

Chilton Community Green Space Project

Project Scope and Project Management Plan



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2. Introduction

Almost every aspect of our lives impacts our health and well-being – our jobs and homes, access to education, our family, friends and the communities we live and our physical surroundings. These factors are often referred to as the wider determinants of health. Therefore, thriving communities need all these right building blocks in place.

In the context of this project, it's the local environment in which people live, so our physical surroundings and communities, which is of focus.

This project scope and project management plan aims to outline a project that aims to provide access to a good quality sustainable public green space in the small village of Chilton in Buckinghamshire.

3. What is a Green Space

Infrastructure can be defined as 'the basic structures and facilities that are necessary for the efficient functioning of a given geographical area'. Green infrastructure refers to 'the network of different types of green spaces which together enable delivery of multiple benefits as goods and services'. Green spaces are 'any vegetated areas of land or water within or adjoining an urban area', such as a village.

Types of green spaces can include, but not limited to:

- Parks and gardens.
- Natural and semi-natural urban green spaces.
- Green corridors.
- Outdoor sports facilities.
- Amenity green space.
- Allotments, community gardens and city farms.
- Cemeteries and churchyards.
- Accessible countryside in urban fringe areas.
- Civic spaces.

4. Benefits of Green Spaces

Good quality, accessible green space and infrastructure can provide many potential health and well-being benefits to communities. The most significant of these can be grouped into three broad categories:

1. Increased life expectancy and reduced health inequality.
2. Improvements in levels of physical activity and health.
3. Promotion of psychological health and mental well-being.

Associations have been found between access to green space and raised levels of physical activity, which in turn improves individuals' physical health. Green spaces can also have a beneficial impact on mental well-being and cognitive function.

The strongest benefits can occur where children and young people have access to green space where they live or where they go to school. Green space activities have been linked to improved physical skills (motor skills and physical stamina) and increased self-confidence. A 2020 survey of English children aged 8 to 15 found that 85% agreed that being in nature made them "very happy".

In adults being around nature can promote our mental health and reduce levels of depression, anxiety and fatigue. This includes contact with the natural environment through 'green spaces' such as parks and woodlands and 'blue spaces' in the form of rivers and lakes. One study found that health and wellbeing were consistently higher for adults who spent 120 minutes or more per week in nature, and this persisted into older age.

Access to a good quality natural environment varies greatly depending on where we live. As of 2023, Chilton Parish had no access to a community green space with infrastructure.

5. Chilton Parish

Chilton is a small village in Buckinghamshire, England. It is in the west of the County, about 4 miles (6.4 km) north of Thame in Oxfordshire. Chilton Parish includes the hamlet of Easington. The population size at the 2011 census was 302.

6. Project Overview

The aim of the Chilton Community Green Space Project is to make a visible difference by starting to rebuild a sense of community for the village through creating access to a sustainable public green space for the community.

7. Project Rationale / Evidence of Need

This project needs to fit in line with the Parish Council's ambitions and that the project concept is sound, worth pursuing and deserves investment in money and time above other proposed projects.

Notwithstanding St Mary the Virgin Church and the Chilton Bowls Club, Chilton Parish does not have a single public amenity available to its residents to share and use as a community space. Over recent decades it has lost its school, post office, cricket club, playground and finally in 2017, its pub/social club (The Poachers Pocket, formerly The Chilton Club). It has also suffered from under investment in general village maintenance.

Communities are not abstract entities, so practical actions are needed to really take the importance of community further and make a difference. To create a society where everybody can thrive, we need all of the right building blocks in place: stable jobs, good pay, quality housing, good education and, in the context of this project, a sense of community and our surroundings (see Figure 1).

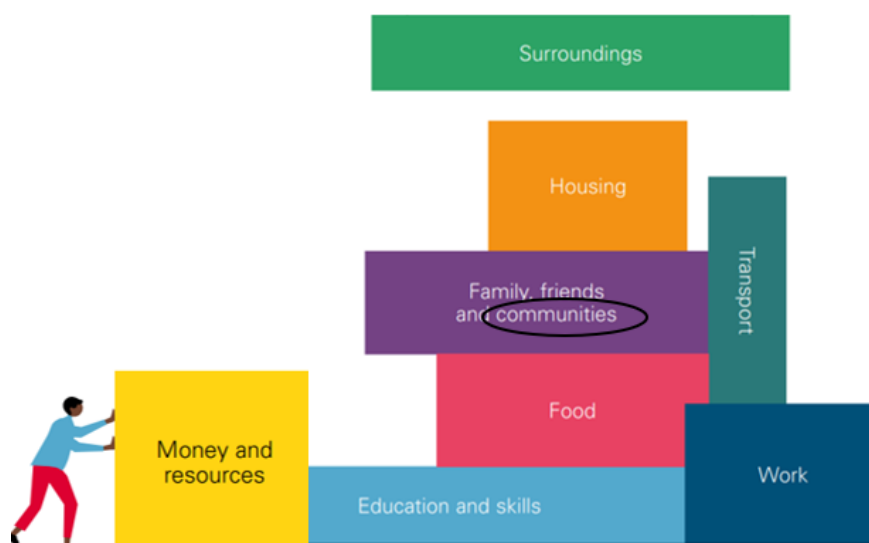


Figure 1. The Building Blocks of Health (The Health Foundation)

Right now at the time of writing this project scope, within Chilton Parish, these community blocks are missing and it's time to fix that gap. The project, in achieving its objectives (as outlined in Section 8), will provide a means by which residents and local businesses can connect and be part of a meaningful community once again through creating a surrounding where they can thrive.

