

Hart District Council - Shapley Heath Garden Community

Appendix 3 - Project Plan 2020/21



	Key Priorities and Work streams (identifying milestone, issue, barrier or opportunity being addressed)	Capacity Funding			Specific Milestones (including those expressed in bid to join the Garden Communities programme)	Deadline	Key Actions (including any tasks to be undertaken by Homes England)	RESPONSIBILITY	Progress (including project issues and risks)	R A G
		Funding Period	2019/2020	2020/2021						
PROJECT MANAGEMENT & RESOURCES	Recruit full time dedicated administrative support into the GC Team (New resource)	HE Funding	£38,700.00	£38,700.00	Appointment to the new administrative role (Garden Community Project Support Officer - Start date)	02/10/2020	Draft JD Undertake recruitment process including interviews	HDC GC Team	Completed At risk: No applicants applied. Given the job losses as a result of COVID-19, re-run the recruitment process. Advertising w/c 24/08/2020 At risk: If HE Capacity Funding Bid is unsuccessful, this post is at risk and the pace of the project will be impacted	G O
	Recruit full time dedicated senior role into the GC Team (New resource)	HE Funding	£53,367.00	£53,367.00	Appointment to the new senior officer role (Garden Community Engagement and Communications Officer - Start date)	02/10/2020	Draft JD Undertake recruitment process including interviews	HDC GC Team	Completed Revised programme due to COVID-19: Advertising w/c 24/08/2020 At risk: If HE Capacity Funding Bid is unsuccessful, this post is at risk and the pace of the project will be impacted	G O
	Recruit full time dedicated senior role into the GC Team (New resource)	HE Funding - Competitive Bid: Fees to be accrued 2020/2021	-	£59,080.50	Appointment to the new senior officer role (Garden Community Land Manager - Start date)	31/12/2020	Draft JD Undertake recruitment process including interviews	HDC GC Team	Completed Revised programme due to COVID-19: Advertising w/c 05/10/2020 At risk: If HE Capacity Funding Bid is unsuccessful, this post is at risk and the pace of the project will be impacted	G O
DELIVERABILITY (AFFORDABILITY and VIABILITY)	Establish what legal agreements in place for current land	-	-	-	Establish all relevant land and equalisation	17/02/2020	Set up a meeting with Homes England and promoter/developers	HE/ Joint C.Ex/ HDC GC Team	Completed	G
	Appoint consultant to provide ongoing surveying advice (land ownership/option agreements, equalisation, land values, etc.)	-	-	-	Appoint Consultant	13/01/2020	Draft procurement documents (brief etc.) Undertake procurement process (Internal process/HE process)		On track	G
	Appoint consultant to provide a Strategic Economic Outline Case	HE Funding - Competitive Bid: Fees to be accrued 2020/2022	-	£5,000.00	Appoint Consultant	20/11/2020	Draft procurement documents (brief etc.) Undertake procurement process (Internal process/HE process)		On track: Potential for delays due to CV19	G
	Draft the Strategic Economic Outline Case	See above	-	-	Publish the Strategic Economic Outline Case	TBC (Second SHGCOB meeting)	Instruct the consultant to produce the Strategic Economic Outline Case Sign off draft of Strategic Economic Outline Case Present the draft Strategic Economic Outline Case to the Garden Community Opportunity Board		On track	G
	Appoint consultants to provide options and mechanisms for delivery, leading to the creation of a delivery plan for consideration by the Board (e.g. JV or development corporations, Community Land trust etc.)	HE Funding	£10,400.00	-	Appoint Consultant	13/01/2020	Draft procurement documents (brief etc.) Undertake procurement process (Internal process/HE process)		At risk: If HE Capacity Funding Bid is unsuccessful, commissioning this report is at risk and the pace of the project will be impacted	O
	Establish current land values (no scheme principle) and engage with Homes England on the use of a development appraisal tool.	-	-	-	Establish current land values	TBC	Discuss with Homes England the use of their development appraisal tools/external resources. Use appropriate development appraisal tools to establish viability levels. Prepare summary of the current land values		Completed	G
	Appoint consultant to provide a high level viability report	HE Funding - Competitive Bid: Fees to be accrued 2020/2022	-	£10,000.00	Appoint Consultant	01/07/2021	Draft procurement documents (brief etc.) Undertake procurement process (Internal process/HE process)		On track	G
	Draft the high level viability report	See above	-	-	Publish the High Level Viability Report	TBC (Third SHGCOB meeting)	Instruct the consultant to produce the High Level Viability Report Sign off draft of High Level Viability Report Present the draft High Level Viability Report to the Garden Community Opportunity Board		At risk: If HE Capacity Funding Bid is unsuccessful, commissioning this report is at risk and the pace of the project will be impacted	O
