Didcot Garden Town programme - SMART dashboard updated September 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 October 2026)	Achievable	Relevant	Timescales	2026-27 Q2 update
DGT led projects*						
G	**1. Healthy Didcot** 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.	**By end of December:** • continue to guide DGT direct commissioned projects in line with Healthy Didcot Action Plan measurements of impact • identify leadership legacy of Healthy Didcot Steering Group	• 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	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.	All UKPF funded Healthy Didcot projects were completed by the end of September 2026, but many will continue to report beyond that.	**Achieved in this quarter in line with milestones:** • 10,295 participants engaged in the Healthy Didcot project as a result of the UKSPF funding including direct engagement with the Garden Town team and through funding Didcot Powerhouse and Didcot Town Council projects • 29 Groups and projects funded, including 18 through the Powerhouse grant scheme • 9 Partner organisations delivered funded work across the town • 16 September 2026 Public health, neighbourhood plans and skills and employment, in person networking. Building expertise and local connections, skills sharing and partnership work through networking • Working in collaboration with DWP and Be Together programme to support Healthy Didcot groups with volunteering through 16 November Wellbeing and Employment fair at the District Centre in Didcot • Building stakeholder relationships and starting legacy planning
G	**2. Leisure and recreation** 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.	**By end of September:** • Community Update meeting to include focus on s106 availability in parishes and opportunity for sports clubs and developers to network	• 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	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.	**Achieved in this quarter in line with milestone:** • the 30 September Community Update meeting included an opportunity for residents to speak with the Planning Policy Leisure officers.
A	**3. Green infrastructure** 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.	**By end of September:** • Station Rd (Zone 1) on Procurement Portal publish Invitation to Tender for landscape works and procure new planters outside Cornerstone Arts Centre • Ladygrove (Zone 2) complete price/milestone schedule and Tender documents • SE Didcot (Zone 3) submit planning submission if required • Zone 4 (SW Didcot) complete Landscape and Ecological Management Plan if req'd and complete detailed designs	• 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.	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 is still expected 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.	**Achieved in this quarter in line with milestones:** • Adj. Cornerstone (Zone 1b) - five new orange planters on steps outside Cornerstone were ordered for early December delivery with discussions about maintenance arrangements in progress with Didcot Town Council. • Ladygrove (Zone 2) - detailed designs and tender documents completed for publication in Q3 • SE Didcot (Zone 3) draft designs presented at Community Update meeting for procurement in Q3. Opportunity identified for new project to improve access up a slope to the Hagbourne Triangle Bridge. • W Didcot (zone 4) - concept designs drafted **Risk warning (reason for Amber rating)** • Station Rd-Hitchcock Way (Zone 1a) - unexpected complexity of processing Licences with external landowners and ground maintenance agreements has delayed publication of Invitation to Tender. • Mowbray to Great Western Park (Zone 4) - on hold due to delayed transfer of Taylor Wimpey public open space.
A	**4. Public art** Create public art installations in accordance with the approved Didcot Public Art Plan 2024.	**By the end of September:** • Didcot Hospital - create and fabricate artwork • Cow Lane strand 2 - complete installation • Edmonds Park - complete installation • Ladygrove - agree locations • Broadway development - procure artist	• 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.	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 was to have been completed by the end of May 2026 but was delayed due to licencing issues for Cow Lane art. Phase two and phase three are subject to funding availability and currently it appears one or more workstreams may be at risk.	**Achieved in this quarter in line with current milestones:** • Didcot Hospital (£13,300) - the hospital has approved the design for installation in February with Healthy Didcot groups coming together at the next in-person meeting to work on the mosaic project • Didcot Gateway - collaboration with Didcot Railway Centre and GWR who are starting to implement art at the railway station • Edmonds Park (£10,000) - completed • Ladygrove - art locations included in green infrastructure design • Broadway - artist quotations currently being evaluated **Risk warning (reason for Amber rating)** • Cow Lane underpass - SODC negotiation is progressing on the licence with Network Rail for installation of innovative, illuminated artwork. Timescales are unclear due to requirement for further road closure and winter weather conditions.

