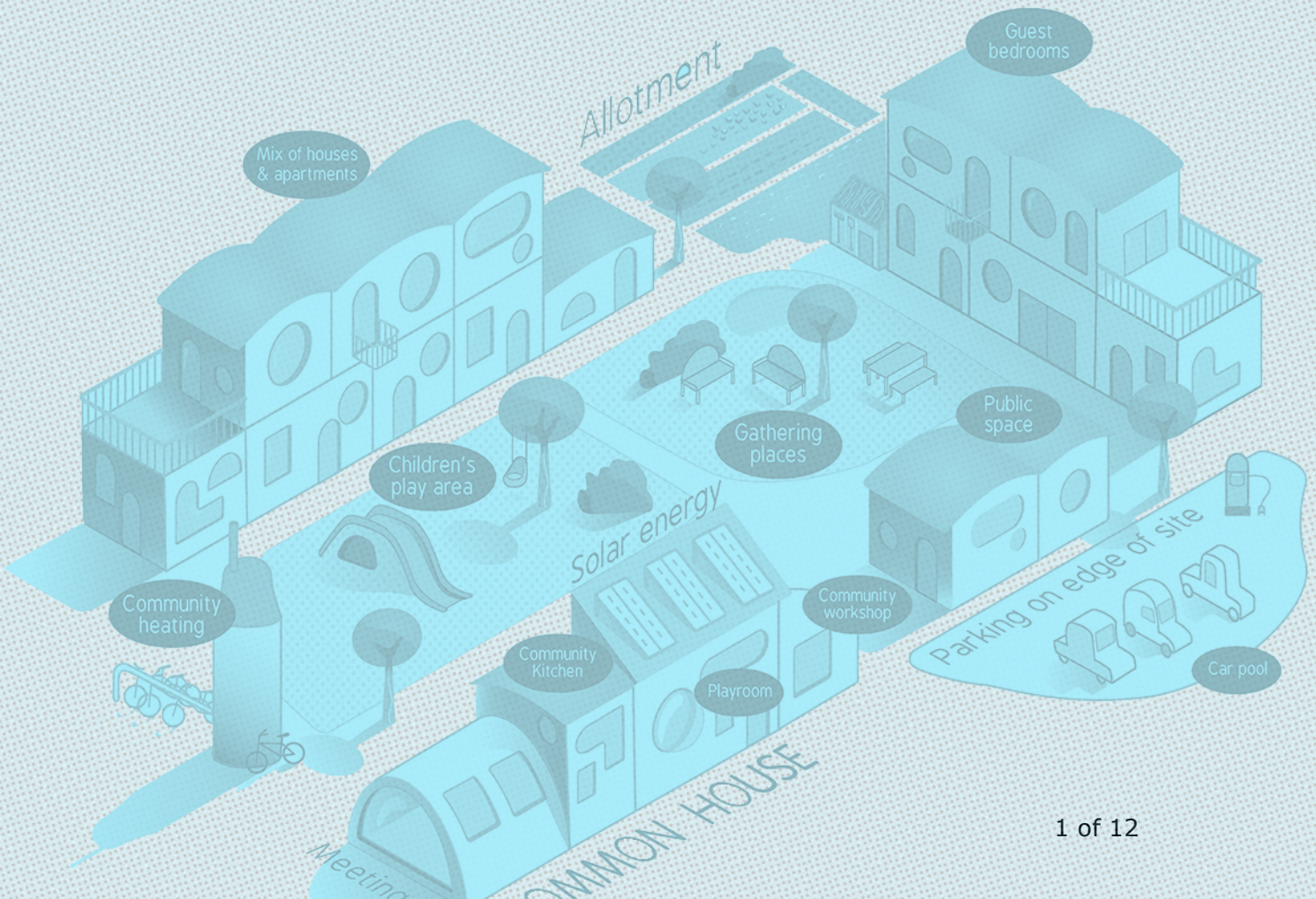


# PROGRAMME BRIEF

Project: Falcon  
Site: Brigantine, Penryn

Revision	Status	Date	Author
P04	S3 -Review & Comment	01.06.2022	Miguel Fernandez (APS Ltd.)



