

The Local Plan should work positively with made neighbourhood plans, including JMNP2, and should retain necessary infrastructure identified through existing planning frameworks unless updated evidence demonstrates that it is no longer required.

Question 6 — Engagement

Early and timely engagement is paramount to an open, transparent and accountable plan-making process. Engagement must begin before growth options, site packages or preferred approaches are formulated; continue at each material stage; provide sufficient information and time for informed participation; and demonstrably influence the evidence base, spatial strategy, policies and delivery priorities. Consultation undertaken only after principal decisions have effectively been made would not constitute meaningful engagement. Town and parish councils must therefore be involved from the outset because of their knowledge of local development, infrastructure, transport, neighbourhood planning and cumulative impacts.

Melksham Town Council has a joint approach with Melksham Without Parish Council to planning for the wider Melksham area. A regular Local Plan round-table should therefore include both councils as core partners, alongside Wiltshire Council officers and members, infrastructure providers and specialist services as required. The two councils should work from a shared evidence base, coordinate their principal representations and jointly consider cross-boundary matters including growth, settlement separation, transport, active travel, education, employment, healthcare, climate resilience, community facilities and infrastructure delivery. The round-table should meet at defined stages sufficiently early to shape evidence gathering, option development, site appraisal, infrastructure planning and draft policy, with agendas, evidence, actions and reasons for decisions recorded transparently. This joint mechanism is necessary because residents, services, travel patterns, development impacts and infrastructure needs extend across administrative boundaries and must be addressed as one coherent Melksham strategy rather than through separate departmental or council processes.

Public engagement must include accessible events in Melksham, supported by online consultation, interactive mapping, workshops, printed materials and established local media, including Melksham News. Engagement material should be published in clear and accessible form, with underlying evidence and assumptions available for scrutiny. Consultation periods and the timing of briefings must give local councils and residents a genuine opportunity to understand the proposals, seek further information, discuss them publicly and submit considered responses before decisions advance to the next stage.

Wiltshire Council must make particular efforts to involve people who may be less likely to respond through conventional channels, including residents with limited digital access, younger and older people, people with disabilities, rural communities, tenants, commuters and families. Engagement methods should be proportionate to the needs of these groups and should not rely solely on digital participation. A transparent feedback loop is essential: after each stage, Wiltshire Council should explain who was consulted, the principal issues raised, what changed as a result and why any significant suggestions were not accepted.

Feedback after consultation

Wiltshire Council should clearly explain after each consultation stage who was consulted, how the consultation was undertaken, the principal issues raised, what was changed as a result and, where suggestions were not accepted, the reasons for that decision.

This feedback loop is essential if residents, Melksham Town Council and neighbouring councils are to have confidence that engagement is genuinely shaping the Local Plan rather than merely recording responses. Consultation reports should therefore provide a transparent audit trail linking representations to changes in the evidence base, spatial options, site assessments, policies and infrastructure priorities.

Key evidence referred to in this response, led by Melksham Town Council

- Melksham Town Council's adopted priorities, resolutions, committee reports and evidence assembled for this Wiltshire Local Plan Scoping Consultation response;
- supporting evidence originating from Melksham Without Parish Council, including its Full Council report on the Local Plan and current planning context dated 8 September 2026 and its Objectives & Priorities for 2025/26 and 2026/27;
- Wiltshire Local Plan Scoping Document and Baseline Survey of Area 2026–2045;
- Joint Melksham Neighbourhood Plan 2 and supporting evidence;
- supporting correspondence and representations from Melksham Without Parish Council on the Wiltshire School Places Strategy 2023–2027;

- supporting representations from Melksham Without Parish Council on the previous draft Wiltshire Local Plan;
- supporting transport evidence from Melksham Without Parish Council, including its response to the LTP4 Draft Delivery Plan, local bus strategy material and Bath & Wiltshire Metro correspondence;
- Royal United Hospitals Bath NHS Foundation Trust planning consultation response for Land off Corsham Road, Whitley;
- Wiltshire Council Settlement Facilities Survey correspondence with Melksham Without Parish Council, used as supporting evidence; and
- Wiltshire open-space, playing-pitch and other infrastructure evidence referred to in this response.

Conclusion

Melksham Town Council requires Wiltshire Council to prepare an integrated, infrastructure-led and evidence-based Local Plan that protects settlement identity, coordinates development across the wider Melksham area and ensures that housing is accompanied—not followed at an unspecified later date—by employment, transport, education, healthcare, utilities, community facilities and environmental infrastructure. The Town Council's clear ambition is to help secure a complete and sustainable town whose infrastructure, services and opportunities expand in step with its growing population. This requires a costed, phased and publicly monitored Melksham Infrastructure Delivery Programme, prepared with the Town Council and relevant providers, that identifies capacity, land, funding, accountable delivery bodies, occupation triggers and long-term maintenance. The Plan must use transparent demographic, economic, education and accessibility data to achieve a demonstrably stronger balance between homes and local jobs and clear pathways for younger generations through education, skills, apprenticeships, enterprise and employment. All decisions must be resilient to future climate conditions and informed by current, transparent and regularly updated evidence on flooding, water, drainage, heat and other climate risks throughout the Plan period and the lifetime of development. Where evidence, funding, land, capacity or delivery arrangements are insufficient, further growth should not proceed until a credible and enforceable solution is secured. The Council looks forward to constructive engagement and expects these principles to be reflected clearly in the emerging Local Plan.

MEETING
Full Council

DATE
28/9/26

TITLE
KGV Masterplan

AUTHOR(S)
CEO

Report



Report to Council: King George V Park Revised Master Plan

Prepared by NVB Studio for Melksham Town Council

1. Executive Summary

This report presents the revised 10-year master plan for King George V Park (KGV), prepared by NVB Studio, and invites Council to determine the next stage. The plan provides a practical, long-term framework for the park, reflecting completed improvements, current community needs, environmental priorities and the Council's ambition to work towards Green Flag status. It should remain a live and flexible document, reviewed and updated throughout the 10-year period as circumstances, priorities, evidence and funding change.

Councillors are asked to determine whether the revised master plan should be adopted. The plan has not yet been costed for delivery. Before any decision on adoption is made, officers must therefore prepare robust capital and ongoing cost estimates, identify potential funding sources, and produce a clear, phased project delivery plan and associated financial plan for the full 10-year period.

2. Background

The original NVB master plan was issued in March 2019 following site surveys, stakeholder engagement and two phases of public consultation. It established a 10–15 year development strategy for the park and was intended to remain a live document capable of responding to changing Council priorities and community needs.

In November 2025, Council approved the appointment of NVB to develop the next stage of the master plan. The brief included an actionable route towards Green Flag recognition, a park fit for the future and alignment with the Council's long-term vision. The programme included a Council walk-round and workshop, preparation of consultation material, public engagement and production of the revised plan.

3. Engagement and Consultation

Initial Council engagement took place in January 2026. NVB then prepared consultation boards and a questionnaire to gather views on priorities and preferred locations for future improvements. Public consultation was promoted from 30 March 2026 for two weeks, with online participation and wider community communication.

Previous Council survey evidence recorded that 66% of respondents used King George V Park most frequently, while 22% would prioritise it over other parks. This supports the need for a clear, transparent and deliverable plan for continued investment. The final consultation analysis should accompany, or be appended to, the published revised master plan.

4. Strategic Context

- Town Plan: supports the commitment to publish a long-term master plan balancing recreation, biodiversity and community use.
- Green Flag: provides a spatial and strategic basis for progressing standards in management, safety, environmental stewardship and community engagement.
- Health and wellbeing: protects and improves a central location for play, informal recreation, parkrun, Park Yoga, events and social connection.
- Accessibility and inclusion: creates a framework for ensuring routes, facilities, information and future projects are welcoming to users of different ages and needs.
- Climate resilience and biodiversity: enables landscape, tree, habitat, drainage and river-edge matters to be considered together.

5. Key Considerations

5.1 Status of the Master Plan

The master plan is an advisory strategic document prepared by NVB Studio for consideration by elected members. It sets out a 10-year framework for King George V Park, rather than a fixed programme of works, and should be reviewed and updated at appropriate points throughout that period to reflect changing Council priorities, community needs, site conditions, funding availability, professional advice and completed projects. Any decision to adopt it belongs to Council collectively and does not transfer responsibility for its content or priorities to officers. No proposal identified in the plan may proceed without a separate

member decision where required, appropriate technical work, procurement, permissions, confirmed funding and an approved budget.

6.2 Planning, Land and Environmental Constraints

King George V Playing Field is protected as public recreational space through Fields in Trust arrangements. Proposals must also respond to flood risk associated with the River Avon and Clackers Brook, existing trees and habitats, access requirements, neighbouring uses and any necessary planning or regulatory consents. Early engagement with relevant bodies will be required as individual projects are developed.

6.3 Operations and Management

Officers will continue to manage the park in accordance with delegated authority, statutory duties, health and safety requirements, approved budgets and operational priorities. The master plan must not restrict reasonable day-to-day decisions or require officers to implement a particular concept where circumstances, evidence, affordability or professional advice indicate that a different approach is appropriate. Any future management plan or action plan should therefore remain capable of review and adjustment.

7. Financial and Resource Implications

The revised 10-year master plan has not yet been costed for delivery. Before Council adopts it, members should receive a clear project plan and financial plan covering the full programme. This should include indicative capital costs, ongoing revenue and maintenance costs, officer capacity, funding options, dependencies, risks, priorities, phasing and decision gateways, together with arrangements for periodic review and updating. In the absence of this work and confirmed budget provision, adoption should be deferred or expressly limited to noting the document for future consideration. Adoption would not authorise expenditure on individual projects, each of which must remain subject to the Council's normal budget, procurement and approval processes.

8. Risks and Mitigations

Risk	Mitigation
Expectations exceed available funding	Publish clear priorities, indicative phasing and decision gateways.



Projects proceed without full technical evidence	Complete surveys, feasibility work and statutory consultation before approval.
Future maintenance is unaffordable	Assess whole-life costs and include revenue provision in each business case.
Environmental, flood or land restrictions delay delivery	Engage relevant authorities and Fields in Trust early and maintain constraints register.
Community confidence is reduced	Publish consultation findings, explain decisions and report progress regularly.

9. Recommendations

Councillors are asked to consider and determine whether:

1. To receive and consider the revised King George V Park master plan prepared by NVB Studio, noting that responsibility for its content remains with the consultant and that the decision to adopt, amend, defer or reject it rests with Council.
2. Before any decision on adoption, to note that the 10-year master plan has not yet been costed for delivery and to require officers to present a clear, phased project delivery plan and financial plan, including estimated capital and ongoing costs, funding options, risks, dependencies, priorities and arrangements for review and updating throughout the 10-year period; if sufficient information or budget provision is not available, adoption should be deferred or the document noted without adoption.
3. If adopted, to confirm that the master plan is a flexible 10-year strategic guide for KGV, to be reviewed and updated throughout its lifespan, that it does not approve individual projects or expenditure, and that officers retain operational discretion while each proposal follows the Council's normal governance, budget and approval processes.

Decision Required

That Council approves the recommendations set out in section 9 of this report.

Introduction

This masterplan has been comissioned as an update to the one created in 2018. The following consultation has been undertaken with the town:

1. Consultation in the park in February 2026
2. Consultatoin in the hub, via a ‘letter box’
3. Consultation publicised on the website and Facebook for an online version of the questionnaires



King George V Park Questionnaire

January

February

March

What are your top 3 improvements for "Improvements Ideas for Larger Areas":

Where do think these improvements should happen in the park – Include as many areas as you would like:

What are your top 3 improvements for "Improvements Ideas for Smaller Areas":

Where do think these improvements should happen in the park – Include as many areas as you would like:

Do you have any comments or ideas for any of these improvements:

Do you have any other comments that you would like the council to hear:

Please post this in the box provided and thank you.