Establish the Stakeholder Forum and Land Owners Forum	-	-	-	Set up the Stakeholder Forum and Land Owners Forum	TBC (First SF Meeting)	Instruct consultant to set up the Stakeholder Forum Appoint external membership to each of the forums Arrange individual inception meetings with each key partner to confirm main contact, roles, responsibilities, project management tools/timetable, and establish the principle of a Memorandum of Understanding etc. First Forum Meetings	Completed On track: Potential for delays due to CV19	G O		
								On track: Potential for delays due to CV19	O	
								At risk: SF/LF delayed due to CV19. Postponed until October 2020	O	

CLEAR IDENTITY AND STRONG LOCAL VISION AND ENGAGEMENT	Undertake a Communities Survey establishing residents views on what makes a good community	Included within Community Engagement funding stream	-	-	Publish the Communities Survey (Results)	TBC (Second SHGCOB meeting)	Instruct consultants to produce the Communities Survey Scope out the key questions of the Communities Survey (internal) Launch and run the COVID-19 Survey (with continuous monitoring and targeting of specific groups if required) Summarise the finding of the Survey Present COVID-19 Survey results to the Stakeholder Forum Scope out the key questions of the Communities Survey Launch and run the Communities Survey (with continuous monitoring and targeting of specific groups if required) Summarise the finding of the Survey Present Communities Survey results to the Stakeholder Forum Present Communities Survey results to the Garden Community Opportunity Board	HDC GC Team	Completed Completed Completed Completed At risk: SF/LF delayed due to CV19. Postponed until October 2020 At risk: SF/LF delayed due to CV19. Postponed until October 2021 On track: Digital only (due to CV19) On track On track: Potential for delays due to CV19 On track: Potential for delays due to CV19	G G G G O O G G G G
	Establish an effective engagement strategy with communities	Included within Community Engagement funding stream	-	-	Publish Engagement Strategy (live document)	TBC (Second SHGCOB meeting)	Instruct consultants to produce the draft Engagement Strategy Scope out the key aims and objectives of the Engagement Strategy with the Stakeholder Forum as well as potential participants for the workshop (see below) Arrange workshop with a wide range of the community/community groups (especially young people who tend to be underrepresented) to establish: - Who should be consulted - What are the most effective methods of consultation and when should consultation happen Review first draft of the Engagement Strategy Present the Engagement Strategy by the Stakeholder Forum Present the Engagement Strategy by the Garden Community Opportunity Board	HDC GC Team	Completed At risk: SF delayed due to CV19. Postponed until October 2021 At risk: Potential for delays due to CV19 At risk: To limit delay, the strategy can be drafted and then the strategy tested at SF/public consultation On track: Potential for delays due to CV19 On track: Potential for delays due to CV19	G O O G G
	Create an online space where information on the potential Garden Community can be held, for residents and stakeholders	HE Funding - Competitive Bid: Fees to be accrued 2020/2021	-	£50,000.00	Launch the Garden Community website (Basic website)	30/04/2021	Instruct consultants to produce the Website Strategy Review Website Strategy Draft procurement documents (briefs etc.) regarding website engineers Undertake procurement process (Internal process/HE process) Set up the Garden Community Website - Phased approach	HDC GC Team	Completed Completed At risk: If HE Capacity Funding Bid is unsuccessful, commissioning the website is at risk and the pace of the project will be impacted At risk: If HE Capacity Funding Bid is unsuccessful, commissioning the website is at risk and the pace of the project will be impacted TBC: Phased development with landing page going live January 2021	G G O O G
DRT	In accordance with the agreed process (see Project Management and Resources), appoint consultants or instruct third parties to appoint consultants to undertake relevant baseline surveys (Transport and Modal Shift and Utilities). These studies will inform the place-making documents that will make up the Shapley Heath Prospectus.	-	-	-	Publish the baseline surveys	By November 2021	Draft procurement documents (briefs etc.) Undertake procurement process (Internal process/HE process/third party process) where required. Inception meeting with HDC Technical Lead Review first draft of the baseline surveys Present the findings of the baseline surveys to the Forums Present the findings of the baseline surveys to the Garden Community Opportunity Board	HDC GC Team/Promoters	Completed Completed On track: Potential for delays due to CV19 On track: Potential for delays due to CV19 On track: Potential for delays due to CV19 On track: Potential for delays due to CV19	G G G G G
