

HPS 8/11/16

MINUTES of the MEETING of the HERITAGE PARK / SKULL SITE SUB-COMMITTEE held at THE COUNCIL OFFICES, THE GROVE, SWANSCOMBE, on TUESDAY 25 OCTOBER at 10.00 AM

**PRESENT:** Councillor B E Read (Chairman)  
Councillor Ms L C Howes (Vice-Chairman)  
Councillor R J Lees  
Councillor D J Mote

**ALSO PRESENT:** Martin Harding, Assistant Town Clerk & RFO  
Brenda Bobby (FOSHP)

**ABSENT:** None

**232/16-17. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor's Mrs S P Butterfill and P C Harris.

**233/16-17. SUBSTITUTES**

There were none.

**234/16-17. TO DECLARE INTERESTS IN ITEMS ON THE AGENDA**

There were none.

*The Chairman gave the opportunity for the meeting to be adjourned at this point to accept questions from the public.*

**235/16-17. URGENT ITEMS / MATTERS ARISING FROM PREVIOUS MINUTES.**

There were none.

**236/16-17. TO CONFIRM AND SIGN THE MINUTES OF THE MEETING HELD ON 13 SEPTEMBER 2016.**

**Recommended:** That the Minutes of the meeting held on 13 September 2016 be confirmed and signed as a true record.

**237/16-17. HLF BID – PROGRESS TO DATE.**

The ATC/RFO gave an update on the progress of the HLF bid. A draft of the bid would be circulated to all members by close of business on Friday 28 October 2016 for consideration.

The ATC/RFO asked members to consider the Town Councils preferred management model for the new visitor centre. A discussion was held comparing the

different models available. Members decided that the ATC/RFO would discuss this further with the Program Management Board in November with the Town Council preferring to retain management in the first instance but with agreements with partnerships regarding ongoing use and decision making. This would include a review to consider setting up a Trust to manage the building.

**Recommended:** That the progress of the bid be noted.

238/16-17. **NATURAL ENGLAND – SWANSCOMBE NNR MANAGEMENT PLAN.**

The ATC/RFO updated members on the information provided by Eleanor Brown of Natural England in relation to the visual management plan and that an update was awaited on the Lease renewal.

**Recommended:** That the update from the ATC/RFO be noted.

239/16-17. **FRIENDS OF SWANSCOMBE HERITAGE PARK (FOSHP) REPORT OF ACTIVITIES.**

Brenda Bobby confirmed that the Halloween Disco was scheduled for this Friday. A litter pick had been considered but the site was felt to be in relatively good order at present

**Recommended:** That the item be noted.

240/16-17. **HERITAGE PARK WEBSITE**

This item reminded everyone that any items to be included on the website needed to be forwarded to the ATC/RFO.

**Recommended:** That the item be noted.

241/16-17. **ANY OTHER ITEMS RELATED TO THE HERITAGE PARK / SKULL SITE.**

There were none

242/16-17. **DATE OF NEXT MEETING.**

**Recommended:** That the next meeting be scheduled Tuesday 8 November 2016 at 10.00am

There being no further business to transact, the meeting closed at 10.40 am.

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
(Chairman)

HPS 8/10/16

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(Chairman)

## Realising the Potential (HLF bid) Swanscombe Heritage Park

### Project Title (50 words)

Footprints in Time

### Project Summary (150 words)

Swanscombe Heritage Park is a hidden treasure! This SSSI site was first recognised for the discovery of a Palaeolithic skull known as Swanscombe Man. It is also a National Nature Reserve. This project will preserve, protect and sensitively develop this internationally important archaeological, geological and biologically important heritage site and make it accessible.

The project will provide a prestigious focal point for the ancient town of Swanscombe, listed in the Domesday Book. The site will be used for a variety of activities, including learning and research, educational entertainment, leisure and volunteering activities.

The local community, schools and colleges, national and international learning institutions and tourists will benefit from the project.