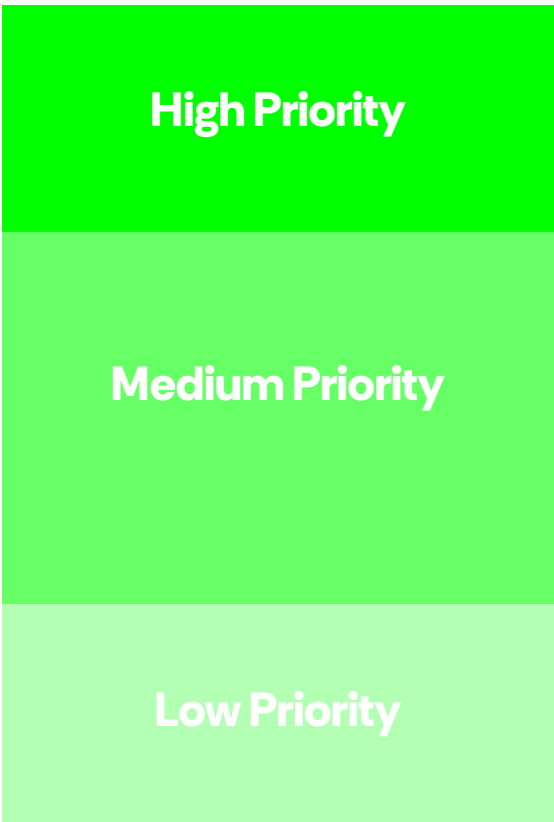
NVR

MELKSHAM
Town Council

Use of Consultation

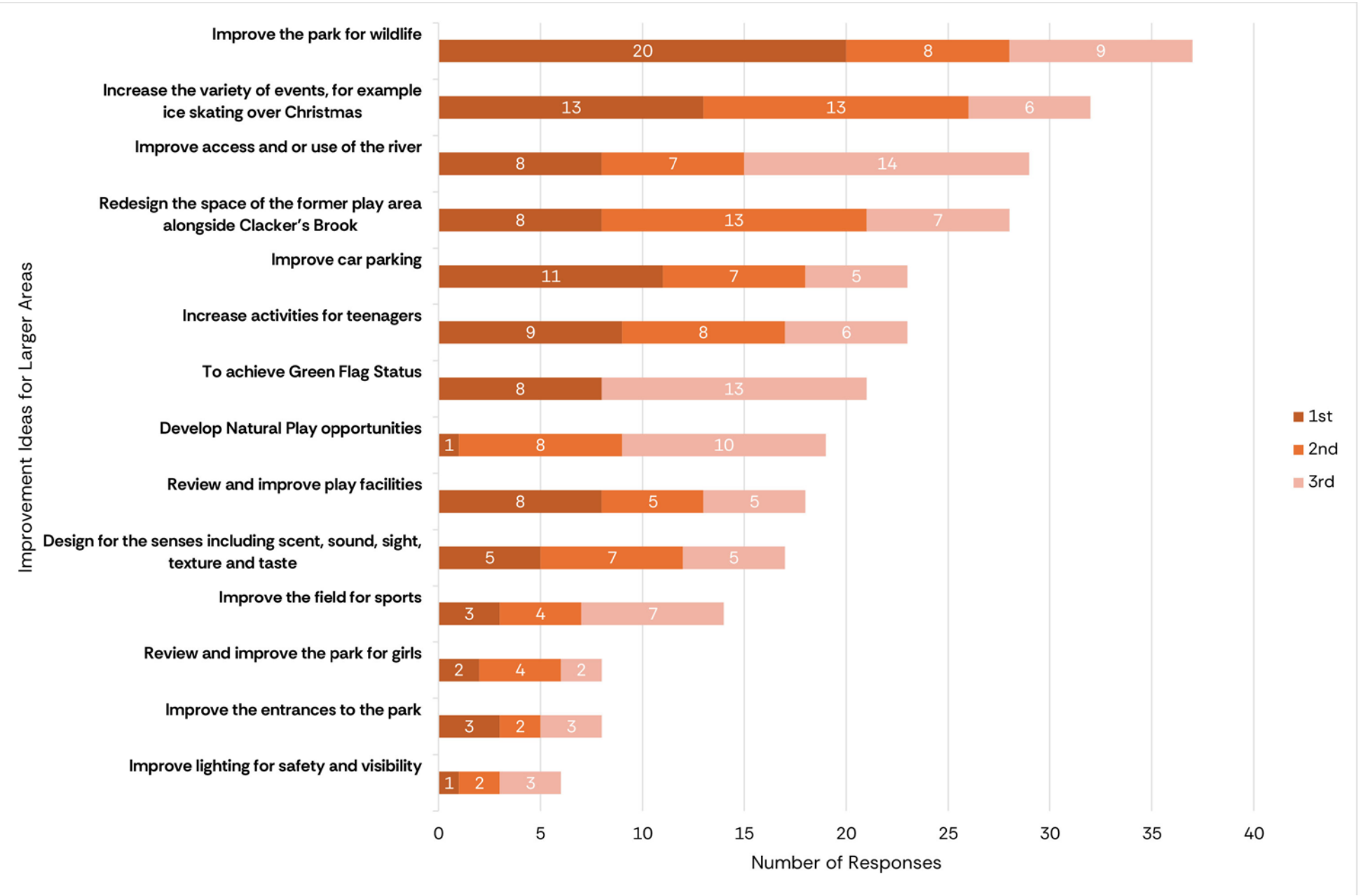
The results of the consultation have been compiled to create the lists below which are intended to be used to prioritise the improvements discussed. There may be some low-cost improvments or funding available for specific types of improvements that enable improvements to be implemented earlier, that might be further down the list. They have been grouped into three groups, based on the numbers of votes as seen here.

These colours are applied to the projects listed on the final two pages.



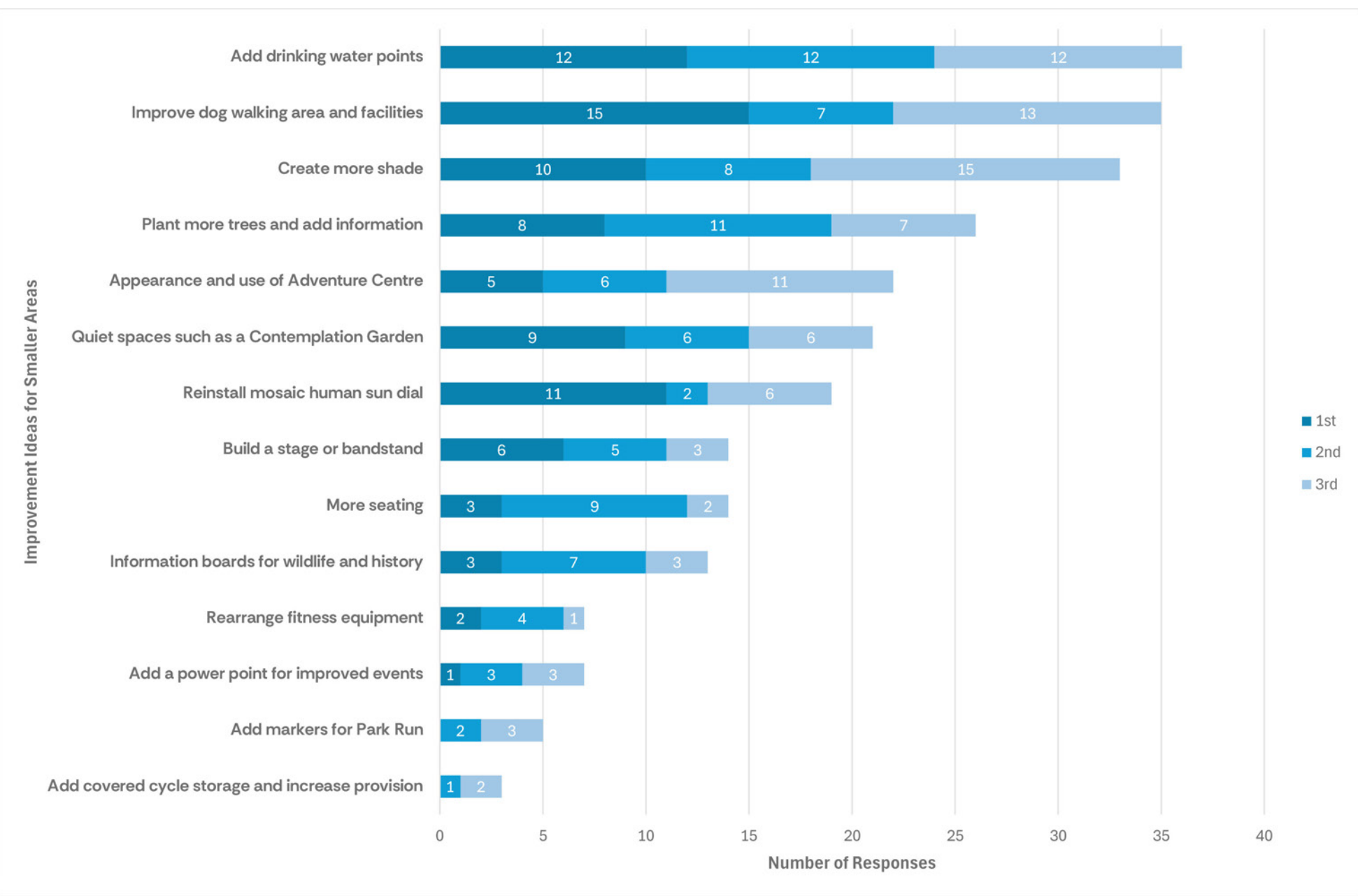
Improvements Ideas for Larger Areas

1. Add drinking water points
2. Improve dog walking area and facilities
3. Create more shade
4. Plant more trees and add information
5. Appearance and use of Adventure Centre
6. Quiet spaces such as a Contemplation Garden
7. Reinstall mosaic human sun dial
8. Build a stage or bandstand
9. More seating
10. Information boards for wildlife and history
11. Rearrange fitness equipment
12. Add a power point for improved events
13. Add markers for Park Run
14. Add covered cycle storage and increatease provision



Improvement Ideas for Smaller Areas

1. Improve the park for wildlife
2. Increase the variety of events (for example ice skating over Christmas
3. Improve access and use of the river
4. Redesign the space of the former play area alongside Clacker's Brook
5. Improve car parking
6. Increase activities for teenagers
7. To achieve Green Flag Status
8. Develop Natural Play Opportunities
9. Review and improve play facilities
10. Design for the senses including scent, sound, sight, texture and taste
11. Improve the field for sports
12. Review and improve the park for girls
13. Improve the entrances to the park
14. Improve lighting for safety and visibility



Project Legend

These are listed in order or left to right (west to east) on the plan. The coloured boxes represent the priorities based on the consultation feedback. There are more than one box on projects that address more than one idea.

- 1. Entrances
- 2. Riverside Walk
- 3. Riverside Garden
- 4. Entrance Area
- 5. Reinstall Mosaic Tiles
- 6. Petanques (Boules)
- 7. Tree Planting and Shade
- 8. Teenage Improvements
- 9. Adventure Centre Improvements
- 10. Playing Field Grass Improvements
- 11. Clacker's Brook Wetland Area
- 12. Car Park Improvements
- 13. Bandstand and Additional Events
- 14. Outdoor Gym/ Fitness Equipment
- 15. Drinking Water and Cycle Storage

All of these would contribute to improving the green flag status of the park, so this priority is spread across all 15 projects.



Key

- Primary Entrances
- Secondary Entrances
- Street Signs
- Tree Planting and Shade
- New Paths
- Board-Walks
- New or Re-marked car parking
- Teenage Facilities
- Wetland Areas
- River Platforms
- New Power Connections

Masterplan Projects

King George V Park

1 Entrances

1a Primary Entrances – The existing entrance from Lowbourne is a clear threshold/ gateway. The council proposes to install gateway features at all three main entrances to increase the awareness of the park, sense of arrival by defining the ‘thresholds’ more clearly and to unify the park. Signs directing new visitors to the park are proposed to guide visitors into the park from Bath Road and Lowbourne.

1b Secondary Entrances – These are primarily pedestrian access points that are to have smaller gateway features to reinforce the sense of arrival to the park at the larger number of access points.



Image Credit: TBC

Image Credit: TBC

2 Riverside Walk

To widen and re-surface the existing path for improved access to both the park and the river. This will include benches, platforms for viewing and information boards on nature and history over time.



Image Credit: Greenspace Designs Ltd.



Image Credit: Greenspace Designs Ltd.



Image Credit: Greenspace Designs Ltd.

3 Riverside Garden

The area alongside the river is naturally a more quiet area due to the sound of water and less traffic. The space between the Riverside Club and toilets is proposed to be designed as a garden space that can be used for contemplation, to stimulate the senses, meet, talk and be. The council will develop the detailed design of this space with community groups for both design input and to create the garden. This garden is similar to the Sensory Garden that was proposed previously, but the sound of the road is significant which led to the riverside location being considered. The ground is relatively flat, with good access, which would mean it would be accessible to all. It would also bring the park further towards the town centre and reinforce the sense of arrival to the park.



4 Entrance Area

The area next to the toilets is to be improved with the following aspirations. To reinstate some of the car parking to the south of the space, creating a generous and welcoming pedestrian area leading into the park and a number of routes. The additional parking is intended to reduce pressure on the car park accessed from Lowbourne and to improve access to the park. This area would include signs to guide visitors to facilities in the park. Trees and planting within rain gardens would be included to reduce the ‘sea of tarmac’ and reduce flood risk extending the character of a park further and make it a space in its own right.



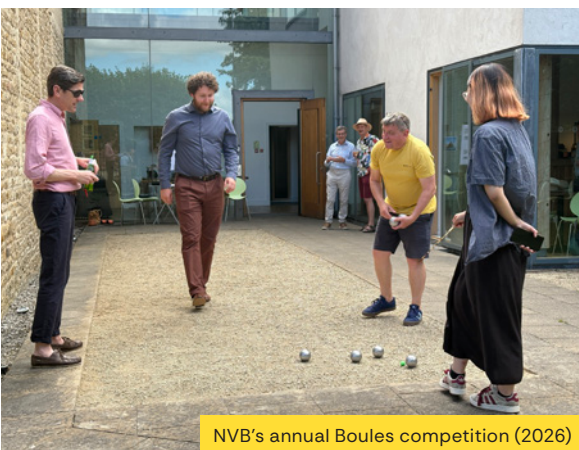
5 Reinstate Mosaic Tiles

The mosaic tiles that the town created for the human sun dial are currently in storage, having been previously located near entrance on Lowbourne. A number of the tiles were in poor repair when they were recovered, due to exposure to the weather and use (being walked on). To prevent further deterioration of the mosaics they are proposed to be installed on the toilet block, possibly in the areas in white below, so they can’t be walked on, won’t have water freezing and thawing on them, a form of weathering, can be appreciated more whilst improving the appearance of the toilet block, adding to the sense of arrival and pride in the park.



6 Petanques (Boules)

The area beside the toilets is suited to installing a Petanque Piste (Boules Court), which is a low-cost facility, being gravel, that can be used flexibly as needed. Examples of this locally are in Queen’s Square Bath and at NVB’s offices in Frome, where the piste is used for both petanque and many other the events which place tables and chairs, marquees etc. This activity is more quiet and therefore in-keeping with the Riverside Garden and Entrance Area.



NVB’s annual Boules competition (2026)



Flexible use of petanque court.



Flexible use of petanque court.

7 Tree Planting and Shade

Planting trees around the central playing field in two patterns: A. A natural, informal pattern with groups and individual trees of a mixture of species, including Oak, for greater resilience to climate change and to reinforce the character of the existing trees in the park which are not in formal patterns. These will provide shade over time as well as wildlife value and increase the character of a park; B. A line of trees to continue the Cherry trees planted in the last few years on the southern side of the playing field perimeter path. Canopies may be installed alongside the path next to the play area and splash pad to provide shade instantly.



Image Credit: A and S Landscapes



Image Credit: A and S Landscapes

8 Teenage Improvements

8a. Increased facilities for teenagers, including particular attention to girls with careful consultation.

8b. To build a carefully designed informal games court with terraced seating up the sloping ground with multiple features that reduce the sense of a ‘standard’ court with fences on all sides and formal sport markings to make a truly inclusive space.



Image Credit: Horsham District Council



Image Credit: King’s Cross Coal Drops Yard designed by Carve

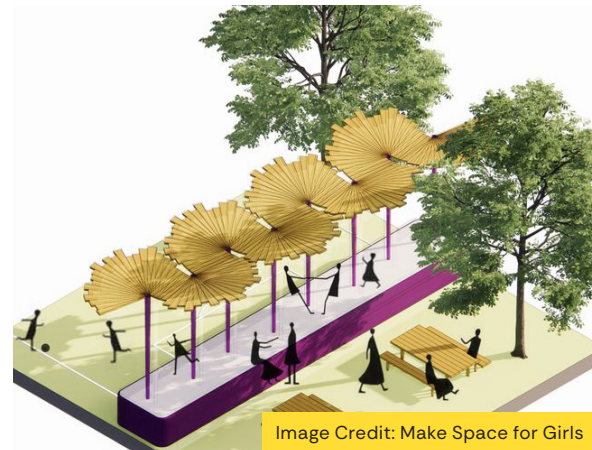


Image Credit: Make Space for Girls

9 Adventure Centre Improvements

9A The council will continue to work with the adventure centre to develop the centre into a more vibrant and visually attractive part of the park. This will include seeking funding from external bodies with a focus on community.
9B The council is already working on a Well-Being Space – watch this space!
9C The Adventure Centre is located and designed for access to the river. Access to the river is to be extended in as many ways as the council and town can think of, such as during the Frome and River Festival.



10 Playing Field Grass Improvements

The condition of the central playing field is known to be of low quality. It drains poorly and is uneven. Both of these issues could be improved so that informal sports can take place for more of the year and in more safety and events would benefit with the soil being able to withstand more use and be more ‘flat’ to help temporary facilities to be sited. The types of improvements would be specified by a specialist and could include adding to the soil sand, lime, and/ or nutrients to improve the quality of the grass and drainage characteristics. The existing drainage pipes might need maintenance and areas could be re-graded to create an even surface.
The timing of this work would be undertaken to suit the seasons and annual cycle of events. They would mean areas of the grass would be inaccessible at times for safety for the work itself and to allow grass to establish or recover.