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# 1. PROGRAMME BRIEF

This Programme brief is intended to be a high-level assessment of Ambos' intentions over the period of 6 months (under the constraints of an anticipated option agreement), to purchase the site called 'Brigantine' in Penryn to build a cohousing community as part of their [Project Falcon](#) initiative.



Figure 1 Site Map - Red line is the proposed site called Brigantine. The blue line denotes Cornwall Council Ownership

## 1.1 BACKGROUND

Ambos became a Community Land Trust (CLT) in November 2021, seeking to deliver affordable homes, workspace, and community space in The Fal River area, through the creation of intentional communities via its pilot project: Falcon (Fal Cohousing Neighbourhoods). Originally back in 2017, founding member Miguel Fernandez initiated Ambos (Cornish for Agreement / Promise / Covenant) as commitment to do something about the lack of affordable local homes, workplaces, and leisure space in and around Falmouth. A poster

was put up a poster at Kimberly Park to invite people to discuss setting up a cohousing community. Along the way, the group realized that our archaic system of land ownership and market speculation was not only hampering Ambos' vision, but also the vision of other land-based community groups in the area. Ambos Community Trust Fal (ACTF) is now seeking support in building a more strategic approach to securing land to deliver their vision and supporting other organised groups who share Ambos' values; building a coalition of strategic support to unblock delivery; and a streamlining of their messaging to build trust, transparency, and increased membership.

## 1.2 THE VISION

At the heart of Ambos lies a desire to promote community resilience by tackling loneliness, isolation, and economic insecurity by promoting cohousing and community economic development ([CED](#)) in the Fal River Area. Ambos' cohousing initiatives are underpinned by the Trust's core values of:

### 1.2.1 BUILD A SENSE OF BELONGING

- Help connect people to nature and each other, building a sense of place.
- Be an outward facing group, committed as much to the prosperity of the wider community as to its own flourishing.
- Create a thoughtful balance of private homes, social enterprise, and public space where resources are well utilized.
- Facilitate inclusive decision making that empowers all members.

### 1.2.2 BE RESOURCEFUL

- Participate in the thoughtful gathering and sharing of skills, funds, and ideas to make a place that is as brilliant as it can possibly be.
- Utilize collective knowledge and collaborative learning to inspire the conversation around ecological living, both within and beyond into the wider community.
- Share space and stuff - Making and mending is important to us, we want to put an end to a throw away culture.
- Encourage neighbourhood development that keeps amenities accessible by foot or bike, cars are designed for, not prioritized.

### 1.2.3 CHAMPION DIVERSITY AND EQUALITY OF OPPORTUNITY

Cohousing in the UK has typically attracted white middle-class members of society, partly due to lack of Government support, meaning personal resources are needed for success, and consequently a cultural barrier to participation ([Source: Beyond Affordability](#)). Ambos wants to buck that trend and:

- Champion multi-generational cohousing. Homes set up and run by and for the diverse mix of individuals and families living there.
- Support community economic development and provide space for a variety of social enterprises to thrive.
- Offer people from all income brackets and cultural backgrounds the opportunity of a long-term stable affordable home and/or affordable rent for social enterprise initiatives and ethical businesses.

### 1.2.4 BE LONG-LIVED

- Explore creative participation and use our imaginations to ensure the place remains vibrant, relevant, and fit for present and future generations.
- Be regenerative by creating and maintaining green space for play, growing food & medicine, and wildlife habitat creation.
- Inspire regeneration beyond our borders and enable future initiatives.

### 1.2.5 AIM FOR EXEMPLARY

- Promote place making - be part of the movement to reintroduce the creation and development of places to live, through sharing space, resources, and skills.

- Provide stable, secure, long-term homes, where investment is about way more than money, and where the sense of ownership is about the place and a vision of the people living there.
- Be mindful of environment and ecology, drawing on the latest technologies and techniques to keep the footprint small, for the long run.

