

Didcot Garden Town programme - SMART dashboard updated 12 January 2026

| <div><div><div>Specific - whole project goal</div><div>Measurable - most recent and next milestones with dates</div><div>Achievable - risks to achievement of milestones (mitigation in project specific dashboards)</div><div>Relevant - big picture interdependence or cause and effect of non-delivery</div><div>Timescales - significant completion dates</div></div><div><div>Rating:</div><div>R = three or more workstreams are critical or paused</div><div>A = one or two workstreams need close attention to avoid becoming critical</div><div>G = workstreams progressing in line with agreed schedules and budgets</div></div></div> |  |   |  |   |  |  |
|--|--|---|--|---|--|--|
| RAG  | Specific   | Measurable (updated December 2025)  | Achievable   | Relevant  | Timescales   | 2025-26 Q3 update  |
| DGT led projects*  |  |   |  |   |  |  |
| G  | <b>1. Healthy Didcot</b><br>Work with partners to support the Healthy Didcot Action Plan implementation, to help address health and wellbeing inequalities identified in the Didcot Community Insight Profile, seeking budgets and leading projects where relevant.  | <ul style="list-style-type: none"><li>by end of March 2026 complete £50,000 UKSPF fund spend</li><li>by end of April 2026 report on how many groups have benefited from the UKSPF funded grants</li></ul>   | <ul style="list-style-type: none"><li>varied Steering Group member organisational processes risks non-agreement on criteria, which could delay time-constrained grant spend</li><li>time taken to sign-off transfer approvals risks non-transfer of funds, which would delay time-constrained grant spend</li><li>lack of resources risks untimely direct commissioning, which would cause underspend of time constrained grant</li></ul>  | The Didcot Community Insight profile identifies health inequalities in Didcot that can be improved by implementing the Healthy Didcot Action Plan. The £50,000 UKSPF funding is a significant boost to these projects but must be spent before 31 March 2026. Any balance after that will be lost and important health related projects will be non-viable.   | Exact timescales for the next phases of the project will be available in April 2026, following decisions on the UKSPF funded sub-projects.   | <b>Achieved</b> in this quarter in line with milestones: <ul style="list-style-type: none"><li>Steering Group agreed partnering criteria in alignment with Healthy Didcot Action Plan delivery</li><li>funding transferred to grant partners Didcot Powerhouse and Didcot Town Council</li><li>UKSPF funded Didcot Garden Town led Action Plan projects commissioned.</li></ul> <b>In addition:</b><br>The number of Healthy Didcot Partners, signed up to the Action Plan, has increased four-fold in the quarter.<br><b>On target</b> to achieve 2026 milestones.  |
| G  | <b>2. Leisure and recreation</b><br>Work with partners to enable local led sport and leisure facilities provision where need is identified in the Districts' Leisure Facilities Strategies and Playing Pitch Strategies and help existing s106 Agreements to be fulfilled.   | <b>By end of June 2026</b> report on number of: <ul style="list-style-type: none"><li>local organisations engaged with to achieve leisure and and sport outcomes</li><li>leisure facilities, playing pitches and improvements currently under construction and by whom.</li><li>leisure facilities and playing pitch projects completed and how they are to be managed.</li></ul> | <ul style="list-style-type: none"><li>poor attendance to the event risks lack of dialogue and networking, which would limit potential for improvements</li><li>poor quality feedback mechanisms at the event limits scope, which would limit monitoring effectiveness</li></ul>  | Focused input from the DGT team will support fulfilment of opportunities for developer-led sport and leisure gain that might otherwise be lost or mis-matched with potential users.   | The project is expected to continue until 2041 to support leisure provision in the Didcot area. Timescales for leisure and sports projects will be provided by end of September 2026 and reviewed annually.  | <b>Achieved</b> in this quarter in line with milestones: <ul style="list-style-type: none"><li>September Community Update meeting focused on Didcot's leisure and sports provision and opportunity for sports clubs and developers to network</li><li>leisure and sports monitoring commenced</li></ul> <b>In addition:</b> <ul style="list-style-type: none"><li>DGT supported three s106 planned leisure and sports improvements worth £35,813, including for cricket, football and community centre provision.</li></ul> <b>On target</b> to achieve 2026 milestones.   |