### Project Elements will include:

- Construction of a multi-use, learning and visitor centre.
- Construction of an outdoor viewing platform showing virtual landscapes of pre-history to the present day's actual landscape.
- Provision of a variety of volunteering, learning and community activities

### 2a. What is the heritage that your project will focus on?

The Swanscombe Skull Site National Nature.(NNR) and the Swancombe Skull Site (SSSI). This site is notified for its remains of an ancient human, archaeological material in the form of hand axes, and a rich fossil and sediments assemblage relating to the ancestral River Thames approximately 400,000 years ago. The first two pieces of the skull were found in 1935 and 1936 by Alvin T Marston, in 1955 by John Wymer who conducted a series of excavations and found a third piece of the same skull. It was originally known as Swanscombe Man ,but is now thought to be the skull of a young woman. Swanscombe Woman is thought to belong to a now extinct species of humans called *Homo heidelbergensis*. The skull found at Swanscombe is the second oldest human fossil in the UK.

Palaeolithic archaeological and geological heritage – The Swanscombe Skull site, within Swanscombe Heritage Park, is nationally and internationally famous for its exceptional preservation of Palaeolithic archaeological artefacts and faunal remains and geological deposits. Numerous flint tools from two different traditions have been found at the site,

together with the fossilized bones of animals dating from around 400,000 years ago. The most important discoveries at the site are the fragments of the skull of an early human. (Swanscombe is one of only two sites in the UK where human remains of this early period have been found. Is this true). The project will aim to preserve the remaining Pleistocene deposits within the site, conserve the Undug Boyn Hill deposits underneath the Alkerden Lane Allotments, and enhance the current interpretation on site.

**Industrial archaeology** - Industrial archaeology is an important feature of the park. Gravel extraction and chalk quarrying took place in Swanscombe and surrounding areas from the later decades of the 19th century until the closure of the main Blue Circle cement works in 1990. These works were instrumental in shaping the landscape of Swanscombe and the surrounding area and are directly responsible for the formation of Swanscombe Heritage Park and Craylands Gorge.

**Biodiversity** – Swanscombe Heritage Park (excluding the SSSI and NNR and as part of Alkerden Lane Pit) is designated as a Local Wildlife Site (LWS). The site is designated as an LWS because of the suite of nationally scarce and county scarce plant species that it supports. The site is also important for its invertebrate populations, including burrowing bees and wasps. The site supports a good bird fauna. Reptiles have also been recorded on site. Management for biodiversity has been limited due to a lack of resources. The aim is to implement management for biodiversity on the site, and to increase awareness of the wildlife value of the site through organised events and activities and improved interpretation.

## **2.b Is your heritage considered to be at risk? If so, please tell us in what way.**

The site is at risk in various ways.

A large proportion of the local population are unaware of the significance of the site and it is unprotected and has been left to decay.

Given the quarrying activity at the site, and that it is continually used for recreation by young people ride motor-cross bikes, the site continues to suffer significant damage. An example of impact of this follows:

The first 2 pieces of the skull found were in good condition; however the third piece, discovered 20 years later, was in very poor condition and collapsed into 9 pieces. Since 1955 excavations at Swanscombe have shown that important fossil materials in the NNR were highly decalcified and vertebrate bones found in the 1980s were too soft to be recovered for study.

It is likely that the unroofing of the fossil horizons has led to this decalcification as well as bacterial degradation of bone. As such there are serious concerns about the preservation of fossils, including the potential for further ancient human remains. This is, undoubtedly, an internationally important site. Urgent measures need to be taken to preserve and arrest any further degradation of material still present. An assessment is desperately needed to



see if adjacent deposits in the wider SSSI and surrounding area that haven't been quarried are still intact, and if so to enable appropriate conservation measures to be put in place.

**2.c Does your project involve work to physical heritage such as buildings, collections, landscapes or habitats?**

**If yes: Tell us the name of the building(s), collections, landscape or habitat area**

Land known as Swanscombe Heritage Park where various significant Palaeolithic finds have been found since 1881. It is a site of special scientific interest, a national nature reserve and has geological significance. Please see earlier section.

**If yes: Do you, or a partner organisation, own the building, land or heritage items outright?**

Part of the site is owned by Natural England who is a partner in this application and the remainder by Land Securities.

**If no: Do you, or a partner organisation have a leasehold on the building, land or items?**

Natural England (a partner in this application) own part of the site (see above) and the applicant, Swanscombe and Greenhithe Town Council hold a 25 year lease from Natural England and was granted a 999 year lease by Land Securities.