A key principle of developing community environments or surroundings is to ensure that residents and local businesses have a meaningful say in their development through effective engagement. Following an Annual Parish Meeting, a Chilton Parish village survey in 2021 (completed by 53 residents) evidenced growing community support for a range of new projects. One included reclaiming an area of private land, owned by Chilton Home Farms Ltd., that in the mid-1990s was used as a village playground (it was known as 'CHIPs' and run by a CHIPs committee, but not directly associated with the Chilton Parish Council). This was once a community project developed and delivered by a small number of residents for the benefit of their children. However, by the late 2000s it had become dated/unused, with no maintenance of the space. It soon became overgrown with vegetation, left derelict and the lease of the land by CHIPs from Chilton Home Farms Ltd. expired.

In the 2021 survey, 68% of respondents supported the idea to see an outdoor recreational space (such as the old CHIPs site) being brought back into use for the village; highlighting the evidence of need from within the local community for this in their surroundings.

8. Project Objectives and Principles

The project objectives are to:

- Create access to a shared green space with the potential to bring health and well-being benefits for all residents across the life course and local businesses.
- Make the green space accessible and inclusive.
- Make the green space as safe as practically possible.
- Attract new users.
- Encourage use.
- Ensure the green space has a long term infrastructure in place to ensure it is sustainable.
- Ensure any man made infrastructure added to the green space is selected and sourced, where feasible, based the principals outlined in Buckinghamshire Councils Climate Change and Air Quality Strategy.
- Where possible, procure services and/or purchase goods locally where best value can be satisfied.
- Complete an evaluation of the project to assess the effectiveness of the project.
- Continue to seek improvements.
- Share learnings from the project with Chilton Parish Council to support with any future projects.

The key principles that underpin this project are:

- Putting Chilton Parish residents and its businesses at the centre.
- A collaborative partnership working with the Council, land owners (i.e. Chilton Home Farms Ltd.,) the local community and its businesses (including Bruen School).
- To take a flexible approach informed by local needs.
- To ensure that the project is professionally executed with clear governance and transparency in place.

9. Project Milestones

The Chilton Community Green Space Project has five core phases:

- Phase 1: Create a Chilton Community Green Space Project Steering Group (including development of a Project Scope).
- Phase 2: Options Appraisal and Site Selection.
- Phase 3: Engage Local Community on Green Space Use.
- Phase 4a: Community Green Space – Preparation (including development of a Project Management Plan).
- Phase 4b: Community Green Space - Infrastructure.
- Phase 5: Monitor, Evaluate and Close.

10. Live Project Indicative Timelines - Summary

	July- Dec 21	Jan- June 22	July- Dec 22	Jan- June 23	July- Dec 23	Jan- June 24	July- Dec 24	Jan- June 25	July- Dec 25
Phase 1	Green	Green							
Phase 2		Green	Green						
Phase 3				Green	Green				
Phase 4a						Amber			
Phase 4b						Red	Red	Red	
Phase 5									Red

Table 1. Project Indicative Timelines (July 2021 to December 2025) –
Green = Completed, Amber = In-Progress and Red = Not started.

10.1. Phase 1: Chilton Community Green Space Project Steering Group

Following the Chilton Parish village survey in 2021, and positive engagement for the development of community outdoor recreational facility, a small project group was developed consisting of local residents interested in supporting with its organisation. Learning from other Parish Councils, i.e. Brill, demonstrated that to achieve the objectives of the project at least 6 people are required with a vested interest in the project. This also evidences to the landowner, Chilton Parish Council, residents, local businesses and potential funders that good management and organisation is in situ.

The group was initially defined as a ‘Chilton Play Area Group’ in 2021 which was soon rebranded into a Chilton Community Green Space Project Steering Group to ensure it had an open minded view regarding what a community outdoor recreational facility could be and could encompass all residents across the life course (not just children and young people as per the scope of CHIPs).

The initial purpose of the Group was to, on behalf of Chilton Parish Council, take forward this as a project. The initial task of the Group was to develop an iterative Project Scope (this document) and, based on the feedback from the 2021 survey to complete a rapid options appraisal, measured against critical success factors, around the Parish to establish what areas of land were feasible for the green space.

Phase 1 = Completed

10.2. Phase 2: Options Appraisal and Site Selection

At the time of writing the Project Scope, and unlike many other local Parish Councils across Buckinghamshire and beyond, Chilton Parish Council does not have access or ownership to any community assets or land. Therefore, to establish an outdoor recreational green space, the options appraisal was limited by needing to consider the use of land either owned privately or by Buckinghamshire Council.