| G  | <b>3. Green infrastructure</b><br>Advocate for, lead on and where relevant seek funding for green infrastructure project implementation in Didcot's masterplan area and area of influence including mid and long-term projects identified in the Didcot Green Infrastructure Strategy 2024 to enhance access to and provide new multi-functional, connected Didcot green spaces. | <ul style="list-style-type: none"><li>by end of June publish invitation to tender/Quote for zone 1 (Station Rd) landscape works</li><li>by end of June complete detailed design for zone 3 (SE Didcot) landscape works</li><li>by end of September 2026 publish invitation to tender/Quote for zone 2 (Ladygrove) landscape works</li></ul>                                       | <ul style="list-style-type: none"><li>consultant being unclear about drawings and data they are to prepare risks additional delay, which may result in extended planning determination period and/or refusal</li><li>consultant not keeping to contracted programme of works risks delay, which would delay the procurement of contractors to deliver works on the ground in all zones</li><li>landowner potential objections to the proposals risks delay that may prevent completion of works.</li></ul>                                       | Current and future green infrastructure projects are essential for developing the perception of Didcot's status as a Garden Town and share dependencies with the rest of the DGT programme projects. Non-completion of these projects would result in loss of open space multi-functionality and lack of green placemaking.   | Completion of the first four Cabinet approved projects will be by the end of 2028. The remainder of the overall project as defined in the Cabinet approved Green Infrastructure Strategy 2024, is subject to availability of funding with medium-term projects expected to complete 2029-2034 and long-term beyond 2034. | <b>Milestone removed:</b> <ul style="list-style-type: none"><li>completed designs for town centre (zone 1) green infrastructure improvements were found to not require planning permission.</li></ul> <b>On target</b> to achieve 2026 milestones.   |
| G  | <b>4. Public art</b><br>Create public art installations in accordance with the approved Didcot Public Art Plan 2024.   | <ul style="list-style-type: none"><li>by end of May 2026 accept handover of Cow Lane strands 1 and 2 artwork installations</li><li>by end of June 2026 fabricate Didcot Hospital mosaic art</li><li>by end of September 2026 complete engagement for Marsh Bridge underpass art</li></ul>   | <ul style="list-style-type: none"><li>lack of available funding (s106 and others) may potentially halt one or more workstreams</li><li>lack of clarity on OCC policy approach to art on highway verges risks project time being wasted researching wrong locations, which would potentially hal one or more workstreams and have a reputational impact on the Garden Town</li><li>delays in creating artwork risks uncertainty around planning handover events or publicity, which would have a reputational impact on the Garden Town</li></ul> | The overall project to implement the Didcot Public Art Plan is led by the DGT team but in some cases this is through partnership working for example with the Oxford Health Charity, Didcot Town Council and Oxfordshire County Council. The public art projects are interdependent with section 106 availability, green infrastructure, placemaking and infrastructure development, which must be finalised before the associated public art can be created. | Phase one delivery of the Didcot Public Art Plan will be complete by the end of May 2026. Phase two and phase three are subject to funding availability and currently it appears one or more workstreams may be at risk.   | <b>Achieved</b> in this quarter in line with milestones: <ul style="list-style-type: none"><li>supported Oxford Health Charity s106 funds application for Didcot Hospital wayfinding art</li><li>confirmed that OCC policy regarding artwork on highway verges and roundabouts is approached on case by case basis subject to highway visibility.</li></ul> <b>In addition:</b> <ul style="list-style-type: none"><li>collaborated with Railway Centre and GWR on Didcot Parkway art</li><li>Station window art installed before Christmas</li><li>Cow Lane underpasss interactive lighting designs completed</li><li>supported Town Council's ongoing Edmonds Park art</li><li>supported East Hagbourne and Sutton Courtenay Parish Councils' S106 applications for art funding.</li></ul> <b>On target</b> to achieve 2026 milestones. |

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|---------------------------|---|--|---|--|--|---|