**If yes: How many years are left to run on the leasehold?**

25 years on Natural England Lease; ????? Land Securities

**If no: If you do not currently meet our ownership requirements, tell us the date by when you expect to do so?**

**3. Your Project**

**3a Describe what your project will do.**

- 1 Profile the substantial archaeological, geological and historical heritage of the site as well as conserve and protect the special biodiversity of the natural environment as a site of special interest.
- 2 Develop and improve the site to give access to the general public, schools, colleges for interest, leisure and learning
- 3 Develop the site as a national and international centre of excellence.

**3b. Explain what need and opportunity your project will address.**

The objectives at the heart of the project are three-fold; to achieve step-change in the quality and breadth of the interpretation on the site, to substantially increase its use by the public (especially for education and wider learning), and to put in place a more robust and financially-sustainable management regime to safeguard the heritage for future generations.

A previous application made to the HLF relating to the Swanscombe Heritage site (in 2009) did not meet with success, and the learning from that experience has been applied to this newly conceived project. Also, in the intervening years there has been a transformation in the local planning context which makes this initiative both timely and even more necessary. Most notably, land surrounding the Heritage Park has recently been designated by Government as a 'Garden City', with the prospect of up to 15,000 new homes built over the next few years, and the London Paramount Leisure Resort, designed to attract 40,000 visitors a day, scheduled to be open in 2020. This degree of change presents challenges (eg potential risk to the heritage), and opportunities (a rapidly expanding local population and visitor destination), which the project is designed to address.

**3c. Why is it essential for the project to go ahead now?**

There are major developments happening all around the site: Ebbsfleet Development Corporation (EDC) is currently in the process of building Ebbsfleet Garden City which is a development of 15,000 homes to the south and west of the site. In addition, Resort Company Holdings Ltd (London Paramount) are developing Swanscombe Peninsula to the north of the site which is set become the largest leisure park in Europe, estimated to open in 2021. This development is to include major infrastructural changes to the area, including transport links to cater for over 20,000 tourists a week. The town of Swanscombe sits in the centre of these developments and has no planned allocation of resources or interventions to support this old community which is mentioned in the Domesday Book.

The development of Swanscombe Heritage Park is timely in order for the community to capitalize and benefit from the EDC and London Paramount initiatives. If the site is not developed at this time, it is in danger of irreparable damage and decay and could be a lost completely because of the huge corporate developments taking place all around it.

The national and international profiling of the site will benefit from the publicity surrounding the other developments as it will provide additional attraction for the area.

**3d. Why do you need Lottery funding?**

The complexity and scale of the project requires substantial funding. As a specialist, heritage project of national and international significance, it fits the criteria and grant range of lottery funding. It is unlikely to be funded through any other source.

Our vision for the future of Swanscombe Heritage Park requires increased awareness of its industrial and natural heritage, and participation from a variety of stakeholders, in its ongoing management. The Heritage Lottery Fund can provide the level of funding required over a three-year period to ensure we secure the future of the site for future generations. We require capital investment to improve facilities and access as well as revenue to engage local residents with the heritage of the park. Some grant funders will only cover one or the other and often not to the scale we require to make this project succeed.

Our project also fits very well with the aims and outcomes of HLF – heritage, community and people. Through improved access, better interpretation and opportunities to participate, we will achieve the majority of outcomes for these groups.

3e. What work and/or consultation have you undertaken to prepare for this project and why?

There have been 8 years of consultation with Kent County Council Heritage Conservation and Environment Department, and with Natural England, National Nature Reserves. We also have ongoing consultations with The Ebbsfleet Development Corporation and with London Paramount. We have conducted a variety of surveys and consultation events with the local community. (MARTIN – FINDINGS. (WOULD ALSO BE GOOD TO ADD SOME SPECIFICS A TO PARTNERSHIP CONSULTATIONS)

**4. Project Outcomes**

4a. What difference will your project make for heritage?

This project will also make a difference to heritage by introducing better interpretation in the visitor centre as well along the heritage trails, which will better explain the landscape, heritage and habitats of Swanscombe Heritage Park. The education programme and community activities will increase awareness and understanding of the industries and the impact they have had on the area over the centuries. There will be a variety of activities for all ages, aimed at getting people involved in supporting and making decisions about their heritage for the future. There will be a mixture of hands on activities, practical tasks and information points for visitors to learn more about this heritage. The project will also provide the foundations for future work of archaeological and geological significance across other periods of prehistory.