The Chilton Community Green Space Project Steering Group proposed four potential locations and a rapid options appraisal of these four sites for a green space was completed. For reference, these four sites were:

1. The original CHIPs site on Thame Road and opposite Princes Close (Red dot in Image 1 below) with the land owned by Chilton Home Farms Ltd.
2. The bowls green on Thame Road, next to The Poachers Pocket, formerly The Chilton Club (Yellow dot in Image 1 below) with the land owned by Chilton Home Farms Ltd.
3. The old cricket pitch, on Canon Court Farm near Brill Road (Purple dot in Image 1 below) with the land owned by Chilton Home Farms Ltd.
4. An old allotment behind Princes Close and Stonepitts (Blue dot in Image 1 below), with the land understood to be owned by Buckinghamshire Council.



Image 1. Satellite Image of Option Appraised Four Sites

Each option proposed was considered and scored against Critical Success Factors (Table 1), these are elements that were deemed necessary for the Chilton Community Green Space Project to achieve its aims and objectives. These Factors were selected, in part, based on feedback from the Chilton Parish village survey in 2021. The Factors were weighted, based on level of importance, and then scored against a 5-point Likert scale based on level of agreement against each statement:

1. Strongly disagree.
2. Disagree.
3. Neither agree or disagree.
4. Agree.
5. Strongly agree.

Critical Success Factors	Weight	Plot 1		Plot 2		Plot 3		Plot 4	
		Score	Weight	Score	Weight	Score	Weight	Score	Weight
1. Plot accessible	20%	3	0.6	5	1	1	0.2	1	0.2
2. Landowner support	20%	5	1	1	0.2	2	0.4	1	0.2
3. Land approved for this purpose	20%	5	1	2	0.4	1	0.2	1	0.2
4. Road safety	20%	2	0.4	4	0.8	4	0.8	4	0.8
5. Central to village	10%	2	0.2	4	0.4	4	0.4	2	0.2
6. Already in use	10%	2	0.2	4	0.4	4	0.4	4	0.4
Total	100%	19	3.4	20	3.2	16	2.4	13	2

Table 1. Options Appraisal of Four Plots in Image 1 Against Critical Success Factors

In summary:

- **Plot 4**, an old allotment behind Princes Close and Stonepitts (Blue dot) had a weighted score of 2 out of 6. This was selected as an option as it sits on Local Authority land as opposed to private land. However, since the Stonepitts development, there is no existing plausible access to the plot and the land is currently in use as an allotment with an agreement in place for that purpose
- **Plot 3**, the old cricket pitch, had a weighted score of 2.4 out of 6. This was selected as an option based on it being one of the few flat plots of land. However, there is no longer safe access to the plot and the field adjoining the plot is used for calving, making this less viable for the farmer and therefore the landowner (Chilton Home Farms Ltd.).
- **Plot 2**, the bowls green on Thame Road, had a weighted score of 3.2 out of 6. This site was selected as an option as it is flat, was central to the village and was accessible. However, the landowner (Chilton Home Farms Ltd.) and current lease holders of the land (Chilton Bowls Club) were not supportive. The chair of the Chilton Community Green Space Project Steering Group supported the rationale that proposing the ending of the only social club currently running in the village would be a backwards step and, in part, contradict the aims of this project by reducing further a sense of community.
- **Plot 1**, the original CHIPs site on Thame Road, had a weighted score of 3.4 out of 6; therefore, scoring the highest. This site was selected as it was not already in use, was more accessible than plots 3 and 4, had the support of the landowner (Chilton Home Farms Ltd.) and, importantly, already has approval from Buckinghamshire Council to be used for this intended purpose (a recreational outdoor space). However, as with the other 3 sites, there remains risks and limitations.

The preferred option put forward by the chair of the Chilton Community Green Space Project and approved by Chilton Parish Council was **Plot 1**. A view of this plot is outlined below in Image 2 and measures approximately 40m x 25m, slightly larger than the original CHIPs site:



Image 2. Satellite Image of Preferred Option (Plot 1)

Following approval of Plot 1, a lease agreement between Chilton Homes Farm Ltd. (the Landlord) and Chilton Parish Council (the tenant) was arranged. In summary, this agreement includes:

- A term of 25 years.
- Lease rental of £1 per year, or £25 for the agreement term.
- The tenant (Chilton Parish Council) is responsible for the maintenance of the land.
- Use is defined only as a community green space, can't be used for other purposes.
- Access to the plot can only from Thame Road.
- Insurance is the tenant's (Chilton Parish Council) responsibility.
- A termination clause of 6 months.

The original CHIPs site (Plot 1) on Thame Road and opposite Princes Close consists of risks/limitations, some of which will have their risks reduced through planned mitigations:

- Leased land, not owned by Buckinghamshire Council or Chilton Parish Council.
- Road safety poor.
- No off-road parking.
- Not central to village.
- Only accessible via steps.
- Small plot.
- No toilet or electricity.

Following the selection of the site, and as outlined above, a key principle of developing community environments is to ensure that residents have a meaningful say in local projects through effective engagement. The next phase was to now engage with the local community on its preferred use.