| A                         | <b>5. Wayfinding</b><br>Implement signage installation across Didcot in accordance with the Didcot Wayfinding Strategy 2024.  | <ul style="list-style-type: none"><li>• <b>by end of March 2026</b> contractor to create and install all signage, make good surroundings and recycle redundant signage</li><li>• <b>by end of June 2026</b> close this project</li></ul>   | <ul style="list-style-type: none"><li>• delays by internal and external parties in finalising Licences for access to carry out works risks additional delay to submitting a planning application, which would result in significant delays to implementation.</li><li>• refusal of planning permission risks significant further delay, which would have a negative reputational impact on the Garden Town</li></ul>  | Implementing the Didcot Wayfinding Strategy is interdependent with green infrastructure and other initiatives such as Nature Trails and Sustrans cycle routes. Successful implementation has the potential for roll-out by partners in surrounding areas such as Harwell, Milton Park and potentially in surrounding parishes.   | The project was to be completed by the end of 2025 but due to expected delays in the landowner and planning approvals workstreams, is now estimated to be complete by March 2026.                              | <b>Achieved</b> in this quarter in line with milestones: <ul style="list-style-type: none"><li>• agreement has been obtained from landowners to locate the complete wayfinding scheme.</li></ul> <b>In addition:</b> <ul style="list-style-type: none"><li>• An application for Advertising Consent was submitted to Planning</li><li>• Wayfinding toolkit for developers to use circulated and added to DGT web pages.</li></ul> <b>Amber rating</b> remains due to project having slipped from original timescales agreed with Cabinet but project is on target to achieve 2026 milestones. |
| A                         | <b>6. Didcot Gateway</b><br>Work with partners to advocate for projects and approaches that ensure a regenerated gateway to the town including through development of council and Homes England owned land and railway station improvements.                                | <ul style="list-style-type: none"><li>• <b>by end of June 2026</b> work with partners to design improvements to the Didcot Parkway entrance</li></ul>  | <ul style="list-style-type: none"><li>• Failure to development major sites in the Didcot Gateway area risks lack of visual impact and connectivity to the town centre for visitors and residents arriving at the railway station, which would have a negative reputational impact on the Garden Town.</li><li>• Failure to properly engage with all stakeholders or inability to input to ongoing infrastructure strategy preparation may result in project conflict, which would have negative financial and reputational impacts.</li></ul> | Two previous projects, development of council offices and mixed-use development of the Homes England site, have been widened to take advantage of DGT team partnership working for example with GWR and Network Rail to improve Didcot Parkway railway station surroundings. The project is interdependent with the green infrastructure, public art and wayfinding projects as well as the county council's strategies for the Didcot Central Corridor and OxRail 2040. | Two key elements of the overall project are paused due to Local Government Reorganisation.   | <b>Achieved</b> in this quarter in line with milestones: <ul style="list-style-type: none"><li>• Discussions are in hand with stakeholders about potential improvements to the Didcot Parkway station entrance.</li></ul> <b>Risk warning (reason for Amber rating):</b> <ul style="list-style-type: none"><li>• improvements to the Councils' gateway site going forward will, following LGR and devolution, depend on partners prioritising placemaking through development.</li></ul> <b>On target</b> to achieve other 2026 milestones.   |
| G                         | <b>7. Heart of Science Vale</b><br>Work with partners to advocate for projects and approaches that ensure Didcot remains a focal point for science and technological development and innovation, including participation in relevant working groups and stakeholder groups. | <ul style="list-style-type: none"><li>• <b>by end of March 2026</b> have determined scope of the overall project</li><li>• <b>by end of March 2026</b> have demonstrated strong Science Vale connections with art projects including the innovative Cow Lane underpass works</li></ul> | <ul style="list-style-type: none"><li>• insufficient resource to attend relevant Science Vale for a risks slowing momentum of Didcot's more innovative contributions, which would have a negative reputational impact on the Garden Town</li><li>• poor communication about the innovative technical elements of art projects such as Cow Lane underpass risk undermining the concept of Didcot being at the heart of Science Vale, which would limit legacy potential.</li></ul>   | The full scope of this project is still to be determined but will be interdependent with the rest of the DGT programme. It will ensure that the DGT Delivery Plan science and innovation principles are not overlooked.  | This long term project involving ongoing partnership working, is expected to continue for the life of the Didcot Garden Town programme.  | <b>Achieved</b> in this quarter in line with milestones: <ul style="list-style-type: none"><li>• The DGT team continues to input to internal and external Science Vale meetings.</li></ul> <b>In addition:</b> <ul style="list-style-type: none"><li>• the team supported the Climate team's proposal for heat recovery feasibility focused on new data centres around Didcot.</li></ul> <b>On target</b> to achieve 2026 milestones.   |