11 Clacker’s Brook Wetland Area

This area floods regularly, which was why the play area was relocated. It is proposed to be re-landscaped to become a wetland area to make a feature of the flooding, helping with flood resilience, improving water quality and the park for wildlife. The flooding affects two paths that cross the space which the council would like to re-build as board-walks, including the path into the town centre that has been collapsing into the brook.

The area would likely have stream and pond-like features dug for water to flow into from the brook when it floods, so that more water is stored to protect areas of the town that are down-stream of the brook. Trees and wetland plants would be planted to increase the value to nature, absorb rainwater and protect the soil from erosion.

11a The area to the west, where the basketball hoop is currently, would be designed for natural and incidental play to introduce children to nature. Whether the space is fenced or simply signed with advice would be determined at detailed design stage to ensure risks are suitably assessed.

11b The dog walking area is proposed to remain in the area of the old play area, but will all the remnants of the play area removed, including the railings. New low fencing could be installed within low-level planting for a more natural appearance. The board-walk would then enclose another side of the space. This part of the wetland area has the larger space that floods less often, so can be used for the majority of the year. Benches, logs over earthworks and other features would likely be included to enrich the space for nature and dogs alike.



12 Car Park Improvements

12a The car park is shared with Rivermead School, although it is the council’s. It would benefit from being reviewed due to its condition and layout. It could be expanded, now that the old maintenance building is no longer there, which would improve the use for the park and school. Hedges, fences and trees would be added to visually separate the car park from the park and create a more clearly defined edge to the park.
12b A new access track would be installed with a no-dig surface to ensure protection of the trees when vehicles need to access the field for events.

13 Bandstand and Additional Events

13a Options for the installation of a permanent bandstand will be explored and reviewed with the town. This will include size, design and location to ensure that it doesn’t impact on other uses. This may require an increase in power supply in the park and could be used as a ‘hub’ for connections for the temporary events as well as for itself.
13b Power connections for events was installed around the eastern and northern sides of the playing field and were planned to be extended to the west. This will increase the functionality for events. Improved provision of services i.e. electric and data to better support the delivery of events and temporary stages



Image Credit: TBC

Image Credit: TBC

14 Outdoor Gym/ Fitness Equipment Rearrangement

The outdoor gym equipment has been a partial success due to arrangement and surfacing. It is proposed to relocate 4 pieces of equipment to create a ‘cluster’ with new surfacing. These images are to illustrate a group-space being used. The existing equipment will be moved.



Image Credit: TBC

Image Credit: TBC

15 Drinking Water and Cycle Storage

A new ‘water station’ has been installaed recently. New drinking points and a cycle store will be added over time.

MEETING
Full Council

DATE
28/9/26

TITLE
Festoon Lighting

AUTHOR(S)
CEO

Report





Purpose of Report

To ask the Council to consider installing festoon lighting between the Town Centre bridge and the lower end of King George V Park, at the price quoted by Light Fantastic. The proposal supports the Safer Streets initiative and the KGV Masterplan.

Background

King George V Park is an important pedestrian link between the town centre and surrounding residential areas. The proposed lighting would extend the illuminated route from the Town Centre bridge towards the lower end of the park, improving continuity along a route that may otherwise feel less welcoming during the hours of darkness. It would also build on previous investment in lighting, CCTV and connectivity within the park. Preliminary works and the proposed installation have been discussed with Light Fantastic to inform the scope and quotation.

Alignment with the Town Plan 2026–2029

The proposal directly supports the following numbered priorities in the Town Plan 2026–2029: **C1.03** – Encourage active travel; **C1.10** – Enhance the town’s appearance; **E2.01** – Publish a master plan for King George V Park; **E2.02** – Protect, enhance and maintain community spaces; and the Business priority to promote safer streets. By improving visibility and confidence along the pedestrian route between the town centre and King George V Park, the scheme supports safer walking routes, improves the street scene, connects residents and visitors with businesses, events and public spaces, and contributes to the long-term vision for KGV as a safe, welcoming and accessible community space.

Safer Streets Considerations

Improved public-space lighting is recognised within the Government’s Safer Streets programme as a situational crime-prevention measure. The College of Policing reports that better lighting can increase visibility, support natural surveillance, encourage legitimate use of public spaces and demonstrate investment in an area. Its evidence



review found an average reduction in crime in areas receiving improved street lighting, although outcomes will depend on local conditions and lighting should form part of a wider, evidence-led package rather than be treated as a stand-alone solution.

For this scheme, the principal benefits would be a more clearly defined and visible route, greater confidence for pedestrians using the park in winter and the early evening, and improved integration between the town centre and KGV. Festoon lighting may also provide a more attractive and proportionate treatment than conventional columns, supporting the character and wider use of the park.

Risk and Implementation

The works would be completed by Light Fantastic, an established and reputable specialist lighting company with relevant experience in delivering decorative lighting installations, which reduces the risk associated with the design, installation and delivery of the scheme.

Financial Implications

The expenditure is not included in the current budget. Subject to Council approval, the cost would therefore be met from the relevant earmarked reserve. The approval should identify the total amount authorised, including any contingency, and note any ongoing electricity and maintenance liabilities.

Recommendation

That the Council approves the installation of festoon lighting from the Town Centre bridge to the lower end of King George V Park, based on the quotation provided by Light Fantastic and subject to compliance with procurement requirements.

MEETING
Full Council

DATE
28/9/26

TITLE
Provision of Free Parking in Wiltshire
Council Car Parks within Melksham

AUTHOR(S)
CEO

Report



Provision of Free Parking in Wiltshire Council Car Parks within Melksham

Purpose of the Report

To provide Members with information received from Wiltshire Council regarding the potential costs of providing free parking in Melksham car parks and to enable Council to consider whether it wishes to pursue such a scheme.

Background

Melksham Town Council approached Wiltshire Council to seek information regarding the potential cost of funding a free parking scheme for residents and visitors using Wiltshire Council operated car parks in Melksham. The request sought estimated annual costs for introducing one hour and two hours of free parking together with information regarding the income currently generated by Melksham car parks.

Wiltshire Council subsequently provided estimated costs and annual income figures and advised that any arrangement would require a minimum one-year commitment. The figures supplied exclude VAT, season ticket income and any parking tariff increases proposed from September 2026.

Annual Income from Melksham Car Parks

Wiltshire Council provided the following income figures for the 2025/26 financial year:

Car Park	Annual Income (£)
Church Street	82,749
Bath Road	6,079
King Street	34,413
Lowbourne	14,926
Station	2,308
Union Street	5,381



Total	145,858
-------	---------

Wiltshire Council advises that Melksham car parks generated approximately **£145,858** during the 2025/26 financial year.

Cost of Providing Free Parking

Church Street and King Street Car Parks

The initial request was for Church Street and King Street car parks only.

Car Park	1 Hour Free (£)	2 Hours Free (£)
Church Street	59,916.58	79,366.44
King Street	15,416.13	19,254.08
Total	75,332.71	98,620.52

Wiltshire Council advises that these figures include displacement effects relating to longer stays and movement between parking locations. VAT is not included.

All Melksham Car Parks

Members subsequently requested the estimated cost of extending the scheme across all Wiltshire Council operated car parks in Melksham.

Wiltshire Council provided the following estimates:

Scheme	Annual Cost (£)
One Hour Free Parking	79,303.90
Two Hours Free Parking	107,788.30

Accordingly, a town-wide scheme would cost approximately:

- **£79,304 per annum** for one hour free parking.
- **£107,788 per annum** for two hours free parking.

Impact on Council Tax

Should Melksham Town Council decide to fund a free parking scheme, the cost would need to be met either through an increase in the Town Council precept, through savings elsewhere in the budget, or through the use of reserves.

As the majority of residential properties within Melksham are Band B properties, Members may wish to consider the likely impact on a typical household.

The exact effect on a Band B property would depend on the Council Tax Base at the time the scheme was implemented. This information was not provided as part of the correspondence with Wiltshire Council.

However, Members should note that:

- A one-hour free parking scheme would require approximately **£79,304 per year** of additional funding. On current figures this would equate to £13.25 pa on precept for a baseline Band D property and £10.34 pa on Band B (78% of baseline).
- A two-hour free parking scheme would require approximately **£107,788 per year** of additional funding. On current figures this would equate to £18.00 pa on precept for a baseline Band D property and £14.04 pa on Band B (78% of baseline)

Financial Context

The estimated annual cost can also be compared against the current income generated by Melksham car parks.

Scheme	Cost (£)	Percentage of Current Parking Income
One Hour Free Parking	79,304	54%
Two Hours Free Parking	107,788	74%

The one-hour scheme is equivalent to approximately **54%** of existing annual parking income, whilst the two-hour scheme is equivalent to approximately **74%** of existing annual parking income. These percentages have been calculated using Wiltshire Council's reported annual income of £145,858.

Potential Benefits

Potential benefits of a free parking scheme may include:

- Encouraging additional footfall within the town centre.



- Supporting local businesses and traders.
- Making short visits to the town centre more attractive.
- Improving accessibility for residents.
- Contributing to the vitality of the town centre.

These potential benefits have not been quantified by Wiltshire Council and would require further assessment should Council wish to progress the proposal.

Risks and Considerations

Members should consider that:

- The financial commitment is significant.
- There is no guarantee that increased parking availability would generate sufficient economic benefit to offset the cost.
- Future increases in Wiltshire Council parking charges may affect scheme costs.
- Funding free parking may reduce resources available for other Town Council priorities.
- Wiltshire Council has advised that any arrangement would require a minimum one-year commitment.

Options Available to Council

Council may wish to:

1. Note the information provided.
2. Seek further information regarding implementation arrangements and VAT implications.
3. Undertake consultation with residents, businesses and stakeholders.
4. Consider making budget provision for a one-hour free parking scheme.
5. Consider making budget provision for a two-hour free parking scheme.
6. Decide not to pursue the proposal.

Recommendation

That Council:

1. Notes the information provided by Wiltshire Council regarding the estimated costs of providing free parking within Melksham car parks.
2. Considers the financial implications for local taxpayers, particularly Band B households.
3. Determines whether it wishes to undertake further investigation and consultation before considering any future funding commitment.



Melksham
TOWN COUNCIL

ORGANISATION MELKSHAM TOWN COUNCIL	DOCUMENT BRAND GUIDELINES	DATE 10.09.26
VERSION 1.0.1	PREPARED BY COMMUNICATIONS & MARKETING OFFICER	

Guidelines

Brand toolkit

Until May 2026, Melksham Town Council’s visual identity centred solely on the Civic Crest. Originally granted to Melksham Urban District Council on 6 December 1948 and transferred to Melksham Town Council on 16 April 1975, the crest has long served as an important symbol of the town and its civic heritage.

As communication channels have evolved, the complexity of the crest has made it increasingly difficult to reproduce consistently across digital and print media. To address this, the Council developed a refreshed brand identity that introduces a modern interpretation of the marque, supported by a wider visual toolkit. The new logo provides a flexible and recognisable symbol for everyday communications, while the historic crest retains its place for formal, civic and ceremonial use.

This document explains how the logo, crest and supporting brand elements work together to create a clear, consistent and recognisable identity for Melksham Town Council.

Civic and ceremonial crest

Used for formal, civic and ceremonial purposes only, and as a historic symbol of Melksham. It will continue to be used in appropriate official contexts.



Rationalised logo

Used for general communications, providing clearer reproduction across modern media and greater consistency, while distinguishing council use from other organisations using the civic crest.



Melksham
TOWN COUNCIL

Brand toolkit | logo | small use

The logo has been designed to work consistently across digital and print applications. Original artwork is supplied in vector format, allowing it to be reproduced at any size without loss of quality.

To maintain legibility, the logo should not be reproduced smaller than 15mm high in print or 60 pixels high on screen (fig. 1).

The symbol has also been designed to work effectively within the size and shape constraints of social media profile images and avatars (fig. 2).

In situations where space is limited, such as social media profiles, favicons or digital badging, the symbol may be used in place of the full logo. **However, it should not be used in isolation without prior approval from the Council's Communications Department.**



Melksham
TOWN COUNCIL

fig 1



Screen minimum size 60px



fig 2



Brand toolkit | logo | reversed-out

The logo has been designed to reproduce effectively in reverse on solid colour backgrounds. When a reversed-out version is required, always use the approved reversed artwork supplied by the Council.

Never attempt to create a reversed version from the standard logo artwork.



fig 4

Brand toolkit | logo | exclusion zone

5

An exclusion zone is the minimum clear space that must be maintained around the logo. No text, graphics or other elements should enter this area, ensuring the logo remains clear and legible across all applications.

The exclusion zone is calculated using the width of the 'M' in the logotype, as shown in fig. 5.

fig 5



Brand toolkit | logo | over images

The logo (fig. 6) and reversed-out logo (fig. 7) should be positioned on clear, uncluttered areas of an image wherever possible. Areas such as sky, grass or open space provide the best contrast and help maintain legibility.

fig 6



fig 7

Brand toolkit | logo | orientation

7

In some applications, such as lamp post banners and other narrow portrait formats, a dedicated vertical logo variant may be used.

This version retains the shield in its upright position, while the logotype is arranged vertically around it. This ensures the shield and 'M' remain clearly recognisable and maintain their intended appearance.

The vertical logo is a specialist application and is not included within the standard artwork suite. Its use is managed by the Council's Communications Team and should only be used where approved.

Do not attempt to recreate this logo.
Always request the original artwork from the Communications Team.

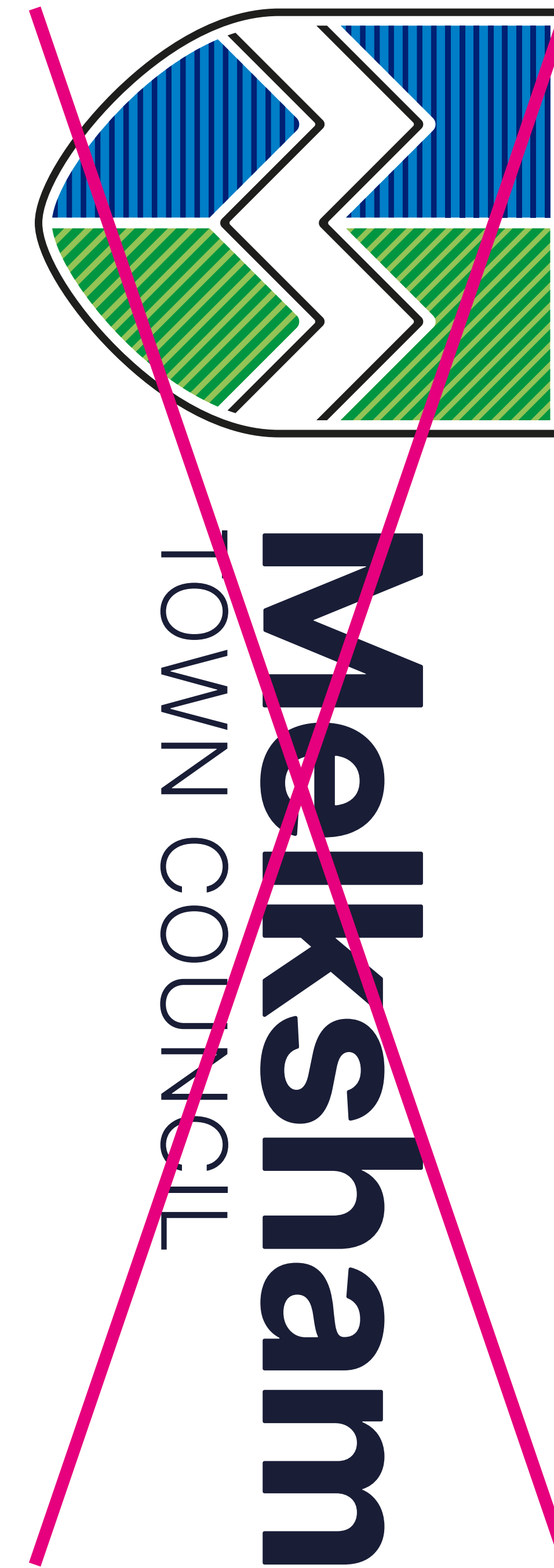


fig 8



Brand toolkit | logo | orientation | example

Brand toolkit | logo | monochrome

In certain applications, such as screen printing, embroidery or etched products, the logo may need to be reproduced in a single colour.