Phase 2 = Completed

10.3. Phase 3: Engage Local Community on Green Space Use.

Following the decision to put forward the original CHIPs site on Thame Road, another Chilton Parish survey was created in 2023 by the Chilton Community Green Space Project Steering Group for residents and local businesses to have a say in what infrastructure they'd like to see in this green space. The survey used a Likert scale with residents asked to agree or disagree with a range of

proposals. The survey had 35 responses in total and, overall, there was strong agreement to include benches, picnic tables and playground equipment; see a summary below in Figure 2.

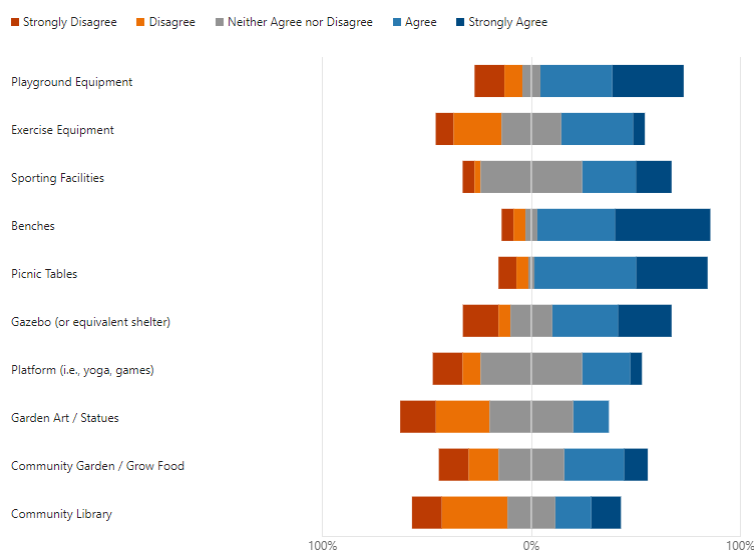


Figure 2. The Survey Responses (n=35) to Proposed Use of Green Space

In addition, there were several comments and suggestions from residents, many outside the scope of the project. These were themed and summarised in the survey outcomes which was shared with the local community. There were also several other proposals put forward that will now be considered for the next phases of the project; the preparation of the plot and procuring of infrastructure.

Phase 3 = Completed.

10.4. Phase 4a: Community Green Space – Preparation

This phase will focus on preparing the selected plot for use, developing a Project Management Plan, and demonstrating to the local community (residents/businesses) its potential. Section 13.1 details this phase in the Project Management Plan format. However, in summary, this phase will include (but is not limited to) the Chilton Community Green Space Project Steering Group:

- Formalising governance arrangements, agreeing roles/responsibilities and beginning to meet regularly (see Section 11: Governance and Project Control for further details).
- Finalising and approving the Project Management Plan for Phase 4a and 4b, including budget.
- Developing a Communications Plan that will include holding a village meeting to communicate the project scope and project management plan; including sharing visuals of what the green space could look like after Phase 4b.
- Agreeing and finalising the footprint to be covered by the lease with Chilton Homes Farm Ltd.
- Clearing the plot of any rubbish or debris.
- Clearing any dead/dying trees or trees that impede the sight lights for the crossing that run alongside the plot on Thame Road (these are on Local Authority land, sit within a conservation area and any tree works will be subject to Buckinghamshire Council approval). Subject to approval, the Project Steering Group to procure a local arborist to complete works.
- Clearing the overgrown vegetation on the bank on the north boundary.
- Following removal of trees, level and landscape the plot so flat.
- Organising for Chilton Home Farms Ltd. to clear the farm storage area to the west of the site.
- Arranging for Chilton Home Farms Ltd. to plant new trees to screen the workshop on the north boundary.

- Arranging for Chilton Home Farms Ltd. to grass seed the area.
- Working with Chilton Parish Council, to do further work to improve traffic sight lines (clearing/levelling the verges), upgrade the crossing and road signage.
- Commencing low level fund raising through local businesses and residents.
- Aiming to open the site for initial public use if all the above is achieved prior to any infrastructure added (Phase 4b); (currently planned for 30th June 2024).

Achieving Phase 4a will enable the community (residents and businesses) to make use of the plot and see its added value to Chilton Parish; this will aim to build momentum and support for Phase 4b of the project. In addition, if Phase 4b is not able to commence, is no longer viable and/or is delayed, for limited investment the village will have access to a usable green space with minimal maintenance required.

Phase 4a = In-progress

10.5. Phase 4b: Community Green Space – Infrastructure

This phase will focus on the final design, procurement, and installation of the green space infrastructure (i.e. play equipment and seating) based on the survey responses captured in Phase 3. Section 13.2 details this phase in the Project Management Plan format. However, in summary, this phase will aim to include (but is not limited to) the Chilton Community Green Space Project Steering Group:

- Providing a formal brief to Chilton Home Farms Ltd. and Chilton Parish Council regarding the design of proposed infrastructure for written approval, including final budgets.
- Stimulating the market and seeking initial estimates.
- Applying for high level funding through both local and national grant providers.
- Managing a procurement process for suppliers of green space infrastructure (once final budget agreed and secured), including improved access. The aim will be to receive a minimum of 3 written quotations using an Invitation to Quote (ITQ) methodology. Where possible local suppliers shall be given the opportunity to bid.
- Managing the installation of the green space infrastructure (once a preferred supplier is selected), including the improved access.
- Aiming to hold grand re-opening of the site for public use (currently planned for 29th June 2025).