	In accordance with the agreed process (see Project Management and Resources), appoint consultants to undertake strategy reports (Homes, Economy and Employment, Retail and Education). These studies will inform the place-making documents that will make up the Shapley Heath Prospectus.	HE Funding - Competitive Bid: Fees to be accrued 2020/2021	-	£55,000.00	Publish the strategy reports	By November 2021	Draft procurement documents (briefs etc.) Undertake procurement process (Internal process/HE process) where required. Inception meeting with HDC Technical Lead Review first draft of the strategy reports Present the findings of the strategy reports to the Forums Present the findings of the strategy reports to the Garden Community Opportunity Board	HDC GC Team	On track At risk: If HE Capacity Funding Bid is unsuccessful, commissioning these reports are at risk and the pace of the project will be impacted	G O
							Set up team to delivery Hart's Green Grid Strategy		Completed	G

SUSTAINABLE SCALE AND TRANSP	Consult with our communities on what is achievable through the green corridors - what could and should it include? - Workshops with representative bodies on the green corridors to look at the detail	Included within Community Engagement funding stream	-	-	Publish the draft Green Grid Strategy (Public consultation to follow)	TBC (Second/Third SHGCOB meeting)	<ul style="list-style-type: none"> <li>Arrange workshop with a wide range of key stakeholders to establish: <ul style="list-style-type: none"> <li>- Vision and Objectives</li> <li>- Establish the main users groups, their needs/requirements (including vulnerable users)</li> <li>- Identify main designations and options for potential routes</li> <li>- Identify options for future proofing</li> <li>- Identify opportunities to increase access to sports/recreation facilities</li> <li>- Identify opportunities to enhance well-being facilities</li> <li>- Establish the needs/requirements of key sensitive and opportunity ecology sites</li> <li>- Identify options for key green corridors routes</li> <li>- Identify landscaping/biodiversity opportunities</li> <li>- Identify building options: material, lighting, signage and other furniture</li> <li>- Identify branding options to provide continuity across the grid: urban and rural</li> </ul> </li> <li>Summarise the finding of the workshop</li> <li>Launch and run the Green Grid Survey</li> <li>Summarise the finding of the Survey</li> <li>Present the finding of the Green Grid Survey and scope out the key aims and objectives of the Council's Green Grid with the Stakeholder Forum</li> <li>Draft the Green Grid Strategy</li> <li>Present the Green Grid Strategy to the Garden Community Opportunity Board</li> </ul>	Joint C.Ex/HDC GC Team	Completed	G	
									Completed	G	
										Completed	G
										At risk: SF/LF delayed due to CV19. Postponed until October 2020	O
										On track: Potential for delays due to CV19	O
WELL DESIGNED PLACES & GREAT HOMES	In accordance with the agreed process (see Project Management and Resources), instruct third parties to appoint consultants to undertake baseline surveys (Landscape, Flooding, Drainage and Water Management, Heritage). These studies will inform the place-making documents that will make up the Shapley Heath Prospectus.	Promoter/Developer Funding	-	-	Publish the baseline surveys	By November 2021	<ul style="list-style-type: none"> <li>Draft procurement documents (briefs etc.)</li> <li>Undertake procurement process (Internal process/HE process/third party process) where required.</li> <li>Inception meeting with HDC Technical Lead</li> <li>Review first draft of the baseline surveys</li> <li>Present the findings of the baseline surveys to the Forums</li> <li>Present the findings of the baseline surveys to the Garden Community Opportunity Board</li> </ul>	HDC GC Team/Promoters	Completed	G	
	In accordance with the agreed process (see Project Management and Resources), appoint consultants to undertake strategy reports (Urban Design and Place Storied/Branding). These studies will inform the place-making documents that will make up the Shapley Heath Prospectus.	HE Funding - Competitive Bid: Fees to be accrued 2020/202	-	£20,000.00	Publish the strategy reports	By November 2021	<ul style="list-style-type: none"> <li>Draft procurement documents (briefs etc.)</li> <li>Undertake procurement process (Internal process/HE process) where required.</li> <li>Inception meeting with HDC Technical Lead</li> <li>Review first draft of the strategy reports</li> <li>Present the findings of the strategy reports to the Forums</li> <li>Present the findings of the strategy reports to the Garden Community Opportunity Board</li> </ul>	HDC GC Team	On track	G	