- Palaeolithic archaeology and geology – The project will enable survey work to be undertaken to map the surface distribution of the sediments, and to investigate the condition of the archaeological and geological resource. The survey work will help to
- identify sensitive geological and archaeological areas
- It allows a fossil record to be established for the area
- investigate whether there are areas where fossils are deteriorating. If appropriate, these areas will then be covered with a protective layer to prevent further deterioration.
- Raising awareness of the heritage value of the site will help to address anti-social behaviour such as digging and it will inform local people about the importance of the site.
- The site will become recognised as a site of National, aspirational international centre of excellence for archaeology, geology conservation and ecology.
- Biodiversity – The project will enable conservation management to be implemented on site, which will improve the biodiversity of the site.

4b. What difference will your project make for people?

- leisure and learning - access to educational and/or leisure entertainment, such as outdoor immersive theatre illustrating what life might have been like going back through time

- Enhancing access to and within a significant local open space
- Enabling people to learn more about an internationally important site for Palaeolithic archaeology and geology through the provision of organised activities and improved interpretation
- Enabling people to learn more about the industrial heritage of the site and the surrounding area through the provision of organised activities and improved interpretation
- Foster personal pride in residents tend to suffer from low self-esteem
- Providing an opportunity for different age groups in the community to interact by taking part in an oral history project
- Enabling people to learn more about wildlife on their doorstep through the provision of organised activities and improved interpretation
- Provide opportunities for people to become involved in the conservation management of a local site. This would include training opportunities that would provide skills for future employment
- Enabling local schools to use the site as an outdoor classroom by providing resources linked in to the National Curriculum

**4c. What difference will your project make for communities?**

- Build community pride and make more attractive to future residents,
- Provide leisure & learning opportunities
- Community leisure venue
- Bring income to the area
- Motivate and inspire other communities to celebrate their heritage by the example of Swanscombe Heritage Park delivery model.

**4d. What are the main groups of people that will benefit from your project?**

- Local people of all ages: general public, schools, colleges, community groups
- National & international tourists - link to Paramount and Ebbsfleet International
- schools, colleges and university students around the country
- Research and academic institutions throughout the UK and internationally

**4e. Does your project involve heritage that attracts visitors?**

Yes

If yes: What are your existing visitor numbers?

MARTIN TO COMPLETE

If yes: How many visitors a year do you expect on completion of your project?

MARTIN TO COMPLETE

4f. How many people will be trained as part of your project, if applicable?

Estimate: 10 volunteers per annum - these can be members of the general public – will not only learn project specific skill such as heritage related skills but will learn transferable skills that will aid employability

4g. How many volunteers do you expect will contribute personally to your project?

30 per annum.

4h. How many full-time equivalent posts will you create to deliver your project?

## 5. Project Management

### Development phase

5a. What work will you do during the development phase of your project?

During the Development Phase, the project board will ensure all stakeholders have a say in the future of Swanscombe Heritage Park. This will be facilitated by Swanscombe and Greenhithe Council. All activity undertaken during this phase will be supporting and working towards the stage 2 application and will include the following work:

- Access enhancements – A contractor will be employed to prepare detailed designs and tender documentation up to RIBA Stage D relating to the path improvements.
- Education Pack development stage – A organisation will be employed to undertake development work with the 4 local schools to work towards the production of an Education Pack for the site. This will include site visits with the schools to look at the park potential and learning opportunities; planning and research work regarding what opportunities could be offered; consultation and liaison with the schools to develop ideas; the production of a proposal with an outline plan for the overall design and content of an education pack based on feedback from the schools.
- Survey work to investigate the condition of the archaeological and geological resource including a field survey to map the distribution of sediments. This will inform the methodology used to protect the archaeological and geological heritage. Further information to be supplied by Lis Dyson from Kent County Council.

## Landscaping and Site Masterplan (L1 Stages A-D)

The project Board will appoint a Landscape Architect to liaise with stakeholders and draw up a site Masterplan that will include: options for the location of the visitor centre and the proposed viewing platform, pathways, cycle ways, seating and opportunities for public art. All detailed designs up to Planning Application stage.