Phase 4b = Not started

10.6. Phase 5: Monitor, Evaluate and Close

This phase will focus on monitoring the green space use and formally evaluating the project. The close of the project ensures that the project has a distinct end point. In summary, this phase will aim to include (but is not limited to) the Chilton Community Green Space Project Steering Group to:

- Undertake evaluation of progress and outcomes to inform improvements.
- Seek feedback from the community (residents and businesses) on the developed green space.
- Identify any outstanding issues (that may need to be followed up).
- Ensuring all documentation is stored on the loop for future reference (i.e. audits)
- Share findings and lessons learned with Chilton Parish Council and the community.
- Communicating the closure of the Steering Groups role to Chilton Parish Council and their formal acceptance of managing the green space and its infrastructure moving forward.

Phase 5 = Not started

11. Governance and Project Control

- Chilton Parish Council will provide the strategic oversight for the project, act as the Project Executive, and will approve the rationale within the Project Scope and the Project Management Plan for the green space. It also provides leadership, support and, where necessary, timely decisions.
- Overall budgetary responsibility is held by the Chilton Parish Council clerk, with the Chilton Community Green Space Project Steering Group providing operational support (i.e. quotations and best value for money).
- The Chilton Community Green Space Project Steering Group will report into the Chilton Parish Council through quarterly updates, as a minimum.
- The Chilton Community Green Space Project Steering Group will oversee the project management, act as the Project Managers and, from Phase 4a, will meet regularly with clear terms of reference. Its role is, but not limited to:
 - Have clearly defined roles and responsibilities (i.e., a named Chair, clerk, communications lead, fundraising lead, risk management lead, finance/budget holder lead).
 - Finalise and approve the Project Scope.
 - Develop and approve a Project Management Plan for Phase 4a and 4b.
 - Learn from other Villages and local Parish Councils that have delivered similar projects.
 - Liaise with any relevant authorities and organisations to make the project as effective as possible.
 - Engage and communicate with the whole community throughout the project to ensure transparency and where necessary feedback views and opinions. This includes developing a Project Communications Plan
 - Oversee the fundraising.
 - Ensure the project progresses in accordance with the Project Scope and the Project Management Plan.
 - Keep a risk log and undertake regular review of the risk log, bringing risks to the attention of the Chilton Parish Council as required.
 - Keep a record of meetings and key decisions.
- The Chilton Parish community, i.e. its residents, visitors and businesses, will act as the Senior User and represent the end user of the Chilton Community Green Space.

12. Estimates Budget and Staffing

- The Chilton Community Green Space Project has five core phases, each will require varied levels of budget and Steering Group/Chilton Parish Council staffing resources (all high level estimates at this stage). These values have been developed based on learning from similar scale projects led by other Parish Councils (i.e. Aston Rowant):

Phases	Budget (£)	Staffing (hours)
Phase 1	£0	20
Phase 2	£0	15
Phase 3	£0	15
Phase 4a	£10,000-£20,000	35
Phase 4b	£50,000-£60,000	100
Phase 5	£0	15
Total	£60,000-£80,000	200

13. Project Management Plan (Phase 4a and 4b)

The Project Management Plan helps to minimise risks and negative impacts and contributes to the requirement for financial propriety in safeguarding money. The Project Management Plan will relate specifically to Phases 4a and 4b only, the preparation of the plot and the design, procurement and installation of infrastructure (i.e. play equipment and seating). Its output must be to provide an exciting and accessible green space that offers a welcoming social space for Chilton residents and businesses to meet and socialise.

Any play equipment installed must be provided by a member of the Association of Play Industries, and once installed, it must have a post installation inspection by a member of the Register of Play Inspectors International. Any infrastructure needs to be easy to maintain with readily accessible and affordable spare parts. Any installation of suitable safer surfacing must not compromise the ability to cut and maintain the grass.