	Phase One - Concept Masterplanning	Promoter/Developer Funding	-	-	Publish the Phase One Masterplan	By November 2021	<ul style="list-style-type: none"> <li>Draft procurement documents (briefs etc.)</li> <li>Undertake procurement process (Internal process/HE process) where required.</li> <li>Review first draft of the masterplan</li> <li>Present the findings of the masterplan to the Forums</li> <li>Present the findings of the masterplan to the Garden Community Opportunity Board</li> </ul>	HDC GC Team/Promoters	On track: Potential for delays due to CV19	G	
LEGACY AND STEWARDSHIP	Visit other successful Garden Communities to investigate forms of stewardship and legacy being built in elsewhere	-	-	-	Undertake virtual site visits	01/04/2021	<ul style="list-style-type: none"> <li>Arrange virtual site visits: Didcot, Culm, Tadpole and Poundbury</li> <li>Undertake virtual site visits</li> </ul>	Joint C.Ex/HDC GC Team	On track: Potential for delays due to CV19	G	
	Working with the consultants, begin consideration of the respective methods of long term stewardship	-	-	-	Publish the critical analysis of stewardship options	TBC (Second/Third SHGCOB meeting)	<ul style="list-style-type: none"> <li>Review and critically analysis methods of long term stewardship</li> <li>Present the report on the critical analysis of stewardship options to the Garden Community Opportunity Board</li> </ul>	HDC GC Team	On track: Potential for delays due to CV19	G	
FUTURE PROOFED	In accordance with the agreed process (see Project Management and Resources), appoint consultants to undertake strategy reports (Climate Change Mitigation, Renewable Energy, Innovation/Future Proofing -Transport, Innovation/Future Proofing -Technology and Lifestyle). These studies will inform the place-making documents that will make up the Shapley Heath Prospectus.	HE Funding - Competitive Bid: Fees to be accrued 2020/2021	-	£40,000.00	Publish the strategy reports	By November 2021	<ul style="list-style-type: none"> <li>Draft procurement documents (briefs etc.)</li> <li>Undertake procurement process (Internal process/HE process) where required.</li> <li>Inception meeting with HDC Technical Lead</li> <li>Workshop with LEP and other relevant key stakeholders</li> <li>Review first draft of the strategy reports</li> <li>Present the findings of the strategy reports to the Forums</li> <li>Present the findings of the strategy reports to the Garden Community Opportunity Board</li> </ul>	HDC GC Team/Promoters	On track	G	
OPEN SPACES	In accordance with the agreed process (see Project Management and Resources), instruct third parties to appoint consultants to undertake baseline surveys (Agricultural Land Classification, Air Quality, Noise, Contamination, Trees, Ecology and Biodiversity). These studies will inform the place-making documents that will	Promoter/Developer Funding	-	-	Publish the baseline surveys	By November 2021	<ul style="list-style-type: none"> <li>Draft procurement documents (briefs etc.)</li> <li>Undertake procurement process (Internal process/HE process/third party process) where required.</li> <li>Inception meeting with HDC Technical Lead</li> <li>Review first draft of the baseline surveys</li> <li>Present the findings of the baseline surveys to the Forums</li> </ul>	HDC GC Team/Promoters	Completed	G	
									Completed	G	
									On track: Potential for delays due to CV19	G	
									On track: Potential for delays due to CV19	G	

HEALTHY PLACES & GREEN INFRASTRUCTURE	Review and agree the place-making documents that will make up the Shapley Heath Prospectus.						Present the findings of the baseline surveys to the Garden Community Opportunity Board		On track: Potential for delays due to CV19	G
	In accordance with the agreed process (see Project Management and Resources), appoint consultants to undertake strategy reports (Health Needs and Impact, Active Lifestyles, Green Infrastructure (including Community Facilities/Sports and Leisure/Play Space)). These studies will inform the place-making documents that will make up the Shapley Heath Prospectus.	HE Funding - Competitive Bid: Fees to be accrued 2020/202	-	£65,000.00	Publish the strategy reports	By November 2021	Draft procurement documents (briefs etc.) Undertake procurement process (Internal process/HE process) where required. Inception meeting with HDC Technical Lead Review first draft of the strategy reports Present the findings of the strategy reports to the Forums Present the findings of the strategy reports to the Garden Community Opportunity Board	HDC GC Team	On track	G
									At risk: If HE Capacity Funding Bid is unsuccessful, commissioning these reports are at risk and the pace of the project will be impacted	O
TOTAL SPEND (against 2019/20 Total GC Award of £150K)			£149,967.00	£406,147.50						