| G                         | <b>8. Didcot Garden Town principles in development</b><br>Prepare and submit comments on Didcot focused major planning applications and emerging planning policy documents in accordance with the principles set out in the Didcot Garden Town Delivery Plan 2017.          |  | <ul style="list-style-type: none"><li>• insufficient resource to contribute to relevant planning applications and policy consultations e.g. the emerging Didcot Neighbourhood Plan risks lack of consistency, which may result in development and plans that do not align with the approved Didcot Garden Town Delivery Plan.</li></ul>   | This project is interdependent with the rest of the DGT programme. Without DGT team input into this project, Garden Town principles will be overlooked in development and planning policy preparation.   | This long-term project involving ongoing partnership working, is expected to continue for the life of the Didcot Garden Town programme.  | <b>Milestone excelled</b> in this quarter against target to submit comments on 75 per cent of Didcot focused major planning applications and policy consultations: <ul style="list-style-type: none"><li>• The DGT team commented on all eight of the planning application consultations and there were no planning policy consultations.</li></ul>   |
| G                         | <b>9. Legacy and stewardship</b><br>Work with partners to identify and enable legacy and, where relevant, future stewardship arrangements for Didcot Garden Town.   | <ul style="list-style-type: none"><li>• <b>by end of March 2026</b> agree future quarterly milestones and identify any sub-projects</li></ul>  | <ul style="list-style-type: none"><li>• lack of clarity on how Didcot Garden Town principles will be ensured when government funding runs out risks a piecemeal approach to legacy and stewardship, which would negate Didcot's special opportunities for high quality placemaking.</li></ul>   | The full scope of this project is still to be determined but is expected to be interdependent with the rest of the DGT programme. Without this project Didcot's future as a Garden Town may unplanned and become a resource burden to the district councils.   | This long term project involving ongoing partnership working, is expected to continue for the life of the Didcot Garden Town programme. Milestones for the project will be available by the end of March 2026. | <b>Achieved</b> in this quarter in line with milestones: <ul style="list-style-type: none"><li>• an outline scoping plan has been drafted for internal consideration.</li></ul> <b>On target</b> to achieve 2026 milestones.  |
| <b>OCC led projects**</b> |   |  |   |  |  |   |
| G                         | <b>10. Science Vale Movement and Place Plan</b><br>OCC to complete the Science Vale Movement and Place Plan to ensure improved services for transport users and consideration of transport connectivity hubs in association with rail infrastructure.                       | <ul style="list-style-type: none"><li>• <b>by end of March 2026</b> adopt Plan</li></ul>   | <ul style="list-style-type: none"><li>• failure to take on board engagement outcomes risks completing a Plan that includes projects that are non-fundable or non-viable in other ways</li><li>• failure to integrate with other on-going projects risks inconsistent design and reputational damage to all partners.</li></ul>  | This Plan is and should remain fully interdependent with several DGT projects including wayfinding, green infrastructure and public art.   | This will be a live and regularly updated document.  | <b>Achieved</b> in this quarter in line with milestones: <ul style="list-style-type: none"><li>•Public Consultation took place from 3rd November 2025 for 4 weeks</li><li>•Overall there was strong support for the plan</li><li>•Adoption anticipated in January 2026. Cabinet is due to take place on 27th January</li></ul> <b>On target</b> to achieve 2026 milestones.<br>The MAPP team will now be working on other areas to deliver the overall programme which will include Abingdon and Eastern Vale.  |



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| G   | <b>11. Didcot Central Corridor Optioneering</b><br>OCC to prepare a placemaking strategy, Options Appraisal Report and associated Technical Note for three main routes known collectively as the Didcot Central Corridor.   | <ul style="list-style-type: none"><li>• <b>by end of March 2026</b> complete an internal review of Plan's project outcomes within the wider strategic context</li><li>• <b>by end of June 2026</b> review project funding opportunities</li><li>• <b>by end of September 2026</b> start feasibility on specific project elements (exact timing subject to funding)</li></ul> | <ul style="list-style-type: none"><li>• failure to take on board engagement outcomes risks completing a Plan that includes projects that are non-fundable or non-viable in other ways</li><li>• failure to integrate with other on-going projects risks inconsistent design and reputational damage to all partners.