Below is an overview of the Project Management Plan with examples of key actions for Phases 4a and 4b in the table (BC= Buckinghamshire Council, PC = Parish Council, CHF – Chilton Home Farms Ltd., SG – Steering Group, SGC = Steering Group Chair, S = Supplier)

13.1 Phase 4a: Community Green Space – Preparation

No	Action	Details	Start	End	Owner	Status	Notes
1a	Governance	SG meetings scheduled for Phase 4a / 4b	04/02	29/02	SGC		
1b		SG terms of reference drafted and agreed	19/02	31/03	SG		
1c		SG role and responsibilities agreed	01/03	31/03	SG		
2a	Project Scope and Management Plan (PMP)	Update project scope and draft PMP	01/01	29/02	SG		
2b		Draft project risk log	01/02	29/02	SG		
2c		Draft project communications plan	01/02	31/03	SG		
2d		Draft indicative project timelines	01/02	29/02	SG		
2e		2a and 2b approved by PC	07/03	07/03	PC		
3a	Budget / Cost	Draft high level budget agreed	01/02	29/02	SG		
3b		Draft budget approved by PC	07/03	07/03	PC		
3c		Long term maintenance of space agreed	01/02	07/03	PC		
4a	Plot Clearance / Clean-up	Vegetation removed from plot	01/01	29/02	CHF		
4b		Adjacent land cleared of farming goods	01/01	29/02	CHF		
4c		Rubbish removed from plot	01/01	29/02	SG		
4d		Bank cleared, north side of plot	01/01	29/02	SG		
4e		Step access cleaned / pressure washed	01/01	31/03	SG		
5a	Trees on BC Land	Source local arborist supplier	01/01	31/01	SGC		
5b		Tree works application to BC submitted	01/01	31/01	S		
5c		Tree works application approved	01/02	07/03	BC		
5d		Trees removed (including stumps)	07/03	31/03	S		
5e		Arborist supplier invoice paid	31/03	31/03	PC		
5f		New hedgerow planted on east side of plot	01/01	31/03	SG/S		
6a	Lease Agreement	Finalise plot dimensions	01/03	31/03	PC/CHF		
6b		Both parties sign lease agreement	01/03	31/03	PC/CHF		
7a	Landscaping	Groundworker grades/levels plot	01/03	31/03	CHF		
7b		Planting of new trees on north site of plot	01/03	31/03	CHF		
7c		Topsoiled and plot grass seeded	01/03	31/03	CHF		
7d		Groundworker supplier invoice paid	31/03	31/03	PC		
8a	Fencing	Source local fencing supplier	01/02	29/02	SGC		
8b		Agree preferred fence type	01/03	31/03	SG/CHF		
8c		New fencing installed	31/03	30/04	S		
8d		Fencer supplier invoice paid	30/04	30/04	PC		
9a	Low Level Fundraising	Contact local businesses for donations/support	01/04	31/05	SG		
9b		Contact Bruen School for donations	01/04	31/05	SG		

9c		Contact residents for fundraising ideas/input	01/04	31/05	SG	
9d		Events	01/04	30/06	SG	
10a	Traffic Calming Measures	New 30 signs and play area sign installed	01/04	30/06	BC	
10b		Rails/metal fence repainted to a visible colour	01/04	30/06	SG	
10c		Verges lowered to improve sightlines	01/04	30/06	S	
10d		Road crossing painted	01/04	30/06	BC	
11	Opening	Open the site for initial public use	30/06	30/06	PC/SG	

13.2 Phase 4b: Community Green Space – Infrastructure

No	Action	Details	Start	End	Owner	Status	Notes
1a	Prepare Infrastructure Briefing	Propose accessibility requirements	01/07	31/07	SG		
1b		Propose types of preferred equipment	01/07	31/07	SG		
1c		Propose types of preferred surfacing	01/07	31/07	SG		
1d		Propose types of preferred seating	01/07	31/07	SG		
1e		1a to 1e approved by PC and CHF	01/07	31/07	PC/CHF		
2	Estimates / Market Test	Based on 1b-1d, simulate market / estimates / initial designs	01/08	31/08	SG		
3a	Final Budget / Cost	Final budget agreed	01/09	08/09	SG		
3b		Final budget approved	09/09	15/09	PC		
4a	High level fundraising	Apply for local grants	15/09	31/10	SG		
4b		Apply for national grants	15/09	31/10	SG		
4c		Events	01/07	31/10	SG		
5a	Procurement	Develop a tender pack for an ITQ	01/10	10/11	SG		
5b		Agree criteria for assessing/evaluating quotes	01/10	10/11	SG		
5c		Approve ITQ tender pack	11/11	24/11	PC		
5d		Publish ITQ	25/11	25/11	PC		
5e		Respond to queries during ITQ period	25/11	12/01	SG		
5f		ITQ closes	12/01	12/01	PC		
5g		Evaluate bids and shortlist preferred suppliers	13/01	31/01	SG/PC		
5h		Engagement with CHF/residents/businesses	01/02	28/02	SG		
5i		Chose preferred supplier / due diligence	03/03	09/03	SG		
5j		Approve preferred supplier	10/03	16/03	PC		
5k		Award contract	17/03	31/03	PC		
6a	Installation	Agree final timescales	17/03	31/03	SG/S		
6b		Supplier PMP, Insurance, H&S Plan submitted	17/03	31/03	S		
6c		Monitor supplier progress	01/04	08/06	SG		
6d		Installation completed	08/06	08/06	S		
6e		Independent inspection	09/06	15/06	BC		
6f		Snagging agreed	16/06	22/06	SG/S		
6g		Installation signed-off	23/06	27/06	PC		
6h		Supplier invoice paid	30/06	30/06	PC		
7	Opening	Re-open the site for public use	29/06	29/06	PC/SG		