A dedicated single-colour logo variant has been created for these situations to ensure the identity remains clear and legible.

This artwork is a controlled asset and is not included within the standard artwork suite. Its use is managed by the Council's Communications Team and should only be used where approved.

Do not attempt to recreate this logo.
Always request the original artwork from the Communications Team.

9



Brand toolkit | logo | misuse

10



Do **NOT** distort the logo. ALWAYS use an original artwork.

Do **NOT** place the logo in a container shape, box or lozenge, particularly those that encroach on the exclusion zone.

Do **NOT** place the logo in a frame, particularly if the frame is within the exclusion zone.

Do **NOT** create seasonal versions of the logo. ALWAYS use an original artwork.



Do **NOT** recreate the logo or use a different typeface for the logotype. ALWAYS use an original artwork.

Always consider colour contrast and legibility. Select the reversed out logo for use on strong dark solid colour.

Always consider colour contrast and legibility. Do **NOT** select the reversed out logo for use on light solid colours.

Always consider colour contrast and legibility. Do **NOT** place the logo over complex images, textures or patterns.



Do **NOT** add any other graphic element within the exclusion zone including text lock-ups or taglines

Do **NOT** redraw the logo or change the colours of the logo elements. ALWAYS use an original artwork.

Do **NOT** create new orientations of the logo. ALWAYS use an original artwork.

The historic Civic Crest continues to be used for formal, civic and ceremonial purposes. Typical applications include certificates, correspondence from the Mayor, mayoral regalia, and permanent displays within Council buildings, such as the Council Chamber.



fig 10

Brand toolkit | colour palette

The colour palette draws inspiration from the original Civic Crest, with the core green and blue reflecting the town's land and river. The palette has been expanded to provide greater versatility across applications and to improve colour contrast options, supporting accessibility requirements.

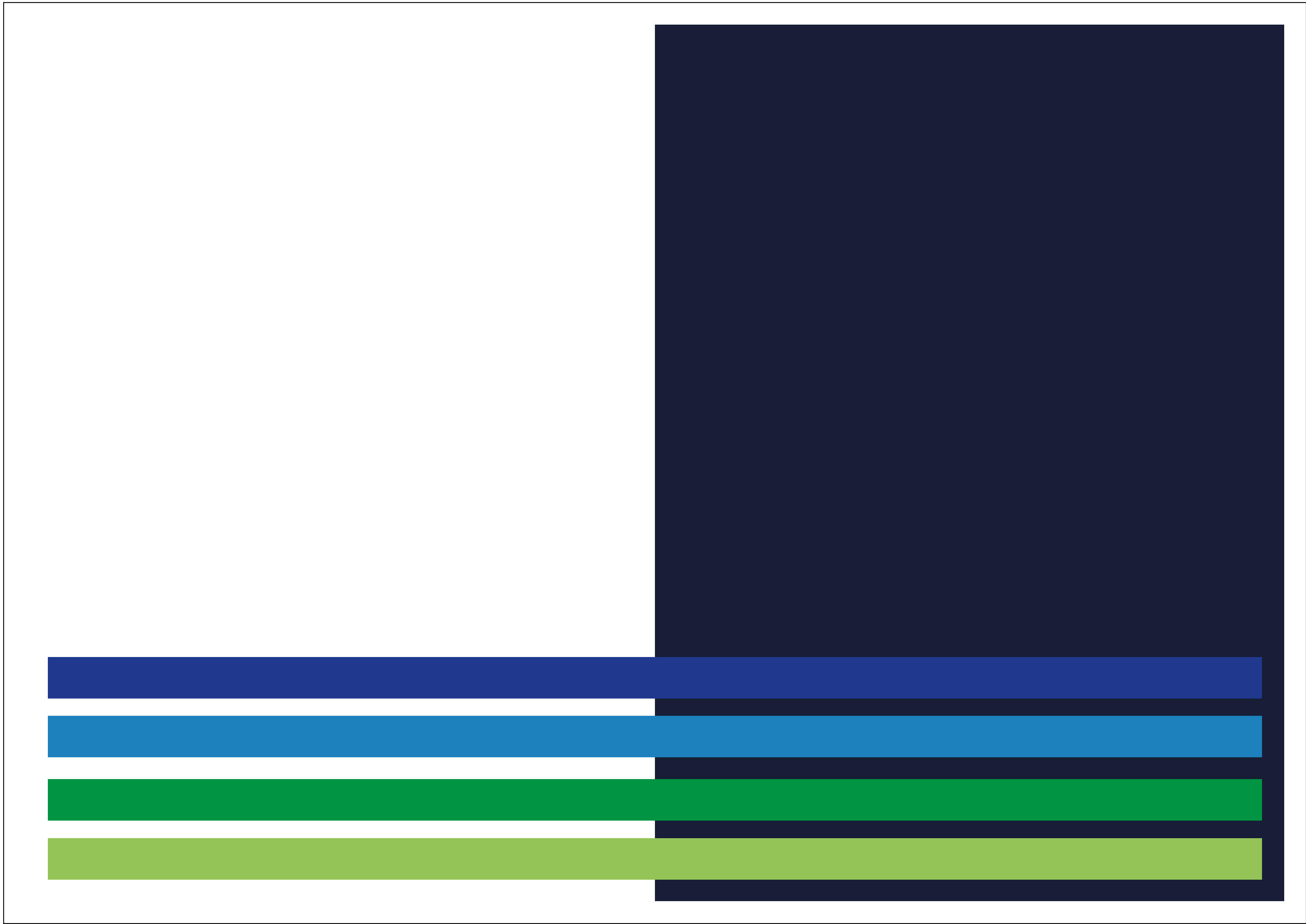


fig 11

Brand toolkit | colour palette | ratios

Using the colours in different ratios allows us to strike different tones in communications.

fig 12



This colour ratio example may work well for communications that need to strike a sensitive tone.

fig 13



This colour ratio example may work well for communications that need to strike a positive tone.

Inter Tight is the primary typeface of Melksham Town Council. It is a variable font family, providing flexibility across a range of applications, although the recommended weights shown in these guidelines should be used as the default.

The typeface should be used across all external-facing communications, including printed literature, stationery, advertising, signage and digital content where the technology allows.

For Microsoft 365 documents intended for internal use or collaborative editing, including letters, reports, agendas, minutes and meeting notes, Aptos should be used as the default typeface. As Microsoft's standard system font, Aptos supports consistency, accessibility and interoperability across Council systems. It also reduces the risk of formatting issues or font substitution when documents are shared with external organisations, councillors, residents or partners who may not have access to specialist fonts. Further guidance on the use of Aptos can be found on page 15.

Inter Tight light + *light italic*

Inter Tight regular + *regular italic*

Inter Tight medium + *medium italic*

Inter Tight semi bold + *semi bold italic*

Inter Tight bold + *bold italic*

Inter Tight extra bold + *extra bold italic*

Inter Tight black + *black italic*

Microsoft 365 applications do not consistently embed fonts when Word, Excel or PowerPoint files are shared. As a result, documents that rely on non-standard typefaces may display differently on other systems, causing font substitution, formatting changes or layout issues.

While exporting documents as PDFs can help preserve formatting, this is not always practical where files need to be edited, reviewed or collaboratively updated.

For this reason, all Microsoft 365-produced documents, including letters, reports, agendas, minutes and meeting notes, should use Aptos, Microsoft's standard system typeface. Using Aptos helps ensure documents display consistently across different devices and environments, while reducing the risk of formatting issues when shared with councillors, residents, partner organisations and other third parties who may not have access to specialist fonts.

This approach represents a long-established best practice in branding and document design, balancing brand consistency with accessibility, usability and document compatibility.

Aptos light + *light italic*

Aptos regular + *regular italic*

Aptos semi bold + *semi bold italic*

Aptos bold + *bold italic*

Aptos extra bold + *extra bold italic*

Aptos black + *black italic*

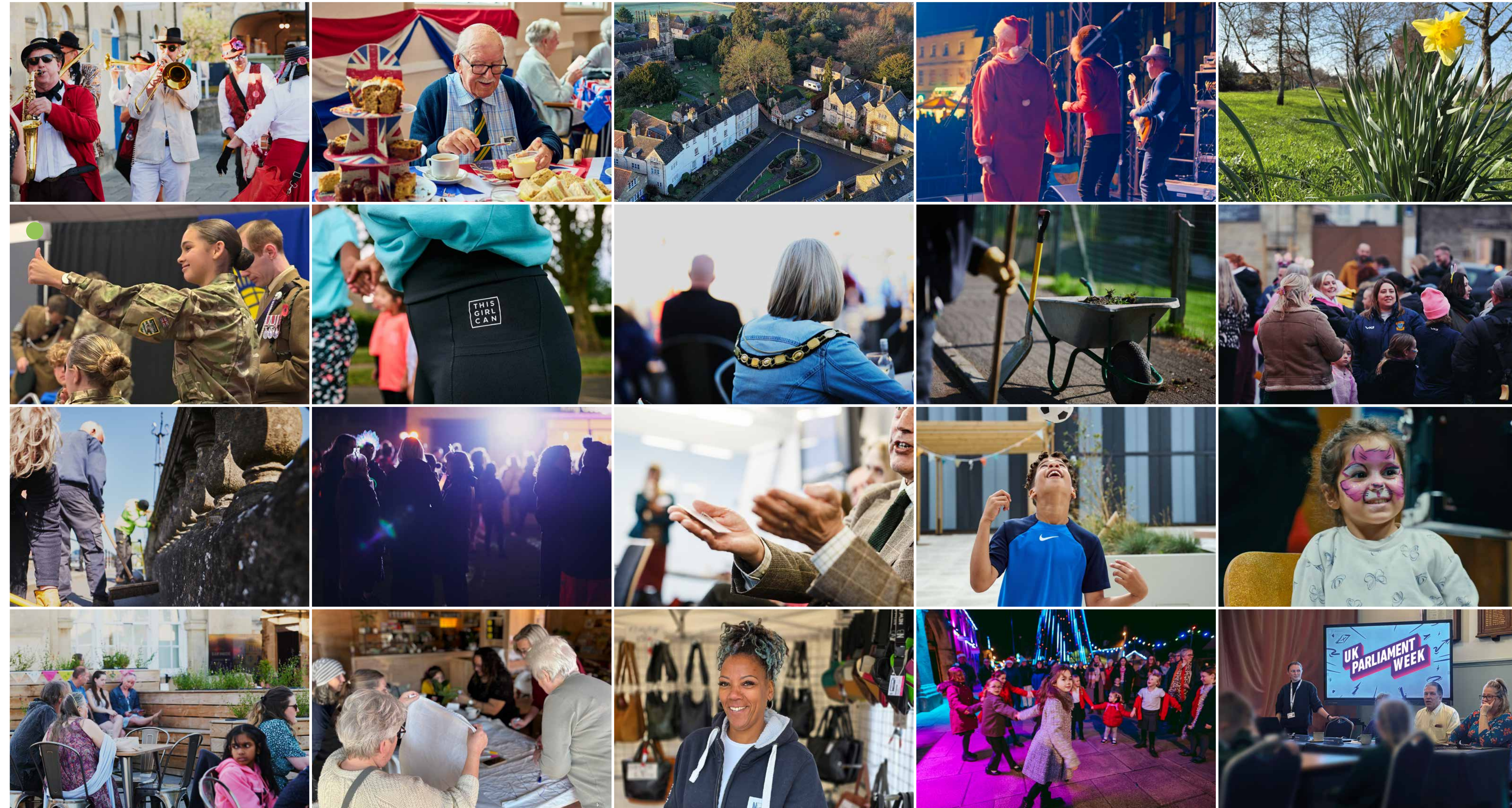
Brand toolkit | imagery

16

Wherever possible, imagery should feature Melksham residents and communities, reflecting the Council's role in supporting local people and helping shape the places where they live, work and spend their time.

Photography should combine both portrait and candid documentary-style imagery. Where appropriate permissions have been obtained, subjects may engage directly with the camera. In situations where consent is not practical or appropriate, a more observational approach should be used, employing composition, cropping and camera angles that help protect individual identities while capturing authentic moments.

Images that convey a sense of place should showcase the diversity of Melksham's neighbourhoods, landmarks and public spaces. While the Town Hall remains an important civic building, photography should not rely on it exclusively and should instead reflect the wider character of the town and parish.



Brand toolkit | imagery

17

Wherever possible, imagery should feature Melksham residents and communities, reflecting the Council's role in supporting local people and helping shape the places where they live, work and spend their time.

Photography should combine both portrait and candid documentary-style imagery. Where appropriate permissions have been obtained, subjects may engage directly with the camera. In situations where consent is not practical or appropriate, a more observational approach should be used, employing composition, cropping and camera angles that help protect individual identities while capturing authentic moments.

Images that convey a sense of place should showcase the diversity of Melksham's neighbourhoods, landmarks and public spaces. While the Town Hall remains an important civic building, photography should not rely on it exclusively and should instead reflect the wider character of the town and parish.



fig 15

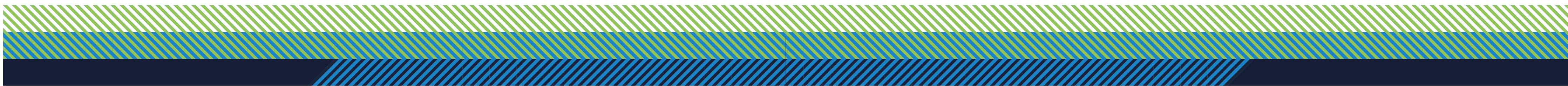
Brand toolkit | graphic elements | cross-hatch

Graphic elements form an important part of the Council’s visual identity, helping to strengthen brand recognition, improve navigation and wayfinding, and create distinction beyond the logo alone.

The cross-hatch graphic element (fig. 13) is derived from the texture within the logo, which itself draws inspiration from the engraved detailing found on the historic Civic Crest. This creates a visual link between the Council’s heritage and its contemporary identity.