### **School and Community Consultation**

Although some consultation has led us to this point, further consultation with schools, community groups and other potential visitors to the site are required. We will deliver pilot projects and organise activities and events which will be used to engage and consult with people. These will include guided walks around the site, conservation task days such as path clearing, supervised school visits and general public meetings to update people on the plans. The consultation will feed into the community and education programmes and into the plans for the visitor centre and security for the site.

### **Visitor centre and viewing platform plan**

We will appoint a contractor to work with us to design and plan the buildings which will be home to the visitor centre and viewing platform. A specialist container supplier will be used who have extensive experience in this area. Initial plans will be drawn up that will be used for discussion amongst stakeholders. These will be used during consultation with the local community. The contractor will also support the planning application process.

The Project Officer appointed to oversee the Development Phase will also work with the appointed contractor and our Landscape Architect, to design and plan access and landscaping around these new buildings. This will require consultation and research into standards for disabled access into the facilities.

### **Lease agreement**

During this phase of the project, the Project Officer will support Swanscombe & Greenhithe Town Council to renegotiate an extended lease to meet the requirements of this funding (lease until ????). This will be completed before the stage 2 application is submitted.

### **Activity Plan**

The project delivery activity plan will be produced by the Project Officer. This will be based on feedback on conservation days, school visits and consultation with the community.

### **Business Plan, Management Plan and Conservation Plan**

A Business Plan, Management Plan and Conservation Management plan will be developed to ensure the delivery of the project goes hand in hand with the aim of long term maintenance and sustainability. A community and education program will also be required to feed into this to ensure the facilities and interpretation put in place are suitable. It will also outline the long-term costs of maintaining the site and how income will be generated to sustain it.

### Partnership funding

The Project Officer will work closely with the Project Board to secure match funding towards the delivery of the project. We anticipate partnership funding to come from????.

### Stage 2 Application

Finally, the Project Officer will continuously be working towards completion on the Stage 2 application. We aim to submit this by June 2018. All the above activities will feed into the development of the project and this application. This will focus on refining the budget ensuring costs are as accurate as possible especially for the capital works such as the visitor centre, access pathways and viewing platform. It will also strongly focus on the Business and Management Plans as these will map out the delivery of the project but also the future and the long-term sustainability. All elements of the project and its delivery will feed into this to ensure the site and the facilities will be used and interpreted by the local community and how income will be generated to maintain and sustain the site and it's heritage for the long-term.

- 5b. Who are the main people responsible for the work during the development phase of your project?

Martin Harding, Assistant Town Clerk & RFO; Project Officer (new post); Project Board

- 5c. Complete a detailed timetable for the development phase of your project.

Task	Start Date	End Date	Who will lead this task
Activity Plan Production of activity plan to underpin Stage 2 application. Production of the plan will bring together information held within the Audience Development Plan, Conservation Management Plan, Management and Maintenance Plan and the Training Plan. This work will be ongoing throughout the development phase.	Phase 1 start June 2017	Phase 2 submission date June 2018	Project Officer & Project Board
Landscaping and access Master Plan	Phase 1 start June 2017	Phase 2 submission date June 2018	Groundwork's Landscape Architect
School and	Start Phase 1 May		Project Officer/ (Walk

community consultation Development of proposal for design and format of education packs based on consultation with schools, colleges, academic institutions, community/general public	2017		Tall)
Visitor centre and facilities plans/ feasibility			Contractor/Architect
Permissions and consent for visitor centre, toilets, and Preparation of detailed designs and tender documentation up to RIBA Stage D			Contractor/Architect
Extend lease	Phase 1 start June 2017	Phase 2 submission date June 2018	Swanscombe & Greenhithe Town Council with support from /Project Officer
Palaeolithic archaeological and geological survey work. Targeted test pitting to investigate the archaeological and geological resource in key horizons	?	?	Kent County Council or designated contractor appointed and overseen by KCC
Secure additional funding	Phase 1 start June 2017	Phase 2 submission date June 2018	Project Board/Project Office
Stage 2 Application	July 2017	June 2018	Project Board/Project Officer

5d. Tell us about the risks to the development phase of your project and how they will be managed.