</li></ul> | This Plan is and should remain fully interdependent with several DGT projects including wayfinding, green infrastructure and public art.             | Completion of optioneering project is expected by end of December 2026.   | <b>Achieved</b> in this quarter in line with milestones: <ul style="list-style-type: none"><li>• completed a bid for OCC Capital funding to take the project to the next stage</li><li>• reviewed available S106 funding</li><li>• completed Didcot LCWIP implementation progress check</li><li>• continued joint working with DGT Team on wayfinding, green infrastructure and public art plans</li></ul> <b>On target</b> to achieve 2026 milestones.   |
| A   | <b>12. Northern Perimeter Road (NPR3 - OCC &amp; Bloor Homes)</b><br>OCC and Bloor Homes to design and implement the Northern Perimeter Road extension to link the A4130 Abingdon Road and the B4016 junction at Hadden Hill in two sections, north (OCC) and south (Bloor Homes).  | <ul style="list-style-type: none"><li>• <b>by end of December 2027:</b> Construction of northern section complete.</li></ul>   | <ul style="list-style-type: none"><li>• further delay to commencing the southern section of the road risks non-connectivity and/or a road to nowhere from the north section.</li></ul>   | Non-completion of this project would limit the numbers of houses that can be built in Didcot and also create traffic jams with associated pollution. | Atkins Realis preliminary designs are to be completed by end of December. The target date for opening of the northern section of the scheme is early 2027. Bloor Homes are committed to developing the southern section of roadway as a planning obligation, but a slower housing market has affected their commencement on this section of road. | <b>Achieved in this quarter in line with milestones:</b> <ul style="list-style-type: none"><li>•Ecology, environmental and archaeology surveys in progress (completed or nearing completion)</li><li>•Design is on track for completion by end of March</li><li>•EIA Scoping documentation in progress</li><li>•Planning application is on-track to be submitted during March 2026</li><li>•Discussions with Bloor Homes continue</li></ul> <b>On target</b> to achieve 2026 milestones. Preliminary Design is complete. Construction of the northern section is programed for completion by the end of December 2027 (subject to planning)<br><br><b>Risk warning (reason for Amber rating):</b> <ul style="list-style-type: none"><li>• non-completion of housing development will result in the northern section becoming a no-through road.</li></ul> |
| G   | <b>13. HIF1 Science Bridge</b><br>OCC to construct a single carriageway bridge ('Science Bridge') over the A4130, Great Western Main Line and Milton Road with high quality and segregated cycling and pedestrian facilities along its length. The Science Bridge will connect to a new link road through the former Didcot A Power Station and the Northern Perimeter north of the Purchas Road roundabout. Interlinked with DGT Science Bridge art project. | <ul style="list-style-type: none"><li>• <b>by early 2026</b> complete pre-construction works including archaeological strip, utility diversions, ecological works and vegetation clearance</li><li>• <b>by end of May 2026</b> start main construction</li></ul>   | <ul style="list-style-type: none"><li>• delay to completion of this infrastructure risks traffic issues and prevention of development that would otherwise provide better facilities for Didcot</li></ul>  | Non-completion of this project would limit the numbers of houses that can be built in Didcot and create traffic jams with associated pollution.      | Timescales were reset following initial planning refusal and Secretary of State call-in and construction is to now due be completed by March 2028.  | <b>Achieved in this quarter in line with milestones:</b> <ul style="list-style-type: none"><li>• HIF1 Public Information Roadshows took place in October. These events allowed people to view the designs for the scheme and learn about the construction programme.</li><li>• There will be a series of survey works for the Didcot Science Bridge section of the scheme between January 2026 and May 2026</li></ul> <b>On target</b> to achieve 2026 milestones. Pre-construction works, including archaeological strip, utility diversions, ecological works and vegetation clearance, to be completed by Spring. By end of May 2026 start main construction.  |