Figure 12 illustrates one example of how the cross-hatch element can be applied. The pattern is highly flexible and may be recoloured using any approved brand colour (see page 13), as well as rotated, scaled, cropped or adapted to create balanced and engaging compositions suitable for a wide range of applications.

fig 14



When used alongside other brand assets, the cross-hatch element can introduce structure, movement and visual interest to layouts (fig. 15). It can also fulfil more functional roles, such as providing a high-visibility graphic treatment for vehicles (fig. 16), while maintaining a consistent and recognisable Council identity.

fig 16



Brand toolkit | graphic elements | gradient

The gradient element is created using colours from the Council's brand palette (see page 13 for colour specifications) and provides a flexible, distinctive device for enhancing brand recognition and visual impact.

Three approved gradient variations are available:

- fig 17 – MTC Green 250 transitioning to MTC Green 500, with a 50% blend midpoint.
- fig 18 – MTC Green 500 transitioning to MTC Blue 750, with a 50% blend midpoint.
- fig 19 – A combination of Figures 15 and 16, creating a three-colour gradient blend.

Gradients can be used to create balanced and engaging compositions across a wide range of applications. Their simplicity and flexibility make them particularly effective for reinforcing brand recognition, supporting signposting and creating a consistent visual presence across digital and physical communications.

Gradients can be deployed quickly and consistently, making them especially well suited to high-volume communications and fast-moving digital content where efficiency and consistency are important.

Examples of gradient usage can be found throughout these guidelines. The social media signposting example shown here (fig. 20) demonstrates how gradients can be used as a clear and recognisable brand cue, helping content stand out while maintaining consistency across channels.

fig 20



fig 17

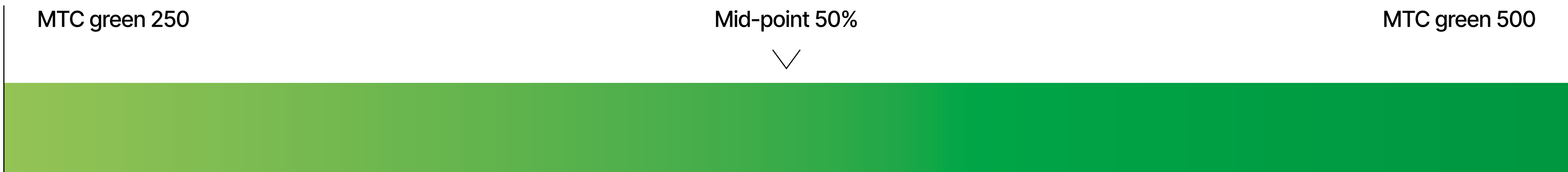


fig 18

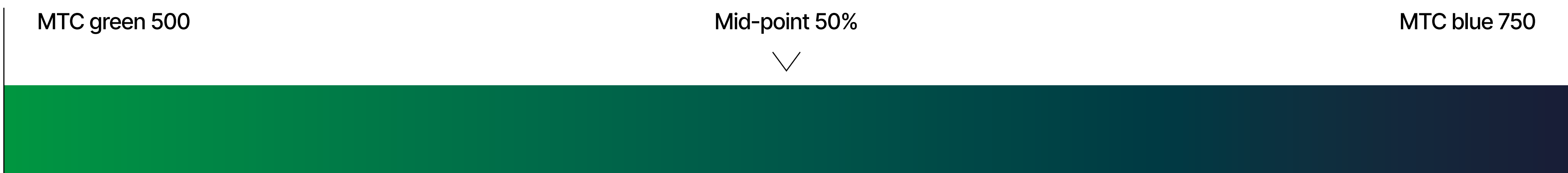
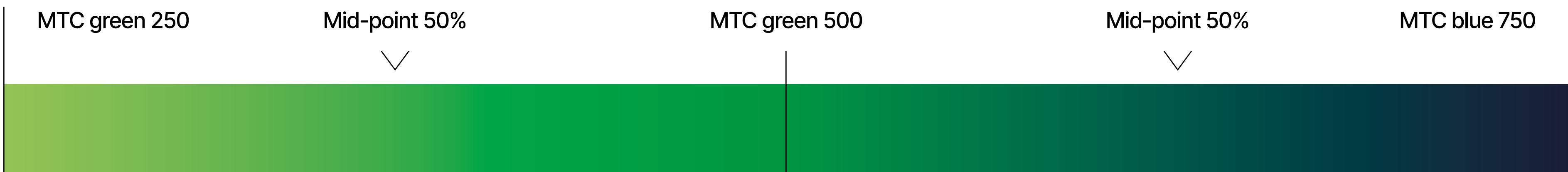


fig 19

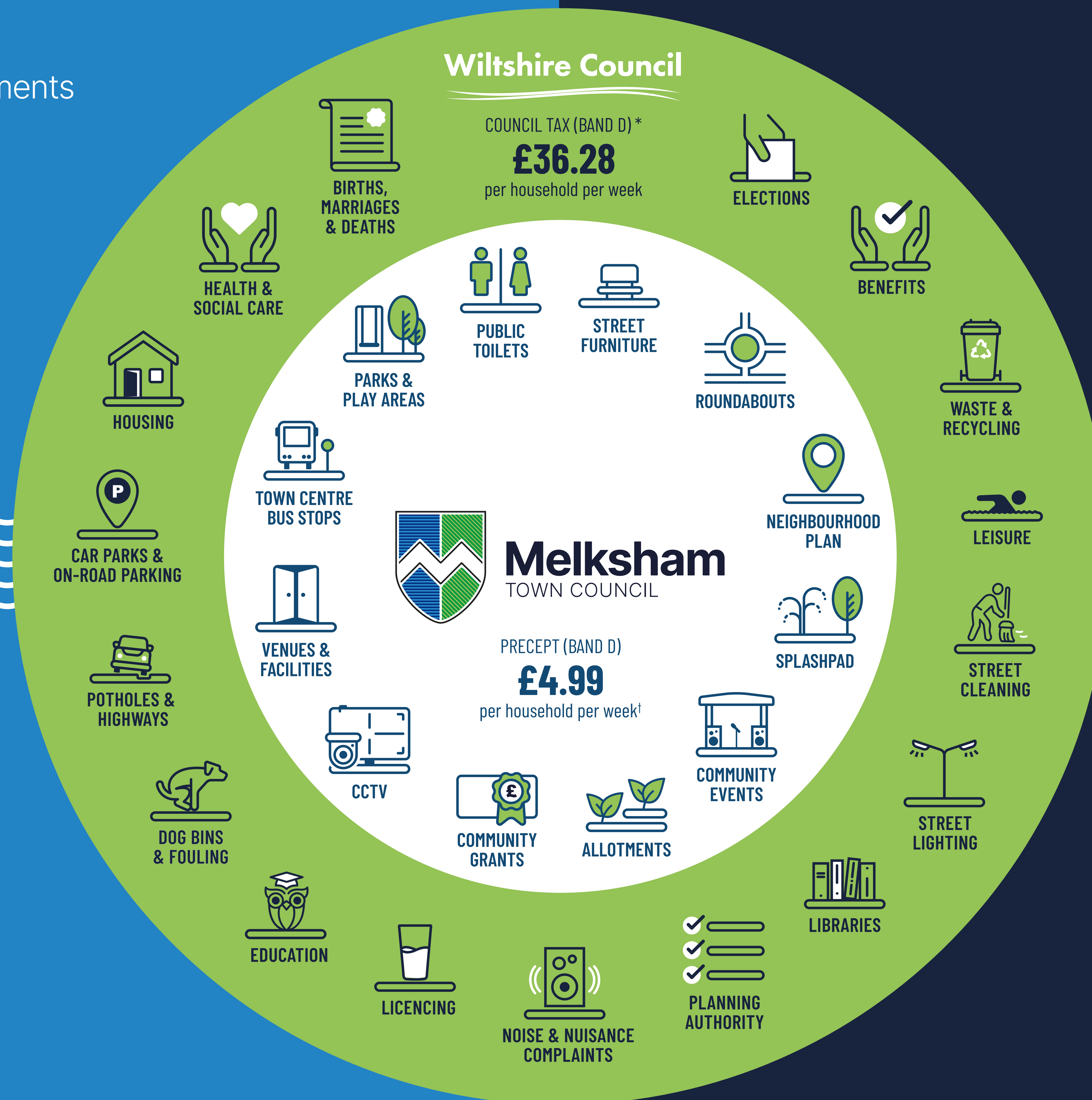


Brand toolkit | graphic elements iconography



In some applications, photography may not be practical, appropriate or available. In these situations, iconography provides a flexible and effective way to communicate key messages while maintaining a consistent visual identity.

Icons should use a consistent mid-weight outline style wherever possible, ensuring clarity, consistency and alignment with the wider visual identity. Icons should primarily



be rendered using approved brand colours, with highlight colours used selectively to emphasise specific elements, direct attention or reinforce meaning.

This approach helps maintain a cohesive visual language while providing sufficient flexibility to communicate a wide range of subjects and services effectively.

Campaign

The **#loveMelksham** campaign marque is an invitation for residents, officers and councillors to celebrate, champion and take pride in Melksham.

The marque can be used in two ways, illustrated over the following pages.



Campaign | #loveMelksham

1. As a sign-off on corporate and operational communications where the **#loveMelksham** message is appropriate. In this application, the marque appears at the conclusion of the communication, such as at the bottom of a page or on a back cover, and plays a supporting role to the Melksham Town Council logo.



Campaign | #loveMelksham

2. As a lead message on community-focused communications where the #loveMelksham message is central to the subject matter. In this application, the marque takes a more prominent position, such as within a headline or key campaign message, with the Melksham Town Council logo acting as an endorsement or sign-off.

In this role, the **#loveMelksham** marque becomes the primary public-facing message, helping to create an approachable, community-led voice that residents can identify with and support. The Melksham Town Council logo provides endorsement and accountability, demonstrating that the initiative, campaign or communication is backed by the Council while allowing the #loveMelksham message to take centre stage.