Risk	Likelihood	Impact	Mitigation	Who will lead on this



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**Delivery phase**

5e. Who are the main people responsible for the work during the delivery phase of your project?

Swanscombe & Greenhithe Town Council will be the main organisation responsible for the project, working closely with the Project Board. A Partnership Agreement has been put in place for the purpose of delivering this project and ensuring the sustainability of Swanscombe Heritage Park. A new post, Project Officer, will be recruited by Swanscombe & Greenhithe Town Council and will have the suitable qualifications and experience to oversee and deliver the Development Phase of the project through to stage 2 submission. They will be managed and supported by the town Councils Assistant Town Clerk / RFO.

A project Board of stakeholders and partners has been established to ensure the project is run to schedule and has the involvement of key local groups. While Swanscombe & Greenhithe Town Council would be the lead organisation it is important that all stakeholders such as the Friends of Swanscombe Heritage Park, local schools and local residents play a role and are part of the decision making process in this earlier stage.

In regards to the visitor centre and viewing platform, a skilled contractor will be brought in to provide technical advice as well as undertaking a feasibility study and detail designs. They will also support with any planning applications or consent required. Landscaping advice will be given by Groundwork's Landscape Architect.

5f. Complete a summary timetable for the delivery phase of your project.

<b>Task</b>	<b>Start Date</b>	<b>End Date</b>	<b>Who will lead this task</b>
Tender works for visitor centre, and access and landscape works	November 2018	August 2018	Project Officer (Groundwork)
Management and maintenance plan implemented and improved	November 2018	June 2019	Project Officer
Establish heritage trail	August 2018	January 2019	Landscape Architect and Green Spaces Team (Groundwork)
Deliver landscaping and access improvements	August 2018	January 2019	Landscape Architect and appointed contractor
Install visitor centre and viewing platform	September 2018	January 2019	Contractor/ Project Officer

Volunteer conservation work	February 2019	May 2021	Officer
Community learning programme	February 2019	May 2021	Park Project Officer/Appointed organisation
Launch and celebration of the opening of the visitor centre	February 2019	February 2019	Swanscombe Heritage Park Project Officer (Groundwork)
Schools learning programme	September 2019	August 2021	Education Officer (Walk Tall)
Heritage skills training programme	July 2019	October 2021	Swanscombe Heritage Park Project Officer (Groundwork)

5g. Tell us about the risks to the delivery phase of your project and how they will be managed.

Risk	Likelihood	Impact	Mitigation	Who will lead on this

5h. When do you expect the delivery phase of your project to start and finish?

Project start date: 05/18      Project finish date: 12/21

**6. After the Project Ends**

6a. How will you maintain the outcomes of your project after the grant ends and meet any additional running costs?

6b. Tell us about the main risks facing the project after it has been completed and how they will be managed.

Risk	Likelihood	Impact	Mitigation	Who will lead on this

6c. How will you evaluate the success of your project from the beginning and share the learning?

## 7. Project Costs

### 7a. Development Phase costs (table)

Cost Heading	Description	Cost (£)	VAT (£)	Total (£)
Professional Fees	Contractor for feasibility and designs for visitor centre Landscape Architect Phase 1– 10 days (£8,000) All detail design up to planning application (4,000) Investigate condition of the archaeological and geological resource in key horizons (£30,000) Development of Education Pack (£9,000) Other Planning fees (£15,000)	£66,000	£0	£66,000
New Staff Cost	Project Officer – Fulltime for 12 months. 30 hours per week	£21,000	£0	£21,000
Recruitment	Project Officer	£3,500	£0	£3,500
Other	Planning Application cost fees and additional reports requested (£10,000)	10,000,	£0	£10,000
		Call Dartford planning (ask what other reports needed for this application)		
Full Cost Recovery		£0	£0	£0
Contingency	5% of development phase cost	£5,100	£0	£5,100
Non-cash Contributions		£0	£0	£0
Volunteer Time	Volunteer support for talks, walks and support with consultation.	£2,000	£0	£2,000

	40 volunteer days at £50 per day			
<b>Total</b>		<b>£106,600</b>		<b>£106,600,</b>