## 1.3 OUTCOMES

- 1.3.1 10 – 16 quality homes at cost price for local people, mutually owned and ecologically made. A range of tenures to suit each household's financial situation. A viable mix options could include Social Rent, Affordable Rent, a Mutual Home Ownership Society (Cooperative), Shared Ownership (with varying staircasing options), Affordable Sale & Market Leasehold Sale.
- 1.3.2 A common house for residents to share and hold events.
- 1.3.3 Integrated affordable workspaces either for the cohousing residents or Penryn residents who are promoting a circular economy.
- 1.3.4 Increased active travel by residents. bike parking and pedestrian circulation prioritized over the car.
- 1.3.5 An electric car club established to reduce car ownership amongst the cohousing residents and the sites neighbours.
- 1.3.6 An inspiring community space to encourage interaction across generations to tackle loneliness and isolation. Perhaps a public courtyard or community garden?
- 1.3.7 A community owned energy installation and buildings reaching Passivhaus levels of energy efficiency.
- 1.3.8 Increased site biodiversity of at least 10% (achieving [Building with Nature](#) or similar certified status)
- 1.3.9 Rainwater attenuated on site for reuse in community gardens and slowing surface water runoff in the area.
- 1.3.10 Onsite food growing or an established link with a local food growing initiative to fuel the common house meals.

## 1.4 BENEFITS

Studies have shown that cohousing can bring a number of benefits to residents (and the area that is home to the project) when compared to the estates and street landscapes we've become used to. (Refer to ['Living Closer' report by Studio Weave](#) and ['The Wider Benefits of Cohousing' by the London School of Economics](#) for further details of the benefits of Cohousing).

### 1.4.1 AFFORDABLE LIVING

By disconnecting the property from the underlying land value, homes are kept affordable in perpetuity. Sharing facilities, meals, energy can also reduce overall living costs ([Hudson et al.](#)).

### 1.4.2 LOW CARBON LIVING

A 2017 study looking at 23 cohousing communities suggested that they had smaller ecological and carbon footprints than traditional housing, plus residents tended to live in a more sustainable way ([Daly 2017](#)). LILAC (low Impact Affordable Living ) is also pioneering this aspect of Cohousing ([Chatterton 2015](#)).

### 1.4.3 IMPROVED HEALTH AND WELLBEING

An increasing number of studies are showing the benefits to health through living in cohousing. Reduced isolation and loneliness not just amongst the older generation but also amongst younger households has been shown. ([Carrere et al. 2020](#)), ([Scanlon et al 2021](#)), ([Hudson et al 2021](#))

#### 1.4.4 IMPROVED SOCIAL INTERACTION AND NEIGHBOURLINESS

Fostering conversation, cooperation, and collaboration through co-design ([Housing LIN 2008](#)), ([Kunze, et al. 2016](#))

Monitoring and documenting the project's benefits is essential. We hope to attract creative academic researchers to take an interest in Project Falcon and collaborate in producing both qualitative and quantitative analysis. A clear methodology of how this pilot project will record the data as it emerges is yet to be set and we invite people to approach Ambos with suggestions.

## 1.5 RISKS

### 1.5.1 SHORT 6 MONTH OPTION AGREEMENT PERIOD PREVENTS SALE OF LAND (HIGH RISK)

- Delays with Cornwall Council Planning process are out of our control and should be mitigated with clear 'backstops' in the agreement.
- Option Agreement legal fees are higher than an exclusivity agreement, which is not legally binding – additional funding to cover these costs should be a high priority of the team

### 1.5.2 LACK OF ACTF BOARD EXPERIENCE IN DELIVERING COHOUSING COULD DELAY PROGRESS INLINE WITH CRITICAL DEADLINES (HIGH RISK)

- Lack of capacity and skills within the project team members and an overreliance on voluntary support, is likely to slow the production of 'critical path' project outputs, leading to the delay of understanding the financial viability and business plan and therefore the agreement of an 'in principle' offer from lenders not being received before we need to exchange contracts on the sale of the site. To mitigate this, strong professional support is needed but with this comes more cost. The elevated costs should be clarified, and funding/loans should be sought and factored into the development appraisal.