examples





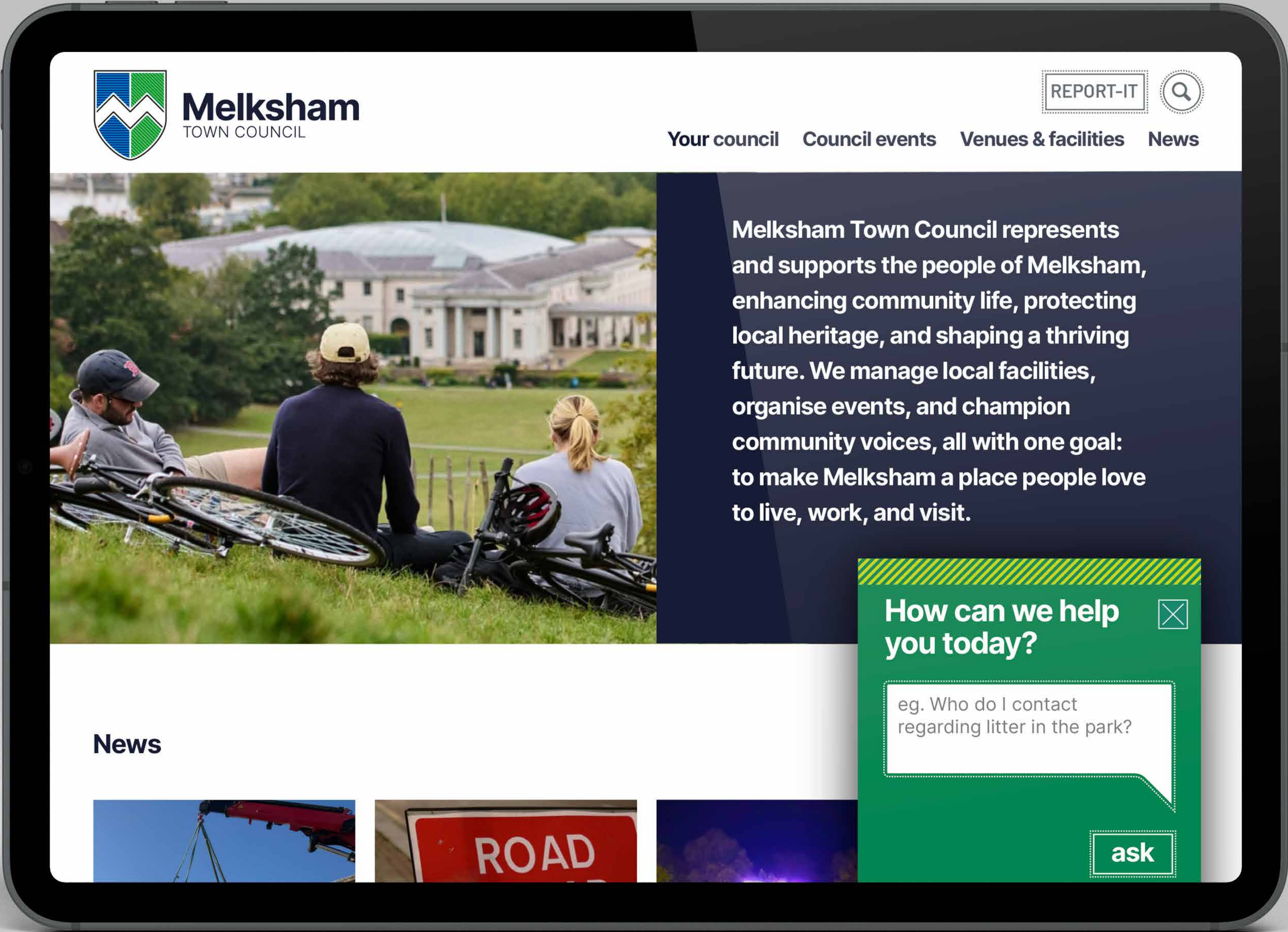
Melksham
TOWN COUNCIL

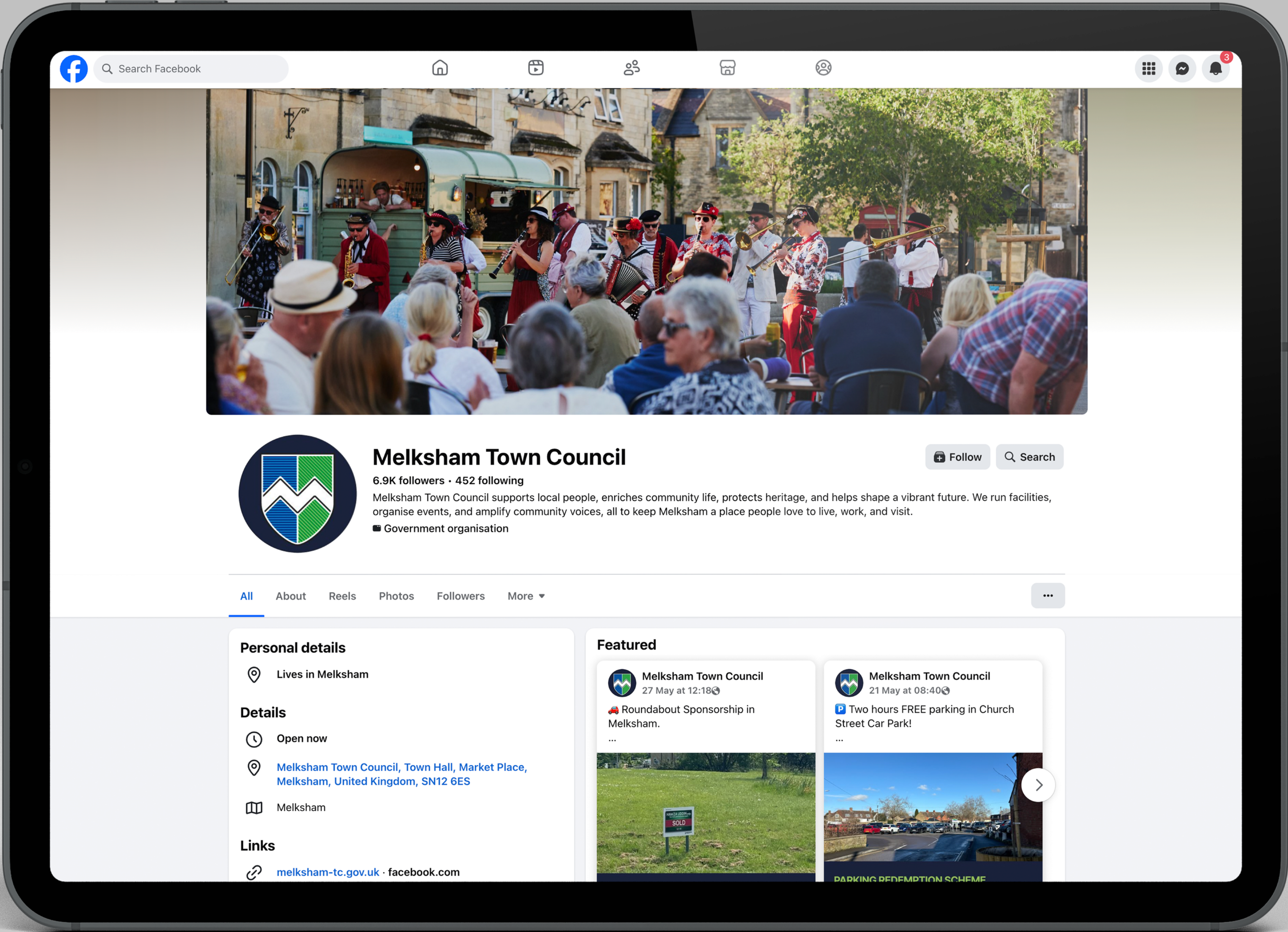
Hayley Bell
Town Clerk / Chief Executive Officer
hayley.bell@melksham-tc.gov.uk
01225 704 187
melksham-tc.gov.uk















examples | livery

34



examples | high vis



examples | high vis



examples | caps

37





examples | lamppost banner





Melksham
TOWN COUNCIL

Council newsletter

Spring 2026



**Fresh perspective.
Lasting purpose.**

Introducing our Town Plan for 2026-2029

Melksham Town Council's Town Plan 2026-2029 sets out a clear and ambitious vision for the next three years – one that places people, place and pride at the heart of everything we do.

More than a list of intentions, the Town Plan is a practical roadmap. It defines our priorities, guides our decisions, and sets out how we will measure progress. It brings clarity for residents, accountability for councillors, and confidence for the partners and organisations we work alongside.

The plan builds on the strong foundations already in place. It reflects our continued commitment to supporting a connected community, protecting and enhancing our environment, creating opportunities for residents and businesses, and ensuring the council remains transparent, well-run and financially responsible.

Alongside the Town Plan, we will publish a detailed annual Action Plan, setting out the projects and activities to be delivered each year. This will be reviewed regularly so progress can be tracked, reported and clearly understood – not just in what we aim to achieve, but in what we deliver.

Most importantly, this plan is rooted in Melksham itself. It reflects the ideas, aspirations and priorities of the people who live and work here, and strengthens our commitment to working in partnership to deliver meaningful, lasting outcomes.

Together, this Town Plan represents our ongoing commitment to building a town that is vibrant, inclusive and sustainable – a place people are proud to live, work and visit.

Other news

Friday Light Live Launch

Melksham Town Council is launching Friday Light Live, a new early evening event designed to bring a relaxed, family-friendly atmosphere to Melksham Market Place while supporting the town's night-time economy.

Taking place on the last Friday of each month throughout the summer from May, the low-cost event will showcase local talent and encourage residents and visitors to spend time in the town centre and support nearby businesses.

Market Place will be set out with seating to create a welcoming social space for performances, which may include music, dance, poetry and other local acts, with a varied programme each month.



The initiative, proposed at the Town Council's Community Development meeting in March, will run as a summer trial and be kept under review.

The first event takes place on Friday 29 May 2026 at 18:00, and residents are invited to attend and support the launch. Those interested in performing can register at <https://tinyurl.com/yab2rste>

Free the Night lights up Melksham

On Friday 5 March 2026, hundreds of people of all ages came together to march through Melksham Town Centre, united in their call for a safer, more equal world for women. The powerful community event, Free The Night, brought people onto the streets in a visible stand against violence, fear, and inequality, with an amazing atmosphere felt throughout the evening.

As one of the Mayor's chosen charities, Melksham Town Council was proud to work in partnership with FearFree to bring this inspiring initiative to the town. The event highlighted the strength and compassion of the local community, sending a clear message that abuse and intimidation have no place in Melksham.

Activities continued throughout the evening, from a live radio broadcast to vibrant performances including belly dancing, alongside homemade gyros served by Evie's Kitchen at King George V Playing Fields. These moments of celebration reflected a community united not only in raising awareness, but in supporting one another.



**Mayor's Reception
raises over £3,600
for local charities**

On Saturday 14 March, Melksham Assembly Hall hosted a vibrant Mayor's Reception, raising over £3,600 for FearFree and Wiltshire and Bath Air Ambulance while celebrating the town's dedicated volunteers.

The hall was transformed with colourful décor and festoon lighting by Light Fantastic. Guests were welcomed by Mayor Saffi Rabey, alongside the Town Crier and cadets, before enjoying a surprise flamenco performance and authentic tapas from Evie's Kitchen.

The 2026 Civic Awards recognised Carolyn Fernandes, Wendy Isaacs, Ellis Holloway and Karen Dwyer for their outstanding community contributions.

Thanks go to all attendees, supporters and sponsors (TaxAssist Accountants, The Hiding Place, CrossFit Civitas, Melksham Recycling & Skips, Planet Leasing Stanmore, Dick Lovett, Rhino Play and Shutterly Fabulous) for their generosity.



Photography: Kyle Stevens

**Melksham Town Centre Focus Day
brings fresh look ahead of summer**

Melksham Town Centre received a dedicated day of maintenance on Wednesday 22 April 2026 as part of the new Town Centre Focus Day, designed to improve cleanliness, appearance and the overall welcome of the town ahead of summer.

Following a Council resolution on 20 April, the initiative targets key areas of the town centre to ensure spaces remain clean, safe and well maintained, supporting efforts to enhance the high street for residents and visitors.



Photography: Kyle Stevens

The Town Council's Amenities Team carried out a range of works including weed control, litter picking, and graffiti removal. The aim is to deliver visible improvements where they are most needed.

Residents were encouraged to highlight priority areas in advance, helping ensure the work focused on spaces used most often. Local businesses were also invited to take part by tidying shop fronts and improving the appearance of their premises.

The initiative supports Melksham Bloomers and the town's entry into the South West in Bloom competition, which recognises community efforts to improve local environments.



Planning Committee Terms of Reference

The Committee will meet to consider all planning applications in the town.

Comments will be sent to Wiltshire Council as part of their consultation procedure. The aim is to use guidance contained in the National Planning Policy Framework, the Joint Melksham Neighbourhood Plan, planning legislation, Wiltshire Council's Core Strategy and Local Plan, Policy and Periodic Planning Guidance notes to preserve and enhance the town's character, whilst encouraging its commercial and social vitality. It will also consider the contents and desires laid out in the Neighbourhood Plan and Local Plan.

Where appropriate, planning applications submitted in the Parish of Melksham Without may also be discussed and commented on if relevant to the Town Council.

Highway issues raised for the Local Highways and Footpath Improvement Group (LHFIG), Emergency Planning and Flood Plans will also be managed by this Committee.

1. **Membership** – seven elected Members.
 - 1.1 Invited officers and volunteers to enable events to be run, who have will have no voting rights.
 - 1.2 No business may be transacted at a meeting unless at least 50% of the whole number of members of the committee, rounded up, are present.
 - 1.3 Substitution of Members - Substitutes should be nominated by the Member of the Committee planning to be absent and notified to the Proper Officer in writing by 3pm on the day of the meeting.
2. **Delegated Business** – The Committee has been delegated to deal with the following matters on an ongoing basis or to conclusion:
Planning
 - 2.1 At meetings to consider all planning applications sent for consultation by Wiltshire Council.
 - 2.2 To comment on behalf of the Town Council on planning applications having due regard to Town Council policy.
 - 2.3 To delegate the power to the Town Clerk in discussion with the Town Mayor or Deputy Town Mayor, to make recommendations to Wiltshire Council on minor revisions to applications for which there is insufficient time to call a planning committee meeting. The exercise of this power should be consistent with established practice and policy of the committee, where defined, and shall be reported to the next planning committee meeting.
 - 2.4 To deal with requests for street naming.

Town Hall, Market Place, Melksham SN12 6ES
towncouncil@melksham-tc.gov.uk | 01225 704 187

melksham-tc.gov.uk



Agenda

Planning

- | | | |
|-----|--|---------------|
| 1. | Apologies | 19.00 – 19.01 |
| | To receive and consider acceptance for apologies and absences
(Local Government Act, 1972 s.85) | |
| 2. | Declaration of interests | 19.01 – 19.02 |
| | To declare an interest relating to the business of the meeting.
(Melksham Town Council Code of Conduct) | |
| 3. | Minutes | 19.02 – 19.05 |
| | To approve the minutes of the previous meeting 19 May 2026
(Local Government Act 1972, s. 12) | |
| 4. | Public Participation | 19.05 – 19.25 |
| | To allow public participation, 3 minutes per person; 20-minute allocation.
(Local Government Act 1972, s. 12) | |
| 5. | Planning Considerations | |
| | Planning Considerations Members to note that when responding to planning applications consideration should be given to the Melksham Joint Neighbourhood Plan, the Wiltshire Core Strategy and the National Planning Policy Framework (NPPF). | |
| 6. | Planning Applications | |
| | To comment on the following planning applications | |
| 6.1 | PL/2026/02835 - Removal/variation of conditions | |
| | Address: 3 Lowbourn, Melksham, SN12 7DZ | |
| | Proposal: Variation of condition 2 (approved plans) of planning consent PL/2023/05617 to remove the second floor accommodation, dormer windows, and rear Velux windows. Changes will result in a reduction in ridge height of 1.45m. There is also a proposed end gable window in plot nine. Removal of condition 8 attached to the parent permission, as the Velux windows are no longer required to implement the development | |
| | Respond by: 12 June 2026 | |

Town Hall, Market Place, Melksham SN12 6ES
towncouncil@melksham-tc.gov.uk | 01225 704 187

melksham-tc.gov.uk



Poster templates | council brand-led

43



More information
tinyurl.com/y5zreu9r

COMMUNITY

Meet Melksham

Come and find out what's happening in your community.

- ⇒ Explore local groups, activities, and events
- ⇒ Meet people who share your interests
- ⇒ Find support for wellbeing and social connection
- ⇒ Pick up useful contacts for future activities

Get involved, get connected, and make the most of Melksham.

Melksham Assembly Hall
SATURDAY 16 MAY – 10:00-13:00




More information
melksham-tc.gov.uk/events

COMMUNITY

FREE Park Yoga

Start your Sunday with outdoor yoga in the park.

- ⇒ 9:30-10:30am
- ⇒ King George V Playing Field
- ⇒ Park Yoga sessions are free, friendly and open to everyone of all abilities
- ⇒ Free drop-in
- ⇒ No booking required

King George V Playing Field
EVERY SUNDAY, 3 MAY-13 SEPTEMBER




More information
tinyurl.com/48k6uv3x

COMMUNITY

FRIDAY LIGHT LIVE

Frome Street Bandits

FREE EVENT

Frome Street Bandits

Market Place, Melksham
FRIDAY 29 MAY – 18:00-19:00



CIVIC



Agenda packs available 3 working days before meeting date. Download at melksham-tc.gov.uk/meetings

MAY 2026

11.05.26	19:00	Annual Meeting
19.05.26	19:00	Economic

JUNE 2026

01.06.26	19:00	Assets and Facilities
02.06.26	19:00	Planning
08.06.26	18:00	Grants
	19:00	Community
15.06.26	19:00	Finance
22.06.26	17:45	People
	19:00	Full council
23.06.26	19:00	Planning

JULY 2026

14.07.26	19:00	Planning
27.07.26	19:00	Full Council

AUGUST 2026

04.08.26	19:00	Planning
25.08.26	19:00	Planning

SEPTEMBER 2026

14.09.26	19:00	Community
15.09.26	19:00	Planning
28.09.26	17:45	People
	19:00	Full Council

OCTOBER 2026

05.10.26	19:00	Assets and Facilities
06.10.26	19:00	Planning
19.10.26	19:00	Finance
27.10.26	19:00	Planning

NOVEMBER 2026

17.11.26	19:00	Planning
23.11.26	18:00	Grants
	19:00	Full council

DECEMBER 2026

07.12.26	19:00	Assets and Facilities
08.12.26	19:00	Planning

JANUARY 2027

11.01.27	19:00	Community
12.01.27	19:00	Planning
18.01.27	19:00	Finance
25.01.27	19:00	Full Council

FEBRUARY 2027

01.02.27	19:00	Assets and Facilities
09.02.27	19:00	Planning
15.02.27	19:00	Finance
22.02.27	17:45	People
	19:00	Full council

MARCH 2027

02.03.27	19:00	Planning
15.03.27	19:00	Annual Town Meeting
22.03.27	19:00	Full Council
23.03.27	19:00	Planning

APRIL 2027

05.04.27	19:00	Assets and Facilities
12.04.27	19:00	Community
13.04.27	19:00	Planning
19.04.27	19:00	Finance
26.04.27	17:45	People
	19:00	Full council