14. Project Indicative Timelines

14.1 Phase 4a: Community Green Space – Preparation: Indicative Timeline

No	Description	2024					
		Jan	Feb	Mar	Apr	May	Jun
1	Governance						
2	Project Scope and Management Plan (PMP)						
3	Budget / Cost						
4	Plot clearance / Clear-Up						
5	Trees on BC Land						
6	Lease Agreement						
7	Landscaping						
8	Fencing						
9	Low Level Fundraising						
10	Traffic Calming Measures						
11	Opening						

14.2 Phase 4b: Community Green Space – Infrastructure Indicative: Timeline

No	Description	2024						2025					
		Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
1	Prepare Infrastructure Briefing												
2	Estimates												
3	Final Budget / Cost												
4	High Level Fundraising												
5	Procurement												
6	Installation												
7	Opening												

15. Project Engagement and Communications Plan: **TO BE COMPLETED**

To successfully deliver the project, it is critical that the Steering Group manage the stakeholders. In this case, the stakeholders are people who have an interest in the Chilton Community Green Space.

Stakeholder Group	Interest (High/Low)	Power (High/Low)	Mechanism	Frequency	Owner
Businesses					
Residents					
Chilton Parish Council					
Chilton Home Farms					
Bruren School					
Buckinghamshire Council					
Local Councillors					
Local MP					

16. Project Scope Constraints and Risks

Risk is an uncertain event that if it occurs will have an effect on the achievement of the project's objectives. Risks identified as the project progresses will be recorded, tracked, actioned and then closed using the Risk Register below by the Steering Group. Potential sources of risk to the project will be allocated a risk score. Each risk will be assessed on its possible impact upon the project and the likelihood of that risk occurring. The severity of each risk (severity = impact x likelihood) will then be calculated. To ensure a consistent approach to the marking of risks, the following scheme will be followed:

Risk Score	Impact if risk occurs	Likelihood of risk occurring
5	Severe	Almost Certain
4	Major	Likely
3	Significant	Moderate
2	Minor	Unlikely
1	Insignificant	Rare

	Insignificant 1	Minor 2	Significant 3	Major 4	Severe 5
5 Almost Certain	Medium 5	High 10	Very high 15	Extreme 20	Extreme 25
4 Likely	Medium 4	Medium 8	High 12	Very high 16	Extreme 20
3 Moderate	Low 3	Medium 6	Medium 9	High 12	Very high 15
2 Unlikely	Very low 2	Low 4	Medium 6	Medium 8	High 10
1 Rare	Very low 1	Very low 2	Low 3	Medium 4	Medium 5

Each risk will include mitigations. The severity will be considered critical if a score of 20+ is calculated. Should this happen, or if there is significant movement upwards on any of the risks listed, a mitigation plan will be drawn up by the Steering Group to accommodate this. Escalation of risks to Chilton Parish Council should occur for all 15 or above.

No	Risk Description	Impact	Likelihood	Severity	Owner	Risk Mitigation	Date Reviewed
1	Project scope and rationale for need not well defined or understood.	4	3	12	SG	<ul style="list-style-type: none"> Completed a Project Scope, with clear rationale, and seek approval by PC 	•
2	The project will start with £0 budget / Insufficient finance to meet project goals.	3	3	9	SG/PC	<ul style="list-style-type: none"> Fundraising for Phase 4a and 4b will be required before actions can start. Prioritisation of actions and budgetary spend will be required. Option to pause project at Phase 4a. 	•
3	There may be other significant priorities of either Chilton Parish Council, Project Steering Group and/or the local community that develop during the life of the project	3	3	9	SG/PC	<ul style="list-style-type: none"> Project communication plan with stakeholders clearly mapped. Standing agenda item for PC meetings. Option to pause project at Phase 4a. PC could procure Project Management expertise using its reserves. 	•
4	Project Steering Group capacity / ability	3	3	9	SG/PC	<ul style="list-style-type: none"> At least 6 active members of the SG. Clear Terms of References with roles and responsibilities well defined. Members of the SG include range of ages with range of professional experiences, including landscaping, bid writing, project management, procurement of large valued contracts (circa £10,000,000) and contract management. PC could procure Project Management expertise using its reserves. 	•
5	Lack or loss of interest from Project Steering Group, the Chilton Parish Council	4	2	8	SG/PC	<ul style="list-style-type: none"> Project Scope, with clear aims and objectives. Project Management Plan with clear timescales and evidence of milestones achieved and celebrated. PC could procure Project Management expertise using its reserves. Project communication plan with stakeholders clearly mapped. Standing agenda item for PC meetings. Option to pause project at Phase 4a. 	•