### 1.5.3 SITE IS IN A CONSERVATION AREA AND NEXT TO STOKE HOUSE - A GRADE II LISTED BUILDING, WHICH COULD JEOPARDISE A PLANNING APPROVAL, DUE TO SHORT PERIOD OF DESIGN DEVELOPMENT (MEDIUM RISK)

- It will be important to engage with planning as soon as possible with a clear and concise pre-app, helping planning officers with understanding the design concepts held within cohousing and quickly establishing the 'sticking points' in policy.
- Appointing a conservation specialist will be essential to ensure that innovation and creating a 'future conservation asset' is favoured over a 'protectionist' approach to development in the conservation area.
- Establishing strategic support from Cornwall Council about the benefits of building cohousing into our towns and villages, will help speed up decision making. Clearly communicating our deadlines and needs could help unlock a more collaborative approach to this development.

### 1.5.4 LACK OF SITE ACCESS FROM THE NORTHERN SIDE OF THE SITE COULD AFFECT THE NUMBER OF HOMES THE SITE CAN CARRY, DUE TO VEHICULAR ACCESS REQUIREMENTS AND REDUCING THE QUALITY OF THE SOUTHERN ASPECT (MEDIUM RISK)

- Support in principle from Cornwall Council to develop a community car club and gaining resident access from the North side, would be extremely helpful and potentially a make-or-break aspect to viability.
- Design options for onsite parking will need to be explored early by the design team to evaluate the financial viability and support a Site Options Appraisal.
- Connecting with local MP's and residents who have a particular interest in tackling the 'Parking crisis in Penryn and forming a team to liaise with EV car club providers (including Co-Cars) and Cornwall Council's Transport Team. This will further help to encourage participation in a potential pilot scheme adjacent to the Brigantine site.

### 1.5.5 SHORT OPTION AGREEMENT PERIOD COULD AFFECT THE QUALITY OF COMMUNITY ENGAGEMENT AND JEOPARDISE 'BUY IN' FROM THE WIDER COMMUNITY THROUGH INSUFFICIENT COMMUNICATION OF THE NATURE AND BENEFITS OF AN AMBOS COHOUSING INITIATIVE (MEDIUM RISK)

- It will be important to adequately resource the community engagement process, with a clear focus on communicating the constraints of the option agreement period and the need to secure funding

- and planning permission, with 6 months.
- A clear, honest, and achievable brief 'What can be influenced by the community' must be in place at the earliest possible moment to give the highest possible opportunity for participation. Currently Liminal, have been appointed in principle, but it is clear the quoted budget is not sufficient to cover the suggested activities.
- The initial engagement events, which will inform the pre-app and planning application, must happen within the first two months.
- Clear lines of communication between the engagement team and the design team to ensure information coming from the wider community and potential residents is integrated into the design and subsequently the financial modelling of the development.

#### 1.5.6 COST OF MATERIALS AND LABOUR PUSHING DEVELOPMENT COST ESTIMATES OUT OF FINANCIAL VIABILITY (HIGH RISK)

- One of Ambos' core values is aim for exemplary – this means we must take the opportunity to promote modern and ecological methods of construction, which often comes with opportunities for investment and subsidy to 'bring them to market'. (See [LILAC's Flying Factories and Modcell system](#)).
- Self- finish and ways to capture 'sweat Equity' from future residents should be explored (See [Community Self Build Agency - Alabare](#)).
- Temptation to reduce the quality will certainly be raised during the pre-construction phase. It will be important to draw a 'bottom line' of standards regarding materials and construction systems to ensure that we do not compromise our values (this may lead to the difficult decision not to proceed). As well as being prepared to say no, we must stay agile and 'think outside the box' to create opportunities to raise the bar and find ways to make it financially viable.

## 1.6 CONSTRAINTS

### 1.6.1 PLANNING POLICY

- As Planning Permission being a critical objective, a clear understanding of the policies affecting the project need to be identified early by the design team. An initial summary of the planning history of the site has been produced ([Brigantine Planning History Summary](#)).
- [Stoke House](#) (1751) is a grade 2 listed building and is in the conservation area.