Town Hall, Market Place

MAY 2026 – APRIL 2027



Melksham
TOWN COUNCIL

COMMUNITY

Free* family events for the summer school holidays

Monday	Tuesday	Wednesday	Thursday	Friday
			23 JULY Free Family Film 10:00 (SEN) 14:00 Assembly Hall Us Girls – Rugby Taster w/ Bath Rugby 15:00 - 16:00 Kingfisher Court, King George V Park	24 JULY
27 JULY Canoe Taster Session 10:00 - 12:00 Adventure Centre, King George V Park	28 JULY	29 JULY ATB Scooter & Skateboard 11:00 - 15:00 Skatepark, King George V Park	30 JULY Free Family Film 10:00 (SEN) 14:00 Assembly Hall Us Girls – Bootcamp w/ Energy 15:00 - 16:00 Kingfisher Court, King George V Park	31 JULY Canoe Taster Session 10:00 - 12:00 Adventure Centre, King George V Park Friday Light Live w/ Wade Merritt 18:00 - 19:00 Market Place
3 AUGUST	4 AUGUST	5 AUGUST	6 AUGUST Free Family Film 10:00 (SEN) 14:00 Assembly Hall Us Girls – w/ Mighty Girls 15:00 - 16:00 Adventure Centre, KGV	7 AUGUST Free Football Fridays 10:00 - 14:00 King George V Park
10 AUGUST	11 AUGUST Nature's Wonders 11:00 - 13:00 King George V Park	12 AUGUST ATB Scooter & Skateboard 11:00 - 15:00 Skatepark, KGV Circus Skills (Mr Bert) 14:00 - 16:00 King George V Park	13 AUGUST Us Girls – Future of Football 15:00 - 16:00 Kingfisher Court, King George V Park	14 AUGUST Canoe Taster Session 10:00 - 12:00 Adventure Centre, King George V Park
17 AUGUST Canoe Taster Session 10:00 - 12:00 Adventure Centre, King George V Park Nature's Wonders 11:00 - 13:00 King George V Park	18 AUGUST	19 AUGUST	20 AUGUST Free Family Film 10:00 (SEN) 14:00 Assembly Hall Us Girls – Park Yoga 15:00 - 16:00 King George V Park	21 AUGUST Free Football Fridays 10:00 - 14:00 King George V Park
24 AUGUST	25 AUGUST	26 AUGUST	27 AUGUST Free Family Film 10:00 (SEN) 14:00 Assembly Hall Us Girls – Spin & Gym 15:00 - 16:00 Community Campus	28 AUGUST Friday Light Live 18:00 - 19:00 Market Place



*Events are free but some have limited space and require booking. For more information visit melksham-tc.gov.uk/events/



Melksham
TOWN COUNCIL





1080px x 1080px



COUNCIL MEETING

Full council

Melksham Town Hall

MELKSHAM TOWN COUNCIL | CIVIC

1080px x 1080px



JOB VACANCY

Seasonal amenities assistant

MELKSHAM TOWN COUNCIL | OUR TEAM

1080px x 1080px



Road closure

A350 Lacock

MELKSHAM TOWN COUNCIL | CIVIC

Social media | formal messaging

48

1080px x 1080px



1080px x 1080px



1080px x 1080px



MEETING
Full Council

DATE
28/09/26

TITLE
Play Area Procurement – Public

AUTHOR(S)
CEO

Report



Dunch Lane and Riverside Play Parks: Preferred Contractor Report

Report to Council for decision | September 2026

PART ONE — PUBLIC REPORT

PUBLIC DOCUMENT: Intended for consideration in open session.

1. Purpose of Report

This report asks Council to consider the appointment of the preferred contractor for the redevelopment of Dunch Lane and Riverside Play Parks. It summarises the project background, the proposed designs, costs, community engagement, procurement process, legal compliance, key risks and the decisions required before contract award.

2. Executive Summary and Proposed Decision

Officers recommend that Council appoints **Dragon Play & Sports Ltd**, subject to verification of the signed moderation record, due diligence, final design agreement and execution of the written contract. The procurement was advertised nationally through Contracts Finder, with a tender return deadline of 6 August 2026. Three submissions were received and designs were subsequently made available for public comment through online and in-person channels. The preferred tender is **£120,000 excluding VAT**.

3. Background

Council identified Dunch Lane and Riverside as priority sites for refurbishment following concerns about the condition, quality, safety and accessibility of existing provision. The project is intended to create two complementary play offers: Dunch Lane as an inclusive early-years environment for children aged 0–4, and Riverside as an adventurous destination play area for children aged 5 and over. The specification requires high play value, inclusive access, durable and sustainable materials, clear sightlines, safe circulation, appropriate surfacing, ease of maintenance and scope for future adaptation. The project supports the Town Plan priorities to protect, enhance and maintain community spaces, improve play parks and maintain transparency in financial matters.

Discussions are under way with Wiltshire Council regarding the reconfiguration of the Dunch Lane area of use. To avoid delaying the procurement and delivery programme, it is proposed that officers are delegated authority to progress and conclude these discussions, agree the necessary operational arrangements and incorporate any non-material changes into the final design, provided that the approved project scope, procurement requirements and budget are not materially altered.

The Invitation to Tender was issued on 25 June 2026, with clarification questions due by 10 July and tenders due by 6 August 2026. Tender documentation set an estimated value below £120,000, a works contract, fixed pricing, completion of all parks by 31 March 2026, 30-day payment terms, environmental requirements, CDM application and specified insurance levels. Contracts Finder was used to advertise the opportunity nationally, supported by publication on the Council's procurement webpage. Suppliers were provided with common tender documents and a controlled submission route.

4. Proposed Designs

4.1 Dunch Lane Play Park

The preferred design should provide a welcoming, low-level and easy-to-supervise environment for younger children. The tendered concepts include themed imaginative play, climbing and balancing, swings, slides, inclusive rotating or bouncing equipment, communication and sensory panels, natural play, accessible routes, seating, bins, landscaping and improved boundary or entrance arrangements. Detailed design must confirm that equipment is age-appropriate, that inclusive equipment is integrated rather than isolated, and that paths and activity zones permit children of differing abilities to play together.

4.2 Riverside Play Park

The preferred design should create a destination play experience for older children, reflecting the riverside setting and enabling active, social and challenging play. Tendered concepts include climbing and traverse equipment, rope and basket swings, a zipwire, nets, dynamic spinning equipment, retained or refurbished existing items, seating, cycle parking, landscape features and routes that allow future additions. The final design should maintain open sightlines, protect retained trees and features, confirm the treatment of the existing fence in light of consultation feedback, and provide safe, accessible circulation.

4.3 About PiPA Play

PiPA Play Plan Inclusive Play Areas is a UK social enterprise whose purpose is to improve accessible and inclusive outdoor play facilities for children and families. It

provides independent design guidance, consultation and assessment for new and existing play areas. Its framework considers the whole visitor experience, including the journey to the site, access into and around the play space, supporting facilities, sensory opportunities, social inclusion and varied forms of active or dynamic play.

PiPA describes its accreditation as the only independent tool dedicated to assessing inclusive provision in outdoor play areas. The assessment approach was developed with inclusive-play and disability-sector expertise, has been recognised through the UK Government's Accessible Britain Challenge and has been identified by the British Design Council as good practice for play-area design. Its involvement provides specialist challenge and guidance, but it does not replace the Council's statutory duties, procurement evaluation, technical standards, risk assessments or independent post-installation safety inspection. PiPA Play should not be confused with the separate PIPA scheme for inflatable-play inspections.

For this project, PiPA Play's role will be to support the partnership review of the initial contractor designs and help identify barriers or gaps affecting children and family members with differing physical, sensory, communication and cognitive needs. Its advice will inform amendments intended to make the final layouts genuinely inclusive and family-friendly, with access, play value and social participation considered across the whole site rather than through isolated items of accessible equipment.

Design development and conditions before award: following the meeting with PIPA Play, all designs submitted at the initial tender stage will require amendment and further discussion to ensure that the final proposals provide fully family-friendly, inclusive and high-quality play areas. Council is therefore being asked to approve the preferred contractor, not to approve the submitted designs in full. Once the contractor has been confirmed, a partnership meeting will be held with the contractor, PIPA Play and relevant Council representatives to review and amend the designs so that they meet the needs of children, families and carers. Officers should then obtain and agree final drawings, equipment schedules, surface specifications and critical fall heights; colours, themes, fencing and retained items; drainage and ground conditions; and an independent post-installation inspection before either park opens. Any refinement must remain within the competed scope, approved budget and procurement requirements.

5. Community Engagement and Outcomes

The initial brief was informed by the Council's wider parks survey, including local priorities for pre-school, primary and secondary-age provision and accessible equipment. Following shortlisting, the three suppliers' play park design concepts were displayed and promoted from 25 August to 6 September 2026. The concepts were shared on the Council's social media channels and displayed at the Town Hall so that

residents could easily access, view and compare the proposals. Residents could respond through an online feedback form, leave written comments at the Town Hall, comment in person at the Food and River Festival, and access information through the Council website, site posters and letters delivered to nearby residents. The consultation asked respondents to compare the three concepts for each park and, for Riverside, to comment on whether the existing fence should be retained or removed.

Consultation outcome:

Dunch Lane

187 votes were collected in the online vote, and an additional 169 paper votes were recorded, for a total of 356 votes for Dunch Lane designs. Dragon Play & Sports received the most votes overall.

Provider	Online	Offline	Total
Dragon Play & Sports	63	114	177
Ten Group	15	19	34
Wicksteed Leisure	109	36	145
Total	187	169	356

Respondents who voted for Dragon Play & Sports commented on the variety and range of equipment, as well as it's age-appropriateness.

Respondents who voted for Ten Group commented its unique elements compared to other play areas in the local area.

Respondents who voted for Wicksteed Leisure commented on its variety and range of equipment, particularly the in-ground trampoline, as well as it's accessibility.

Regardless of choice of provider, the need for more shade and seating was prevalent. Voters were particularly interested in having an area set aside for football.

Riverside

187 votes were collected in the online vote, and an additional 181 paper votes were recorded, for a total of 368 votes for Riverside designs. Dragon Play & Sports received the most votes overall.

Provider	Online	Offline	Total
Dragon Play & Sports	61	113	174
Ten Group	16	19	35
Wicksteed Leisure	110	49	159
Total	187	181	368

Respondents who voted for Dragon Play & Sports commented on the climbing and

adventure play elements. They thought that the design had good variety from other play areas in the local area and that it suited the intended age group.

Respondents who voted for Wicksteed Leisure commented thought that the design appeared exciting and had a range of equipment, in particular equipment for climbing.

Regardless of choice of provider, shade and seating were prevalent themes, as with Dunch Lane. At Riverside, respondents preferred the option to have keep secure fencing around the play area, followed by the option to have a mix of fencing and natural planting.

Melksham Town Council will work with Melksham News to provide residents with clear, timely and accessible communications about the preferred contractor, design-development process, construction programme, site access arrangements and progress toward completion.

6. Procurement and Legal Compliance

The procurement commenced after 24 February 2025 and is therefore governed by the Procurement Act 2023 and the Procurement Regulations 2024. The estimated value was below £120,000 excluding VAT and, even when VAT is included for statutory valuation purposes, is well below the 2026 works threshold of £5,193,000. It is therefore a below-threshold works contract rather than covered procurement. Part 6 of the Act applies to regulated below-threshold contracts, together with the Council's Standing Orders, Financial Regulations and procurement policy. The Council must also comply with the general law duties of rational decision-making, fiduciary responsibility, proper use of public money and its published tender rules.

The process evidences compliance through publication of the opportunity on Contracts Finder and the Council website; a clear specification and timetable; use of a controlled tender portal; common instructions and submission requirements; tender evaluation on the most advantageous tender rather than lowest price alone; requests for references, insurance, health and safety, social value, sustainability, aftercare and spare-parts information; and public engagement used to inform design refinement. Before award, the procurement file should contain the signed individual scores, moderation record, conflict-of-interest declarations, due-diligence checks, clarification log and reasons for the award decision. Any post-tender design change must remain within the scope of the competition and must not alter the published award basis or confer an unfair advantage.

For a notifiable below-threshold contract, officers should publish the required contract details notice on the central digital platform and include the supplier identifier required from 1 April 2026. The contract should incorporate the statutory 30-day payment term.

Records must be retained to support transparency, audit and any challenge. Publication and reporting requirements should be checked against the final VAT-inclusive contract value and current Cabinet Office guidance immediately before award.

6.1 Wider Legislative and Technical Requirements

- **Equality Act 2010:** the Council must have due regard to equality impacts and ensure that reasonable, inclusive access is embedded in routes, surfacing, equipment choice and opportunities for shared play.
- **Health and Safety at Work etc. Act 1974 and Management of Health and Safety at Work Regulations 1999:** risk assessment, competent contractors, safe systems of work and ongoing management are required.
- **Construction (Design and Management) Regulations 2015:** the Council must discharge its client duties, ensure suitable principal designer and principal contractor arrangements, provide pre-construction information and obtain the construction phase plan and health and safety file.
- **Occupiers' Liability Act 1957 and Occupiers' Liability Act 1984:** the Council must take reasonable care to maintain safe premises for visitors and address foreseeable risks.
- **BS EN 1176 and BS EN 1177:** equipment, installation, inspection, maintenance and impact-attenuating surfacing should meet the relevant current standards. These standards support evidence of reasonable practice but do not replace site-specific risk assessment.
- **Environmental and information law:** contract management should cover waste duty of care, responsible disposal and recycling, biodiversity and drainage considerations, UK GDPR and Data Protection Act 2018 requirements for consultation data, and disclosure duties under the Freedom of Information Act 2000 and Environmental Information Regulations 2004.
- **Safeguarding:** contractors must maintain secure sites, prevent unauthorised access and coordinate communications where work is close to children and families.

