

Didcot Garden Town programme - SMART dashboard updated March 2026

Specific - whole project goal

Measurable - most recent and next milestones with dates

Achievable - risks to achievement of milestones (mitigation in project specific dashboards)

Relevant - big picture interdependence or cause and effect of non-delivery

Timescales - significant completion dates

Rating:

R = three or more workstreams are critical or paused

A = one or two workstreams need close attention to avoid becoming critical

G = workstreams progressing in line with agreed schedules and budgets

| RAG | Specific | Measurable (updated March 2026) | Achievable | Relevant | Timescales | 2025-26 Q4 update |
|--------------------------|---|---|--|--|---|---|
| DGT led projects* | | | | | | |
| G | <p>1. Healthy Didcot</p> <p>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.</p> | <ul style="list-style-type: none"> by end of March 2026 complete £50,000 UKSPF fund spend by end of April 2026 report on how many groups have benefited from the UKSPF funded grants | <ul style="list-style-type: none"> varied Steering Group member organisational processes risks non-agreement on criteria, which could delay time-constrained grant spend time taken to sign-off transfer approvals risks non-transfer of funds, which would delay time-constrained grant spend lack of resources risks untimely direct commissioning, which would cause underspend of time constrained grant | <p>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.</p> | <p>Exact timescales for the next phases of the project will be available in April 2026, following decisions on the UKSPF funded sub-projects.</p> | <p>Achieved in this quarter in line with milestones:</p> <ul style="list-style-type: none"> completed £50,000 UKSPF fund spend, with £24,500 grant to Didcot Powerhouse, £10,000 to Didcot Town Council and direct contracts with: <ul style="list-style-type: none"> Sustainable Didcot Didcot Baby Monday Didcot Festival of Cultures Home-Start Southern Oxfordshire Didcot Survivor Space Healthy Didcot Steering group Oxfordshire County Council Family Hub pilot Monitoring is set up to report on number of groups that have benefited throughout the year. <p>In addition:</p> <ul style="list-style-type: none"> the most recent Healthy Didcot event was attended by 50 people, with updates from funding recipients and shared health and wellbeing objectives constructed we are supporting the Didcot Interfaith Group with the first Didcot Festival of Cultures in July. |
| G | <p>2. Leisure and recreation</p> <p>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.</p> | <p>By end of June 2026 report on number of:</p> <ul style="list-style-type: none"> local organisations engaged with to achieve leisure and sport outcomes leisure facilities, playing pitches and improvements currently under construction and by whom. leisure facilities and playing pitch projects completed and how they are to be managed. | <ul style="list-style-type: none"> poor attendance to the event risks lack of dialogue and networking, which would limit potential for improvements poor quality feedback mechanisms at the event limits scope, which would limit monitoring effectiveness | <p>Focused input from the DGT team will support fulfilment of opportunities for developer-led sport and leisure gain that might otherwise be lost or mismatched with potential users.</p> | <p>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.</p> | <p>No milestones for this quarter but the team supported the following:</p> <ul style="list-style-type: none"> up to £50,000 CIL bid for the Earth Trust's Gateway to Nature project, access road, junction and car park £5,456 s106 bid by BPSA for cricket sightline screens £19,999 s106 bid by BPSA for a container based cricket pavilion. <p>The team also forwarded to relevant officers, FC Chilton's request for floodlit grass pitch and Oxtrails request for a pump track and extracted Garden Communities focused data in reviews of the Playing Pitch and Leisure Facilities Strategies.</p> |
| G | <p>3. Green infrastructure</p> <p>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.</p> | <ul style="list-style-type: none"> by end of March amend detailed designs if required by end of June publish invitation to tender/Quote for zone 1 (Station Rd) landscape works by end of June complete detailed design for zone 3 (SE Didcot) landscape works by end of September 2026 publish invitation to tender/Quote for zone 2 (Ladygrove) landscape works | <ul style="list-style-type: none"> 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 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 landowner potential objections to the proposals risks delay that may prevent completion of works. | <p>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.</p> | <p>Completion of the first four Cabinet approved projects will be by the end of 2026. 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.</p> | <p>Achieved in this quarter in line with milestones:</p> <ul style="list-style-type: none"> Zone 2 - Landscape and Ecology Management Plan completed by Wild Oxfordshire Zone 3 - engaged with five local groups and completed concept designs <p>Risk warning (reason for Amber rating)</p> <ul style="list-style-type: none"> Zone 1 - consultant to finalise detailed designs and costings to allow preparation of Tender documents Zone 4 - consultant to carry out Ecological Appraisal survey |