### 1.6.2 FINANCIAL SUPPORT

- Currently Ambos' sole financial support comes from Resonance Impact Limited.
- Our budget for developing the architectural concept, gaining planning permission, writing the business plan and securing the long-term finance currently stands at £55,000 (inclusive of VAT). There is potential for additional funding from Resonance if the development appraisal proves the project is still viable by the time the option agreement concludes. Compared to many commercial developers, this is not sufficient, meaning that Ambos' success is dependant of pro bono support from professionals and philanthropic individuals, and organisations.
- Going Forward Ambos must commit significant time to gaining grant funding and developing sufficient funds to pay for its operational costs. A list of possible grants can be found [HERE](#). This is an ongoing necessity for Ambos, and we need a dedicated Finance Administrator to replace Sam Westwood. Ideally some with plenty of experience, but we will also provide training if experience is not in this sector. Please email [hello@ambos.org.uk](mailto:hello@ambos.org.uk) if you can help.

### 1.6.3 A LACK OF ESTABLISHED PARTNERSHIPS AND ROUTES TO DELIVERY

- It's always difficult for the 'new kid on the block' to break into established working relationships in the 'Housing Sector'. It is therefore Ambos' responsibility to gain the support of key influencers and political powers by clearly conveying the unique benefits of cohousing and seeking to demonstrate that we should be part of the solution to the housing crisis.



## 1.7 EXTERNAL FACTORS

Brexit  
Pandemics  
Political processes  
Funding & Finance Availability & lender's risk appetite.

## 1.8 ASSUMPTIONS

- 1.8.1 Cornwall Council will support the project both in terms of planning assistance and funding towards the transport strategy EV club.
- 1.8.2 Homes England will help fund with enabling access to the site from the Northern side in conjunction with the EV car club. Higher level decision making may prevent funding being directed toward Ambos, but previous support from Homes England may help.
- 1.8.3 Resonance Impact Ltd will assist with further pre-development costs (Bii investment) to enable the project to be ready for Senior Debt Development Finance. – Risk appetite may be too low for organisation and necessary for alternative lenders.
- 1.8.4 That the local community and Penryn Town Council are welcoming to Ambos' values and objectives and will be supportive of the proposals. – Conflict may arise through fear of the unknown or competing values and interests.
- 1.8.5 That there will be sufficient committed households from the existing member interest register and the community engagement by the time and financial commitment is needed from them

## 1.9 STAKEHOLDER SUPPORT AND ENGAGEMENT

**Paul Mundy** - Site Owner. MF has been in direct contact. A good rapport has been established, but a clear sense that 'time is of the essence' hence the short option agreement.

**Penryn Town Council** – Contact with Tamsyn Widdon has been made who is supportive of the project and is particularly interest in how the EV car club can help alleviate the 'parking Crisis in Penryn. More effort needs to be given to understand the Local Neighbourhood plan and demonstrate the benefits the project could bring.

### Penryn Neighbourhood Development Plan

The [Penryn NDP](#) does not have any mention of cohousing, community-led homes, custom and self-build or cooperative home ownership. We assume that this is not by design and will endeavour to fill the data gap through a focused community engagement effort.

### Penryn Place Shaping Board

Becalelis Brodskis and Andrew Marston are on the board. They have expressed support for the project. A presentation to the board will be necessary. Questions about how public this forum is and how it is perceived to be 'for the community' will depend on the priority Ambos engage with this board.

**Local neighbouring residents** - The immediate apartments in Stoke House are owned and managed by Devon & Cornwall Housing (LiveWest). No contact has been established yet, but there exists an opportunity to collaborate to give both Brigantine and Stoke house residents improved outdoor space.

First contact was made with the homeowner of No. 52 Lower market street by accident, when we first visited the site. They mentioned they receive Ambos' newsletter and are keen to stay in touch to see how the project develops.

Plans for engaging and informing all residents should start as soon as the Option Agreement is signed.

#### **Cornwall Council -**

In their [Housing Crisis Action Plan](#), the Council acknowledges that they cannot address the housing crisis on their own. It needs a step change in the supply of affordable homes. They are seeking innovative solutions, including community-led housing development. Further Council priorities include working with local communities, supporting people living at home longer and a carbon neutral Cornwall. The document identifies 3 hurdles to community-led housing: finances, capacity and the securing of sites.