| G   | <b>14. HIF1 A4130 improvement</b><br>OCC to construct a dual carriageway east of the Milton Interchange with 1.6km high quality and segregated cycling and pedestrian facilities linking to the Science Bridge and development at Valley Park.  | <ul style="list-style-type: none"><li>• <b>by early 2026</b> complete pre-construction works including archaeological strip, utility diversions, ecological works and vegetation clearance</li></ul>   | <ul style="list-style-type: none"><li>• delay to completion of this infrastructure risks traffic issues and prevention of development that would otherwise provide better facilities for Didcot</li></ul>  | Non-completion of this project would limit the numbers of houses that can be built in Didcot and create traffic jams with associated pollution.      | Timescales were reset following initial planning refusal and Secretary of State call-in and construction is to now due be completed by March 2028   | <b>Achieved in this quarter in line with milestones:</b> <ul style="list-style-type: none"><li>• HIF1 Public Information Roadshows took place in October.</li><li>• Pre-construction works, including archaeological strip, utility diversions, ecological works and vegetation clearance, to be completed by Spring.</li></ul> <b>On target</b> to achieve 2026 milestones. Pre-construction works to be completed by Spring. Please note this project is being delivered as part of the Didcot Science Bridge scheme.   |

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| G   | <b>15. HIF1 Clifton Hampden bypass</b><br>OCC to construct a new single carriageway link road between the A415 at Culham and the B4015 to the north of Clifton Hampden, with shared-use walking and cycling facilities.   | <ul style="list-style-type: none"><li>• <b>by early 2026</b> complete pre-construction works including archaeological strip, utility diversions, ecological works and vegetation clearance</li><li>• <b>by late January 2026</b> (at earliest) start main construction</li></ul> | <ul style="list-style-type: none"><li>• delay to completion of this infrastructure risks traffic issues and prevention of development that would otherwise provide better facilities for Didcot</li></ul> | Non-completion of this project would limit the numbers of houses that can be built in Didcot and create traffic jams with associated pollution. | Timescales were reset following initial planning refusal and Secretary of State call-in and construction is to now due be completed by March 2028 | <b>Achieved in this quarter in line with milestones:</b> <ul style="list-style-type: none"><li>• HIF1 Public Information Roadshows took place in October.</li></ul> Enabling works have started on the Clifton Hampden Bypass. The enabling works scheduled for completion between Autumn 2025 and Spring 2026 include: <ul style="list-style-type: none"><li>• erection of temporary fencing, including tree protection measures</li><li>• archaeological investigations</li><li>• site clearance</li><li>• set up of main compounds, site offices, and welfare facilities</li><li>• utility diversions</li></ul> <b>On target</b> to achieve 2026 milestones with regards to pre-construction works. NB: construction is currently scheduled to start in March 2026.          |
| G   | <b>16. HIF1 Thames crossing</b><br>OCC to construct a new single carriageway link road between the A4130 at Didcot and the A415 at Culham, with high quality and segregated walking and cycling facilities. The scheme will include a new bridge over the Appleford railway sidings and a new bridge over the Thames. | <ul style="list-style-type: none"><li>• <b>by early 2026</b> complete pre-construction works including archaeological strip, utility diversions, ecological works and vegetation clearance</li><li>• <b>by late January 2026</b> (at earliest) start main construction</li></ul> | <ul style="list-style-type: none"><li>• delay to completion of this infrastructure risks traffic issues and prevention of development that would otherwise provide better facilities for Didcot</li></ul> | Non-completion of this project would limit the numbers of houses that can be built in Didcot and create traffic jams with associated pollution. | Timescales were reset following initial planning refusal and Secretary of State call-in and construction is to now due be completed by March 2028 | <b>Achieved in this quarter in line with milestones:</b> <ul style="list-style-type: none"><li>• HIF1 Public Information Roadshows took place in October.</li></ul> Enabling works have started on the Didcot to Culham River Crossing. The enabling works scheduled for completion between Autumn 2025 and Spring 2026 include: <ul style="list-style-type: none"><li>• erection of temporary fencing, including tree protection measures</li><li>• archaeological investigations</li><li>• site clearance</li><li>• set up of main compounds, site offices, and welfare facilities</li><li>• utility diversions</li></ul> <b>On target</b> to achieve 2026 milestones with regards to pre-construction works. NB: construction is currently scheduled to start in April 2026. |

\* some sub-projects may be led by other organisations for example public art for Didcot Town Council or Didcot Hospital with the DGT team as a lead partner

\*\* with regular reporting on progress by OCC to the Didcot Garden TownTeam, Advisory Board and Community Update Meetings