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| A | <p>4. Public art Create public art installations in accordance with the approved Didcot Public Art Plan 2024.</p> | <p>Didcot Hospital</p> <ul style="list-style-type: none"> by end of March start community engagement by end of March design and 'co-creation' process by end of March submit planning application if required <p>Marsh Bridge wall based art</p> <ul style="list-style-type: none"> by end of March seek Procurement Management Plan sign-off by end of March finalise funding by end of March publish ITQ on arts sites & email <p>Cow Lane strands 1 & 2</p> <ul style="list-style-type: none"> by end of March complete installation by end of March handover and publicity Station Road wayfinding enhancement fully specified by wayfinding contractor by end of March fulfill GWR and UKSPF evaluation/reporting requirements <p>Ladygrove</p> <ul style="list-style-type: none"> by end of March identify and apply for funding by end of March agree project design and delivery mechanism | <ul style="list-style-type: none"> lack of available funding (s106 and others) may potentially halt one or more workstreams 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 delays in creating artwork risks uncertainty around planning handover events or publicity, which would have a reputational impact on the Garden Town | <p>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.</p> | <p>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.</p> | <p>Achieved in this quarter in line with current milestones:</p> <ul style="list-style-type: none"> Didcot Hospital (£13,300) - community engagement took place and we supported the Oxford Health Charity s106 funds application, appointment of artist and design Didcot Gateway - collaborated with Didcot Railway Centre and GWR on planning public art projects at the station including a funding application Edmonds Park (£10,00) - team supported town council's project, which will be installed by mid-April <p>Risk warning (reason for Amber rating)</p> <ul style="list-style-type: none"> Marsh Bridge - some delays due to establishing ownership Cow Lane underpass - technical designs completed, clean up works and repairs agreed with partners Network Rail and OCC but some delay due to need to agree electricity source for innovative illuminated artwork Ladygrove - art incorporated into green infrastructure design but delayed by need for Tender document completion by the contractor |

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| A | 5. Wayfinding Implement signage installation across Didcot in accordance with the Didcot Wayfinding Strategy 2024. | <ul style="list-style-type: none"> by 6 February Advertisement Consent decision due. by end of March contractor to create and install all signage, make good surroundings and recycle redundant signage | <ul style="list-style-type: none"> 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. refusal of planning permission risks significant further delay, which would have a negative reputational impact on the Garden Town | 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. | <p>Amber rating remains due to project having slipped from original timescales agreed with Cabinet.</p> <ul style="list-style-type: none"> Advertisement Consents (South and Vale) were granted on 23 and 27 March but the need to reconult on fingerpost heights delayed the planning decisions unexpected complexity of processing Licences with seven other landowners has delayed manufacture and installation. |
| A | 6. Didcot Gateway 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"> 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. 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. | 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. | <p>No milestones for this quarter but partnership working for gateway improvements at Didcot Parkway railway station ongoing.</p> <p>Amber rating remains due to uncertainty about development of the gateway sites.</p> |
| G | 7. Heart of Science Vale 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"> by end of March 2026 have determined scope of the overall project by end of March 2026 have demonstrated strong Science Vale connections with art projects including the innovative Cow Lane underpass works | <ul style="list-style-type: none"> 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 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. | 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. | <p>Achieved in this quarter in line with milestones:</p> <ul style="list-style-type: none"> scope of this project is limited to supporting internal and external Science Vale partnership working, ensuring Science Vale is considered in planning decisions and policy making designs for the illuminated Cow Lane artwork strongly reflect Science Vale connections we supported the Climate team's proposal for heat recovery feasibility studies focused on new data centres at Culham and Didcot - AECOM is appointed to carry out a Culham heat recovery feasibility study. |
| G | 8. Didcot Garden Town principles in development 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. | Comments submitted on 75 per cent of Didcot focused major planning applications and policy consultations. | <ul style="list-style-type: none"> 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. | 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. | <p>Milestone achieved in this quarter against target to submit comments on 75 per cent of Didcot focused major planning applications and policy consultations:</p> <ul style="list-style-type: none"> we commented on the one planning application consultation received - there were no planning policy consultations. |
| A | 9. Legacy and stewardship Work with partners to identify and enable legacy and, where relevant, future stewardship arrangements for Didcot Garden Town. | <ul style="list-style-type: none"> by end of March 2026 agree future quarterly milestones and identify any sub-projects | <ul style="list-style-type: none"> 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. | 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. | <p>Risk warning (reason for Amber rating)</p> <ul style="list-style-type: none"> future quarterly milestones have not yet been agreed but an outline scoping plan is being drafted for internal consideration. |
| OCC led projects** | | | | | | |
| G | 10. Science Vale Movement and Place Plan 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"> by end of March 2026 adopt Plan | <ul style="list-style-type: none"> failure to take on board engagement outcomes risks completing a Plan that includes projects that are non-fundable or non-viable in other ways failure to integrate with other on-going projects risks inconsistent design and reputational damage to all partners. | 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. | The SV MAPP was approved by OCC Cabinet in January 2026. |