The document proposes a devolved Community Housing Fund, similar to the Greater London Authority.

- **Rob Lacy** (Policy Group Leader) Early conversation during the Homes for Cornwall Event at The Hall for Cornwall. Rob was the project lead for [PERFECT interreg](#) -which integrates the many benefits of green infrastructure into the planning and investment for the future of urban and rural areas.
- **Phil Mason** (Strategic Director for Sustainable Growth and Development) – A presentation was made December 2021 shortly after the CLT was formed to outline the strategic aims of Ambos. A subsequent meeting had to informally discuss potential ways in which Cornwall Council could support Ambos' Cohousing initiative. A further meeting is arranged in May to discuss the potential for partnership at Brigantine as CC own the carpark to the north of the site. A more formal partnership has been proposed on several occasions.
- **Kate Kennelly** (Chief Executive) – Ambos have had a brief response from Kate, via the former MP Sarah Newton. Kate is supportive of Community-led housing and "the Council has confirmed its support for their proposed model of Mutual Home Ownership on a number of occasions and we remain absolutely supportive of what they are trying to achieve" (email from Sarah Newton quoting Kate).
- **Tamsyn Widdon** (Cornwall Councillor and Penryn Town Councillor) – An initial informal meeting in May to discuss the project at Brigantine was positive. Ambos has asked for support with regards to the EV car club.
- **Oliver Monk** (Homes Portfolio Holder) – A small amount of contact through emails and networking events. We believe that Oliver is supportive in principle.

#### **Falmouth Residents, Falmouth Town Council & Falmouth NDP**

- Ambos' previous potential sites have been in Falmouth and consequently, a considerable amount of investment in time and money has established a clear level of support for the aims and ambitions (see the [Building Belonging Report](#) and [concept proposals](#)).

#### **Cornwall Community Land Trust**

- Ambos have been in contact with CCLT for some time. Support via the Community-led Homes Hub has helped us assess some site around Falmouth. We would like to see this partnership strengthened as part of a network of Cornish CLT's and consider how cohousing could be promoted more confidently within the CLT network.

## **1.10 Estimated Costs, Funding and Effort**

JL, PC, CL to enter preliminary scheme details here:

Some project cost estimates can be found in 1.14 Key activities. A Funding diagram can be found [HERE](#).