7b. Development Phase income

Source of Funding	Description	Secured?	Value (£)
Local Authority	Dartford Borough Council contribution to the project	No	£1,000
Other Public Sector	Investigate condition of the archaeological and geological	Kent County Council have agreed to contribute towards this fee	£30,000
Central Government			£0
European Union			£0
Private Donation – Individual			£0
Private Donation – trusts/charity/foundation			£0
Private Donation – Corporate	Contribution towards visitor centre survey	In discussions with Ebbsfleet Development Corporation	£6,000
Commercial/Business			£0
Own Reserves			£0
Other Fundraising	Fundraising events and crowdfunding activity during development phase	No	£1,000
Non-Cash Contributions			
Volunteer Time	Support from local corporate plus local residents who are supportive of the project	No	£2,000
HLF Grant Request		No	£66,000
<b>Total</b>			<b>£106,600</b>

7c. Development-phase financial summary.

Total development cost	£106,600
Total development income	£40,000

HLF development-grant request	£66,600
HLF development grant %	62.48%

7d. Delivery-phase capital costs.

Cost Heading	Description	Cost (£)	VAT (£)	Total (£)
Purchase Price of Items or Property				
Repair and Conservation Work	Landscaping, access improvements and path work	£176,400	£44,100	£220,500
New Building Work	Contractor fees and build	£102,000	£25,500	£127,500
Other capital work				
Equipment and materials	Interpretation	£54,800	£13,700	£68,000
Other				
Professional fees relating to any of the above Produce detailed designs, and tender package, LA. Plus, let and run contract, and Supervise works on site. More surveys, and Engineering designs advice on access works	48 days	£16,800	£0.00	£16,800
<b>Total</b>		<b>£362,800</b>	<b>£86,500</b>	<b>£449,300</b>

7e. Delivery-phase activity costs.

Cost Heading	Description	Cost (£)	VAT (£)	Total (£)
New Staff Cost	Project Officer and Education Officer (salaries plus NI)	£55,200	£0.00	£55,200
Training for staff		£1,000	£0.00	£1,000

Paid training placements				
Training for volunteers		£30,000	£0.00	£30,000
Travel and expenses for volunteers		£5,000	£0.00	£5,000
Equipment and materials	Materials for education, community and conservation programmes	£20,000	£0.00	£20,000
Other	Staff Travel + project management time	£14,000	£0.00	£14,000
Professional fees relating to any of the above				
<b>Total</b>		<b>£125,200</b>	<b>£0.00</b>	<b>£125,200</b>

7f. Delivery phase – other costs.

<b>Cost Heading</b>	<b>Description</b>	<b>Cost (£)</b>	<b>VAT (£)</b>	<b>Total (£)</b>
Recruitment		£3,000	£0.00	£3,000
Publicity and promotion		£5,000	£0.00	£5,000
Evaluation				
Other				
Full Cost Recovery	On Project Officer and Education Officer	£0	£0.00	£0
Contingency	5% of delivery cost particularly for capital works	£22,500	£0.00	£22,500
Inflation				
Increased Management and Maintenance Costs (maximum five years)				
Non-cash Contributions				
Volunteer Time	Volunteer contribution in time	£10,000	£0.00	£10,000
<b>Total</b>		<b>£70,600</b>	<b>£0.00</b>	<b>£70,600</b>

7g. Delivery-phase income. (Need at least 5% additional funding)

Source of Funding	Description	Secured?	Value (£)
Local Authority	Contribution over 3 years	Yes	£8,000
Other Public Sector			£0
Central Government			£0
European Union			£0
Private Donation – Individual			£0
Private Donation – trusts/charity/foundation			£0
Private Donation – Corporate	£100,000		£100,000
Commercial/Business			£0
Own Reserves			£0
Other Fundraising	Fundraising by FOSHP		£4,000
Non-Cash Contributions			£0
Volunteer Time		Yes	£10,000
Total delivery income			<b>£122,000</b>
HLF Grant Request			<b>£523,100</b>
Total			<b>£645,100</b>

7h. Delivery-phase financial summary.

Total delivery cost	
Total delivery income	
HLF delivery-grant request	
HLF delivery grant %	

7i. If cash contributions from other sources are not yet secured, how do you expect to secure these and by when?

7j. If you have included Full Cost Recovery, how have you worked out the share that relates to your project?

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