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| G | <p>11. Didcot Central Corridor Optioneering OCC to prepare a placemaking strategy, Options Appraisal Report and associated Technical Note for three main routes known collectively as the Didcot Central Corridor.</p> | <ul style="list-style-type: none"> • by end of March 2026 complete an internal review of Plan's project outcomes within the wider strategic context • by end of June 2026 review project funding opportunities • by end of September 2026 start feasibility on specific project elements (exact timing subject to funding) | <ul style="list-style-type: none"> • failure to take on board engagement outcomes risks completing a Plan that includes projects that are non-fundable or non-viable in other ways • failure to integrate with other on-going projects risks inconsistent design and reputational damage to all partners. | <p>This Plan is and should remain fully interdependent with several DGT projects including wayfinding, green infrastructure and public art.</p> | <p>Completion of optioneering project is expected by end of December 2026.</p> | <p>We have successfully secured OCC funding to take the project to the next stage. This work will involve the prioritisation of schemes and initial feasibility work for some elements of the project.</p> |
| A | <p>12. Northern Perimeter Road (NPR3 - OCC & Bloor Homes) 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).</p> | <ul style="list-style-type: none"> • by end of December 2027: Construction of northern section complete. | <ul style="list-style-type: none"> • further delay to commencing the southern section of the road risks non-connectivity and/or a road to nowhere from the north section. | <p>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.</p> | <p>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.</p> | <p>The new Project Manager for NPR3 is Burhan Khan.</p> <ul style="list-style-type: none"> • Ecology surveys completed and results are being reviewed to confirm subsequent actions • Vegetation clearance undertaken and CCTV surveys completed • Environmental and archaeology assessments in progress • Design is on track for completion by end of 2026 • Pre-planning application letter issued, and meeting arranged with OCC planning officer. EIA documentation is being prepared with planning application submission target by end of 2026/early 2027. • Discussions with Bloor Homes continue |
| G | <p>13. HIF1 Science Bridge 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.</p> | <ul style="list-style-type: none"> • by early 2026 complete pre-construction works including archaeological strip, utility diversions, ecological works and vegetation clearance • by end of May 2026 start main construction | <ul style="list-style-type: none"> • delay to completion of this infrastructure risks traffic issues and prevention of development that would otherwise provide better facilities for Didcot | <p>Non-completion of this project would limit the numbers of houses that can be built in Didcot and create traffic jams with associated pollution.</p> | <p>Timescales were reset following initial planning refusal and Secretary of State call-in and construction is to now due to be completed by March 2028.</p> | <ul style="list-style-type: none"> • There has been a series of survey works for the Didcot Science Bridge section of the scheme over the course of the last quarter. • Pre-construction works, including archaeological strip, utility diversions, ecological works and site clearance has been ongoing. • Volker Fitzpatrick has been appointed as the contractor to undertake construction of the scheme. |
| G | <p>14. HIF1 A4130 improvement 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.</p> | <ul style="list-style-type: none"> • by early 2026 complete pre-construction works including archaeological strip, utility diversions, ecological works and vegetation clearance | <ul style="list-style-type: none"> • delay to completion of this infrastructure risks traffic issues and prevention of development that would otherwise provide better facilities for Didcot | <p>Non-completion of this project would limit the numbers of houses that can be built in Didcot and create traffic jams with associated pollution.</p> | <p>Timescales were reset following initial planning refusal and Secretary of State call-in and construction is to now due to be completed by March 2028</p> | <p>HIF1 Science Bridge and the A4130 improvements have been combined into one scheme so the update in the cell above is applicable to the A4130 improvements too</p> |

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| G | 15. HIF1 Clifton Hampden bypass 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"> by early 2026 complete pre-construction works including archaeological strip, utility diversions, ecological works and vegetation clearance by late January 2026 (at earliest) start main construction | <ul style="list-style-type: none"> delay to completion of this infrastructure risks traffic issues and prevention of development that would otherwise provide better facilities for Didcot | 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 | <ul style="list-style-type: none"> Enabling works are underway on the Clifton Hampden Bypass, including erection of temporary fencing, tree protection measures, archaeological investigations, site clearance, utility diversions and set up of main compounds, site offices, and welfare facilities. Design complete. Land acquisition nearing completion. |
| G | 16. HIF1 Thames crossing 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"> by early 2026 complete pre-construction works including archaeological strip, utility diversions, ecological works and vegetation clearance by late January 2026 (at earliest) start main construction | <ul style="list-style-type: none"> delay to completion of this infrastructure risks traffic issues and prevention of development that would otherwise provide better facilities for Didcot | 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 | <ul style="list-style-type: none"> Enabling works are underway on the Didcot to Culham River Crossing, including erection of temporary fencing, tree protection measures, archaeological investigations, site clearance, utility diversions and set up of main compounds, site offices, and welfare facilities. Design nearing completion. Land acquisition ongoing. |

* 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 Town Team, Advisory Board and Community Update Meetings