## 1.11 Options for Delivery

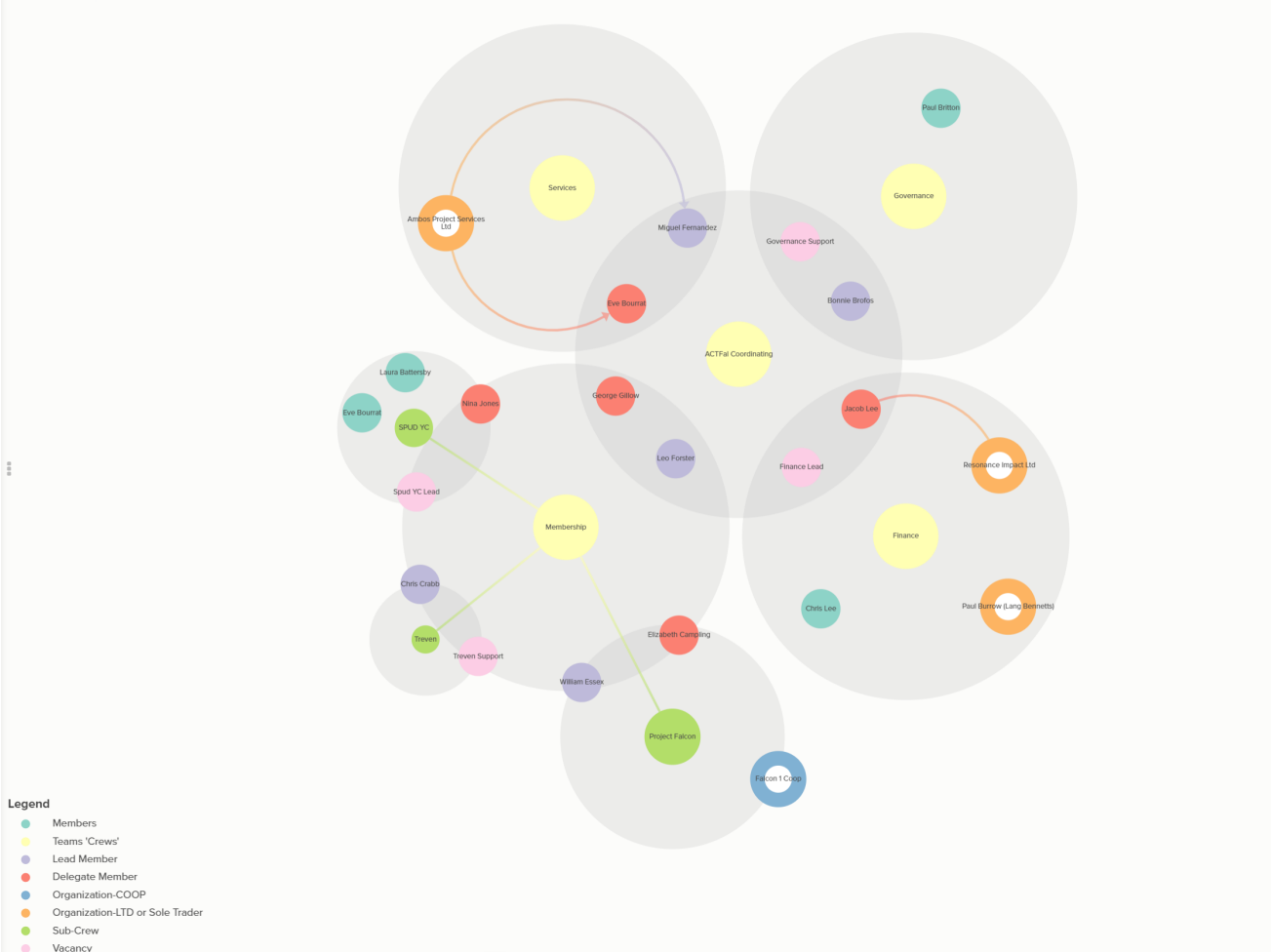
Options Appraisal Summaries will be entered here in due course:

## 1.12 Structure (Governance and Roles)

The organisational structure of Ambos Community Trust Fal, in a Community Benefit Society (in the process of registering for charitable status). The board are committed to consent-based decision making called [Sociocracy or Dynamic Governance](#).

Ambos will operate in advance of the final resident members association of 'Brigantine' being formally decided and incorporated after Ambos' [Falcon Home Allocations Policy process is concluded](#). We welcome anyone to help us develop this policy to make it as fair and transparent as possible. [Falcon 1 Housing Cooperative limited](#) was setting up as a placeholder organisation to make onboarding easier and quicker after the allocations process is complete. Ambos holds a [Falcon Cohousing Register of Interest](#) for those wanting to know more about becoming a resident of a cohousing community, but being on it does not give you preference for being allocated, just access to news about the projects development. Each site will have a 'window of opportunity' for resident applications once the home allocation policy has been formally adopted. Ambos members, again are not given preference of allocation in any project, although members have voting rights in how the Community Land Trust is managed and run. You can read the Membership offer document [HERE](#) or sign up to be a member [HERE](#).

Much of the work towards Brigantine success being done by a small number of people, and we currently are in need of some key roles being filled to alleviate the pressure on the crew. If you know anyone who has experience in Finance and/or Governance, please do point them in our direction.