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RAG	Specific	Measurable (updated October 2026)	Achievable	Relevant	Timescales	2026-27 Q2 update
A	**5. Wayfinding** Implement signage installation across Didcot in accordance with the Didcot Wayfinding Strategy 2024.	• **by end of September** contractor to create and install signage, make good surroundings and recycle redundant signage	• 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 unexpected delays in the approvals workstreams and errors on mapping and distances, is now estimated to be completed in early 2027	**Achieved in this quarter in line with current milestones** • of the total 49 signs, 17 were installed and the contractor reorientated five of those that were misaligned • licences were completed with SOHA and Didcot Town Council • a further 14 signs are now ready to install **Risk warning (reason for Amber rating)** • outstanding licences to install are still required for land owned by Taylor Wimpey, Great Western Railway and British Land • errors in signage information (maps and text) are being remedied, which gives the opportunity to make some further improvements requested by the public. Timescales are yet to be established due to the requirement for further formal permissions.
n/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.	**Paused subject to LGR outcomes**	• 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.	The project was paused due to Local Government Reorganisation.	**No milestones for this quarter**
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.	• **by end of September 2026** have determined scope of the overall project	• 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.	**Achieved in this quarter in line with current milestones** • the scope of this project is seen as internal and external Science Vale partnership working with the Garden Town team to ensure the focus on science is retained for example through artwork
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.	• **by end of September 2026** comments submitted on 75 per cent of Didcot focused major planning applications and policy consultations.	• 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.	**Achieved in this quarter in line with current milestones** • no planning application consultations were received • the team submitted a response to the JLP2 Reg 20 consultation.
G	**9. Legacy and stewardship** Work with partners to identify and enable legacy and, where relevant, future stewardship arrangements for Didcot Garden Town.	• **by end of September 2026** agree programme's potential for the next three years and beyond	• 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.	**Achieved in this quarter in line with current milestones** • 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.	**No milestones in this quarter**	• 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 document was approved by OCC Cabinet in January 2026 and will inform other projects.	**No milestones in this quarter**

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G	**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.	• **by end of September 2026** start feasibility on specific project elements (exact timing subject to funding)	• 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.	Completion of optioneering project is expected by end of December 2026.	**Achieved in this quarter in line with current milestones** • DCC project brief has been written to outline OCC requirements to commission a consultant to take the project to the next stage. • Initial discussions have started with OCC Procurement & Legal Teams to determine the procurement strategy and the best route to market.
A	**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).	• **by end of December 2029 c**onstruction of northern section complete.	• further delay to commencing the southern section of the road risks non-connectivity and/or a road to nowhere from the north section.	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.	**On target to achieve 2029 completion target:** • on track for design completion by early 2027 • ecology surveys took place over summer 2026 and report is awaited • topographical and GPR surveys completed • environmental assessments in progress • flood risk assessment in progress • EIA scoping documentation has been published for comment on OCC portal. EIA documentation is being prepared with planning application submission target by early 2027. **Risk warning (reason for amber rating)** • slower commencement of southern section but discussions are in progress with Bloor Homes to coordinate on design and planning submission timescales
G	**13.&14. HIF1 Science Bridge and A4130 improvements** 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. 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.	• **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	• 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.	**Milestones for this quarter close to achievement:** • pre-construction works, including archaeological strip, utility diversions and compound setup have continued • land acquisition nearing completion • main construction by contractor Volker Fitzpatrick is expected to commence imminently.
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.	• **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 • **by end of May 2029** complete construction	• 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	**Milestones for this quarter achieved:** • enabling works complete • design complete • land acquisition nearing completion. - Main construction by contractor Graham Construction continues.
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.	• **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 • **by early May 2029** complete construction	• 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 early 2029	**Milestones for this quarter achieved:** • enabling works complete with exception of one area of archaeology. • design complete • land acquisition nearing completion. • main construction by contractor Graham Construction continues.

** 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*