	and/or the local community.						
6	Crossing of preferred site (Plot 1) is unsafe, risk of injury	5	3	15	SG/PC	<ul style="list-style-type: none"> Traffic Calming Measures form part of Phase 4a. Separate to this project, PC continue to progress with other traffic reduction measures including Neighbourhood Speedwatch, new village signs/entrances, improved signage. 	•
7	Access to preferred site (Plot 1) not suitable for buggy/wheelchair use.	4	3	12	SG	<ul style="list-style-type: none"> Accessibility to be embedded into the specification during Phase 4b. 	•
8	No clear sustainability model / Costs of long term maintenance of the green space	4	3	12	PC	<ul style="list-style-type: none"> PC to approve that long term maintenance model through Council precept. Sustainability costs to be embedded into the specification during Phase 4b. Any infrastructure needs to be easy to maintain with readily accessible and affordable spare parts. Insurance in place for infrastructure. Infrastructure comes with a guarantee. 	•
9	Objections to project from residents	3	3	9	SG/PC	<ul style="list-style-type: none"> Completed a Project Scope, with clear rationale, and seek approval by PC. Provide opportunities to raise concerns. Once approved by PC, the Project Scope and Project Management Plan published along with the Risk Log to share risk mitigations. Communications Plan in place 	•
10	Unrealistic expectations from Chilton Parish Council and/or the local community	2	2	4	SG	<ul style="list-style-type: none"> Project communication plan with stakeholders clearly mapped. Once approved by PC, both the Project Scope and Project Management Plan published. Form part of Phase 5. 	•
11	Suitability of selected infrastructure	3	2	6	SG/PC	<ul style="list-style-type: none"> Once installed, inspection by a member of the Register of Play Inspectors International. Any play equipment must be provided by a member of the Association of Play Industries. Infrastructure selected based on Phase 3 outputs. 	•
12	Increased traffic / parking on roadsides / no-off road parking	2	2	4	SG/PC	<ul style="list-style-type: none"> Signs added regarding parking responsibility. Form part of Phase 5. Maintain footpaths to encourage walking to plot. 	•
13	Inappropriate surfacing	4	2	8	SG/PC	<ul style="list-style-type: none"> Once installed, inspection by a member of the Register of Play Inspectors International. Any surfacing must be provided by a member of the Association of Play Industries. Insurance in place for infrastructure. 	•
14	Contract disputes / Conflicts	3	2	6	SG/PC	<ul style="list-style-type: none"> Clear dispute resolution details in contract T&Cs. SG holds contract management experience. Clearly details specification submitted during the ITQ with opportunity for suppliers to submit enquiries. PC to take legal advice if required. 	•

15	Potential for installation to damage hidden utilities	4	2	8	SG/PC	<ul style="list-style-type: none"> • Ensure appropriate search undertaken. • Check with landowner (Chilton Home Farms). • Provide information to potential suppliers as requested. 	•
16	Project chair unwell	3	2	6	SG/PC	<ul style="list-style-type: none"> • Project Scope and Project Management Plan in place • SG established and fully briefed. • PC Chair fully briefed. • Documents shared via online accessible formats (i.e. sharepoint) • PC could procure Project Management expertise using its reserves. 	•
17	ITQ not suitable or incorrectly actioned	4	2	8	SG/PC	<ul style="list-style-type: none"> • SG holds procurement experience. • Follow processes supported by Public Procurement Regulations. • All tender documents reviewed and approved by SG and PC prior to publishing. • PC could buy-in procurement expertise using its reserves. 	•
18	No take up of ITQ	4	3	12	SG/PC	<ul style="list-style-type: none"> • Stimulate market through testing in advance of the ITQ. • Write to reputable installers confirming contract on offer and inviting them to ITQ. • Option to pause project at Phase 4a and then revisit ITQ. 	•
19	Challenge from potential suppliers over ITQ evaluations	2	2	4	SG/PC	<ul style="list-style-type: none"> • Evaluation criteria included in a clear and transparent ITQ tender pack. • All tender documents reviewed and approved, including criteria, by SG and PC prior to publishing. • SG holds procurement experience. • At least three evaluators used with a moderator. • PC to take legal advice if required. 	•
20	Poor evaluation of ITQ.	3	3	9	SG/PC	<ul style="list-style-type: none"> • SG holds procurement experience. • Clear guidance provided to SG on how to evaluate. • Standard process followed by all. • All decisions recorded and approved by PC. • PC collectively decides final outcomes 	•
21	Misunderstandings over submitted designs in ITQs	3	2	6	SG/PC	<ul style="list-style-type: none"> • Once shortlist of designs selected, suppliers maybe invited to make presentation and/or answer queries and questions to ensure total clarification. • Details would be recorded and fed back in writing. 	•
22	Plot risks during installation of infrastructure in Phase 4b	3	3	9	SG/PC	<ul style="list-style-type: none"> • Supplier to provide SG and PC with a Health and Safety Plan on contract award. • Supplier and PC hold insurance. • Plot fenced off with safety fencing and clear signage during installation. 	•
23	Poor installation of infrastructure	3	2	6	SG/PC	<ul style="list-style-type: none"> • Supplier selected a member of the Association of Play Industries. • Supplier to provide a PMP on contract award • Regular reporting to the SGC, • Agreed period for snagging resolution post installation. • Regular site visits by SG. 	•
24	Acts of God (i.e., extreme weather, leads to loss or damage to infrastructure.	5	1	5	SG/PC	<ul style="list-style-type: none"> • Insurance. 	•

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