Snapshot of [ACT Fal's live Organogram \(on Kumi.io\)](#)

## 1.13 Key Activities & Dates

Brigantine key Activities					
<b>Stage A - £4,400</b>					
Name	Status	Priority	Timeline - Start	Timeline - End	
Negotiate Principle heads of Terms for Option Agreement with Landowner (APS)	Working on it	High	2022-05-03	2022-05-31	
Valuation Report (AW Surveyors)	Working on it	High	2022-05-02	2022-05-31	
Approach Professional Consultants & confirm Project Team (APS)	Working on it	Medium	2022-05-01	2022-05-27	
Membership offer document (APS)	Done	Low	2022-04-26	2022-04-26	
Community Partnership agreement (Resonance)	Working on it	High	2022-05-31	2022-05-31	
PM Role Defined (APS & ACTF)	Working on it	High	2022-05-16	2022-05-29	
Initial outline of the scheme in terms of quality, quantity, type and tenure (APS )	Working on it	High	2022-05-01	2022-05-27	
JL to look at early financial modelling for investment panel for B(i) (JL-Resonance)	Done	Medium	2022-05-02	2022-05-20	
Reflection on Stage (ACTF - William Essex)	Working on it	Low	2022-05-24	2022-05-31	
Match funding from members & Donations - £2,500 (ACTF)	Working on it	High	2022-05-31	2022-05-31	
Confirmation of B(i) Conditions Precedent complete & funds deposited to ACTF account	Stuck	High	2022-05-31	2022-05-31	
			2022-04-26	2022-05-31	
<b>Stage B1 £55,000</b>					
Name	Status	Priority	Timeline - Start	Timeline - End	
Contingency (To be managed by Project Manager - TASK IS NOT A COST)	Stuck				
Resonance Tranche 1 Placement fee	Stuck		2022-06-01	2022-06-01	
£10k Deposit for option and sign agreement(legal)	Stuck	High	2022-06-01	2022-06-01	
Board & Member Training (William Essex, BonnieBrofos & John Whitcher)	Stuck		2022-06-01	2022-10-30	
Principal Designer appointed & Risk Register issued	Stuck		2022-06-01	2022-06-01	
Project Management Due Diligence - Tranche 1 (PM)	Stuck		2022-06-01	2022-08-31	
EDI Policy & Strategy (PM)	Stuck		2022-06-13	2022-06-27	
Community Engagement Programme - Phase 1 (Liminal)	Stuck	High	2022-06-01	2022-07-30	
RIBA Stage 2 Concept Design (Appointed Design Consultant)	Stuck	High	2022-06-02	2022-07-23	
Energy Scoping Report (Community Energy Plus)	Stuck		2022-06-30	2022-07-14	
Stage 2 Construction Cost Estimate (Crossley Hill)	Stuck		2022-07-02	2022-08-01	
Scheme Valuation (AW Surveyors).	Stuck		2022-08-04	2022-08-04	
Prepare crowd funding campaign (William Essex with Chris Crabb)	Stuck		2022-08-02	2022-08-31	
Pre-app submission (Appointed Planning Consultant)	Stuck		2022-07-01	2022-07-01	
RIBA stage 2 First Issue of Development Appraisal (Crossley Hill, Chris Lee)	Stuck		2022-07-02	2022-08-05	
Social Impact Data report - Social Value Calculator (Crossley Hill & Liminal??)	Stuck		2022-08-31	2022-08-31	
Resident Coordinator - Social events and the develop allocations policy (ACTF board Member with)	Stuck		2022-06-01	2022-10-30	
Tranche 2 match funding found (£2,500)	Stuck		2022-08-29	2022-08-29	
Confirmation of Tranche 1 Conditions Subsequent Complete (Resonance)	Stuck		2022-09-02	2022-09-02	
Resonance Tranche 2 Placement fee	Stuck		2022-09-01	2022-09-01	
Project Management Due Diligence - Tranche 2 (PM)	Stuck		2022-09-01	2022-11-28	
Revenue Estimate Update Report - Final Issue of Development Appraisal	Stuck		2022-10-03	2022-10-03	
Planning application Submitted - Some Matters Reserved -(Lead Design Team consultant)	Stuck		2022-09-23	2022-09-23	
Launch & run crowd funding campaign (Liminal with Chris Crabb & Comms Team)	Stuck		2022-09-01	2022-11-29	
Business Plan & Financial Model Complete	Stuck		2022-10-31	2022-10-31	
Secure Land Purchase Finance to proceed with Land sale	Stuck		2022-11-30	2022-11-30	
			2022-06-01	2022-11-30	