7. Key Risks and Mitigations

Comprehensive project risk register				
Risk	Likelihood / impact	Mitigation and controls	Owner	Residual risk
Procurement challenge or unsuccessful	Medium / High	Complete and sign the individual and moderated evaluation records; evidence	Financial Officer (RFO) acting as Procurement Lead	Low–Medium

bidder complaint		application of the published criteria; retain clarification and conflict-of-interest records; verify due diligence; issue consistent bidder communications; publish required notices; obtain procurement or legal advice before any material change.		
Appointment proceeds before the preferred bidder, score or authority is properly confirmed	Low / High	Do not issue an award or instruction until Council has approved the decision, the signed moderation record is verified, delegated authority is clear and the written contract has been executed.	Responsible Financial Officer / CEO	Low
Design amendments create a material change to the competed requirement	Medium / High	Establish the Council-approved design, scope, budget, quality criteria and programme as the project baseline. The Operations Manager must enter every proposed change in the change log and prepare an impact assessment covering justification, cost, time, quality, benefits, risks and procurement compliance. No	CEO, Responsible Financial Officer (RFO) acting as Procurement Lead, Operations Manager	Low–Medium

		scope change may be instructed or implemented without the Chief Executive's clear written approval. Any change outside agreed tolerances or delegated authority, or which materially alters the competed requirement, must be escalated by the Chief Executive to Council before commitment.		
Final designs are not fully child-friendly, family-friendly or inclusive	Medium / High	Use PiPA Play's whole-site inclusive design framework; engage children, families, carers and disabled users where practicable; assess routes, entrances, seating, sensory provision, communication, supervision, challenge and social play; complete an Equality Act review and document how feedback has been addressed before design sign-off.	Project Lead / PiPA Play / Contractor	Low–Medium
Safety, technical-standard or CDM non-compliance	Low–Medium / High	Confirm competent principal designer and principal contractor arrangements; approve pre-construction information and the construction phase plan; require compliance	Principal Designer / Principal Contractor / Council Client / Operations Manager	Low

		evidence for BS EN 1176 and BS EN 1177; review critical fall heights and surfacing; undertake installation checks and an independent post-installation inspection; prevent opening until significant defects are rectified.		
Unforeseen ground conditions, drainage, utilities, contamination or restricted access	Medium / High	Complete site investigations, utility searches and drainage checks before mobilisation; confirm access and storage arrangements; protect retained trees and features; clearly allocate ground-risk responsibility in the contract; maintain a contingency and require prompt early-warning notices.	Operations Manager / Contractor	Medium
Delay to Wiltshire Council agreement on reconfiguration of the Dunch Lane area of use	Medium / High	Nominate a lead officer and decision timetable; maintain written actions and escalation points; use delegated authority for non-material operational changes; identify a deliverable fallback layout; refer any material land, scope or budget issue urgently to Council.	Chief Executive / Operations Manager	Medium

Programme delay, long equipment lead times or failure to meet the approved completion date	Medium–High / High	Resolve the inconsistency in the current completion date before award; agree a realistic baseline programme, critical path, approvals calendar, procurement lead times and weather allowances; require fortnightly progress reporting, early-warning notices, recovery plans and contractual remedies; phase works where this protects delivery without compromising safety.	Operations Manager / Contractor	Medium
Cost overrun, inflation, variations or inadequate contingency	Medium / High	Agree a fixed-price scope where practicable; verify exclusions and assumptions; maintain a cost plan and contingency; prohibit unauthorised variations; require written quotations and approval before change; report forecast final cost regularly; refer any increase beyond delegated limits to Council.	Responsible Financial Officer	Low–Medium
Stage payments are made before satisfactory	Low–Medium / High	Define measurable payment milestones in the contract; require invoices, progress evidence	Responsible Financial Officer / Operations Manager	Low

completion or evidence		and contract-manager certification; retain an appropriate final sum until snagging, inspection and handover are complete; reconcile payments against the approved contract value and variation log.		
Contractor financial failure, capacity constraints or poor performance	Low–Medium / High	Complete financial, insurance, reference and capacity checks; verify supply-chain arrangements and lead times; include performance milestones, reporting, default and termination provisions; monitor delivery and quality; ensure ownership of paid-for materials is protected where appropriate; maintain a business-continuity response.	Chief Executive / RFO	Medium
Poor workmanship, defective equipment or incomplete handover	Medium / High	Approve samples and technical submissions; undertake hold-point inspections; maintain a defects and snagging log; require manufacturer certificates, warranties, as-built information, asset register, O&M manuals and the	Operations Manager / Independent Inspector	Low

		health and safety file; link final payment to accepted handover and rectification.		
Inadequate maintenance, inspections or spare-parts support after opening	Medium / High	Assess whole-life costs before final design approval; agree routine, operational and annual inspection responsibilities; secure warranties, maintenance schedules, training, spare-parts availability and response times; allocate an ongoing revenue budget and record assets in the Council's inspection system.	Operations Manager	Low–Medium
Safeguarding incident, unauthorised site access, vandalism or theft during works	Medium / High	Require secure fencing, controlled deliveries, daily site checks, safeguarding arrangements and emergency contacts; separate the public from construction activity; secure tools and materials; coordinate with nearby residents and partners; report and investigate incidents promptly.	Principal Contractor / Operations Manager	Low–Medium
Resident dissatisfaction, misinformation or consultation	Medium / Medium–High	Publish clear decision boundaries, explain that Council is appointing the contractor rather	Communications Lead / Project Lead	Low–Medium

expectations are not met		than approving initial designs in full, provide design and programme updates through the Council and Melksham News, nominate a contact for enquiries, maintain a complaints log and explain how consultation feedback influenced the final designs.		
Environmental harm, tree damage, waste, flooding or biodiversity impact	Low–Medium / Medium–High	Complete environmental, drainage and tree checks; protect retained features; specify responsible sourcing and waste management; require lawful disposal and recycling evidence; plan for weather and flood risk; reinstate disturbed areas and monitor defects in landscaping.	Operations Manager / Contractor	Low–Medium
Accessibility is compromised by later value engineering or maintenance decisions	Medium / High	Identify inclusive features and accessible routes as protected design requirements; require Equality Act and PiPA Play review of substitutions; prohibit removal or downgrading without documented approval; include ongoing maintenance of accessible surfacing	Project Lead / Operations Manager	Low

		and equipment in the asset plan.		
Commercially sensitive or personal information is disclosed improperly, or information is withheld without lawful justification	Low–Medium / Medium–High	Separate the public report from the exempt appendix; apply Schedule 12A and the public-interest test; minimise and securely circulate confidential material; redact personal data; keep a disclosure decision record; review sensitivity after award and publish information required by procurement law.	Clerk / Committee Clerk	Low
Insurance, liability or incident-response arrangements are inadequate	Low / High	Verify required insurance limits and policy validity before work begins; require prompt notification of incidents and claims; retain inspection and maintenance records; agree emergency and closure procedures; review Council insurance before opening.	RFO / Operations Manager	Low
Benefits are not realised or usage does not meet community needs	Medium / Medium	Define measurable outcomes for inclusivity, play value, satisfaction and usage; conduct post-opening review with children, families and partners; monitor defects, complaints	Operations Manager / Community Engagement Lead	Low–Medium

		and usage; use findings to adjust maintenance, communication and future improvements.		
--	--	---	--	--

Risk management and reporting: the Operations Manager should maintain this register as a live document from award through the defects period. Risks should be reviewed at least fortnightly during design and construction, and immediately after any significant change, incident or delay. Any risk rated high after mitigation, any forecast overspend, material scope change, safety concern, procurement concern or threat to the approved completion date should be escalated promptly to the Chief Executive and Council in accordance with delegated authority and financial regulations.

8. Governance and Contract Management

The Chief Executive and Operations Manager should act as the Council's client representatives, with the **Operations Manager serving as the Council's named contract manager** and taking responsibility for day-to-day delivery, design coordination, programme, risks, quality checks, resident communications and reporting. In accordance with a PRINCE2-style change-control approach, the approved design, scope, budget, quality criteria and programme will form the project baseline. The Operations Manager will record each proposed change in a change log, assess its justification and likely effect on cost, time, quality, benefits, risks and procurement compliance, and submit a written recommendation to the Chief Executive. **No change to project scope may be instructed or implemented without the Chief Executive's clear written approval.** Where a proposed change would exceed the tolerances or delegated authority approved by Council, materially alter the competed requirement, increase the approved budget or threaten the agreed completion date, the Chief Executive must escalate it to Council for a decision before commitment. The Responsible Financial Officer will retain responsibility for financial controls and payment authorisation. No work should commence until the contract is signed, insurance and competency checks are complete, CDM appointments are confirmed, the construction phase plan is accepted and funding is available. **Payment will be made through a staged approach linked to agreed project milestones.** Each stage payment will be released only after the Operations Manager has confirmed satisfactory completion of the relevant work and the Responsible Financial Officer has authorised payment in accordance with the Council's financial controls. Final payment will be dependent on completion, snagging, inspection certification, warranties, as-built information and receipt of the O&M handover pack.

9. Recommendations

1. That Council notes the procurement process, design development and community engagement undertaken for Dunch Lane and Riverside Play Parks.
2. That Council confirms Dragon Play & Sports Ltd as the preferred contractor, following verification that it achieved the highest compliant moderated score under the published award criteria, and notes that this decision approves the contractor rather than the initial submitted designs in full.
3. That Council approves a contract sum of £120,000 excluding VAT, funded from earmarked reserves.
4. That payments are made through a staged approach linked to agreed project milestones, with each payment subject to satisfactory evidence of completion confirmed by the Operations Manager and authorised by the Responsible Financial Officer in accordance with the Council's financial controls.
5. That Council establishes the approved design principles, project scope, budget, quality criteria and programme as the project baseline and delegates authority to the Chief Executive to approve changes within the tolerances and authority agreed by Council. The Operations Manager must record and assess every proposed change through the change log, including its effect on cost, time, quality, benefits, risks and procurement compliance. No change to project scope may be instructed or implemented without the Chief Executive's clear written approval. Any change outside agreed tolerances or delegated authority, including a material change to the competed requirement, approved budget or completion date, must be escalated to Council for decision before commitment.
6. That, once the preferred contractor is confirmed, officers arrange a partnership meeting with the appointed contractor, PIPA Play and relevant Council representatives to review and amend all initial submitted designs so that the final proposals provide fully family-friendly, child-friendly and inclusive play areas, provided that all refinements remain within the competed scope, approved budget and procurement requirements.
7. That the project programme requires completion of all parks by 31 March 2026, and that officers take all reasonable steps within their delegated authority to avoid delay.
8. That Melksham Town Council works with Melksham News to provide clear and timely communications to residents throughout design development and project delivery.
9. That officers are delegated authority to progress and conclude discussions with Wiltshire Council regarding the reconfiguration of the Dunch Lane area of use, and to agree any associated non-material operational and design changes, so that the project timetable is not delayed, provided that the approved budget, procurement requirements and overall project scope are not materially altered.

10. That contract award remains subject to satisfactory due diligence, references, insurance, health and safety information, CDM arrangements, Equality Act review, final standards-compliant drawings and publication of all required procurement notices.
11. That neither play park opens until an independent post-installation inspection has been completed, all high-risk or significant defects have been rectified, and the Council has received the health and safety file, certificates, warranties, asset register and O&M manual.

Appendix A: Council Post-Confirmation Project Delivery Checklist

Council actions from contractor confirmation to project closure		
Complete	Stage / Council action	Responsible officer
☐	1. Record the Council decision: finalise the minutes and decision record, confirming the selected contractor, contract sum, funding, contingency, delegated authority, design principles, programme and any conditions attached to approval.	Committee Clerk / Chief Executive
☐	2. Complete the procurement file: verify and sign the individual and moderated evaluation records, conflict declarations, clarification log and reasons for award; complete references, financial checks, insurance and supplier due diligence.	Responsible Financial Officer acting as Procurement Lead
☐	3. Notify tenderers: issue accurate award and unsuccessful-bidder communications, manage any clarification or complaint, and retain a complete correspondence record.	Responsible Financial Officer / Chief Executive
☐	4. Publish required procurement information: publish the applicable contract details notice and other required award information, including the supplier identifier, and review Part Two material for transfer to the public record when sensitivity has passed.	Responsible Financial Officer / Committee Clerk
☐	5. Confirm funding and financial controls: verify budget, earmarked reserve, VAT treatment, contingency, purchase order, staged payment	Responsible Financial Officer

	milestones, retention or final-payment controls and delegated variation limits.	
☐	6. Conclude land and operational arrangements: finalise discussions with Wiltshire Council on the Dunch Lane area of use, access, responsibilities and any permitted non-material changes; escalate any material issue to Council.	Chief Executive / Operations Manager
☐	7. Hold the design partnership meeting: meet with the contractor, PiPA Play and relevant Council representatives; agree the design-review process, actions, responsibilities and timetable.	Operations Manager
☐	8. Finalise inclusive designs: agree drawings, equipment schedules, age ranges, inclusive and sensory provision, accessible routes, seating, surfacing, critical fall heights, fencing, colours, themes, retained equipment, drainage, landscaping and maintenance requirements.	Operations Manager / PiPA Play
☐	9. Complete equality and consultation review: document how resident feedback and the needs of children, carers and disabled users have influenced the final designs, and confirm compliance with the approved design principles.	Operations Manager / Community Engagement Lead
☐	10. Approve the project baseline: record the final scope, designs, price, quality criteria, programme, milestones, risk register and benefits as the controlled baseline; open and maintain the change log.	Chief Executive / Operations Manager / Responsible Financial Officer
☐	11. Execute the written contract: confirm the fixed scope and price, programme, payment schedule, change control, insurance, warranties, inspection, defects, reporting, termination, data, safeguarding and handover requirements before signature.	Chief Executive / Responsible Financial Officer
☐	12. Discharge CDM client duties before mobilisation: confirm competent principal designer and principal contractor appointments, provide pre-construction information, review the construction phase plan and verify welfare, safeguarding, emergency and site-security arrangements.	Operations Manager acting for the Council as Client
☐	13. Complete pre-start site checks: confirm utilities, drainage, ground conditions,	Operations Manager

	contamination, tree protection, ecology, access, deliveries, storage, compound arrangements, permits and neighbour considerations.	
☐	14. Approve the mobilisation and communications plan: confirm start date, site closures, resident notices, Council website and Melksham News updates, enquiry contact, complaints route and emergency contacts.	Operations Manager / Communications Lead
☐	15. Issue formal authority to commence: confirm that the contract is signed, funding is available, insurances and competencies remain valid, designs are approved and all pre-start conditions have been met before permitting work to begin.	Chief Executive / Operations Manager
☐	16. Monitor delivery: hold regular progress meetings; review programme, risks, quality, safety, costs, lead times, complaints and early warnings; maintain decisions, actions, photographs and reports.	Operations Manager
☐	17. Control changes: enter every proposed variation in the change log, assess cost, time, quality, benefits, risk and procurement impact, obtain written approval before instruction and escalate matters outside delegated tolerances to Council.	Operations Manager / Chief Executive / Responsible Financial Officer
☐	18. Certify stage payments: check each invoice against the contract, approved milestones, progress evidence and variation log; obtain Operations Manager certification and Responsible Financial Officer authorisation before payment.	Operations Manager / Responsible Financial Officer
☐	19. Complete quality and installation checks: review certificates and technical submissions, inspect hold points, verify surfacing and critical fall heights, maintain the defects and snagging log and require prompt rectification.	Operations Manager / Principal Designer
☐	20. Arrange independent post-installation inspection: commission the inspection for both parks, review the report and ensure all high-risk or significant defects are rectified and rechecked before opening.	Operations Manager / Independent Inspector
☐	21. Accept handover information: receive and verify the health and safety file, as-built drawings,	Operations Manager

	certificates, warranties, asset register, O&M manuals, maintenance schedules, spare-parts information, training records and emergency contacts.	
☐	22. Prepare for safe opening: confirm insurance, routine and operational inspection arrangements, staff training, signage, cleansing, grounds maintenance, defect reporting, asset records and ongoing revenue budget.	Operations Manager / Responsible Financial Officer
☐	23. Authorise opening: record written confirmation that inspection, handover and operational-readiness conditions are satisfied; approve the public opening and issue resident communications.	Chief Executive / Operations Manager / Communications Lead
☐	24. Process final payment: reconcile contract value, approved variations and payments; confirm completion, snagging, inspection and handover obligations; retain any sum required for unresolved defects.	Responsible Financial Officer / Operations Manager
☐	25. Manage the defects period: inspect and record defects, enforce response times and warranties, verify rectification and complete an end-of-defects inspection before releasing any remaining retention or closing the contract.	Operations Manager / Responsible Financial Officer
☐	26. Review benefits and community outcomes: gather feedback and monitor inclusivity, accessibility, usage, play value, complaints, incidents and maintenance requirements; agree any corrective actions.	Operations Manager / Community Engagement Lead
☐	27. Close the project: prepare the final cost and outcome report, record lessons learned, archive procurement and contract records, update the risk and asset registers, complete final transparency review and report closure to Council.	Chief Executive / Operations Manager / Responsible Financial Officer / Committee Clerk

END OF PART ONE — PUBLIC REPORT