

# Checklist of questions

Planning for brownfield land regeneration to woodland and wider green infrastructure  
(Practice Note)

Forest Research is the Research Agency of the Forestry Commission and is the leading UK organisation engaged in forestry and tree related research. The Agency aims to support and enhance forestry and its role in sustainable development by providing innovative, high quality scientific research, technical support and consultancy services.

## Checklist of questions

<b>Stage</b>	<b>Task</b>	<b>Check Questions</b>
<b>Site Selection</b>	Short-listing	<p>Is the project <i>ad hoc</i> or part of a regeneration programme?</p> <p>Have the criteria to be used in short-listing been agreed with the key stakeholders, funding partners and project board?</p> <p>Do members of the project team have skills in multi-criteria decision analysis and GIS mapping to help inform site selection?</p>
	Site regeneration feasibility analysis	<p>If the site is one of a number of potential sites, has it been agreed who will ultimately select the site(s) and on what grounds? (see also FC Information Note 91; supporting information)</p> <p>Will it be possible to select a site suitable to delivery of the project aims?</p> <p>Is it feasible to regenerate the site and is it subject to planning conditions?</p>
	Funding	Has sufficient funding been secured?
	Partnership	Will a partnership approach be adopted? If so, has the partnership been established, lead partner agreed and working agreements been signed by all partners?
<b>Cross checks with Ongoing Tasks</b>		

<p><i>Project Management</i></p>	<p>Is there a Programme or Project Manager assigned to the site / project?</p> <p>Are the project objectives agreed?</p> <p>Has the Project Manager assigned or taken responsibility for each of the On-going tasks</p> <p>Is there an initial project plan? Is the critical path identified? Is there sufficient contingency?</p> <p>Has a member of the project team sole responsibility for keeping abreast of planning consent negotiations and relaying them to the project board?</p> <p>Have the project team been identified? Are they aware of their role(s) in each stage of the regeneration process?</p> <p>Do the project team have all the guidance they need? Are they aware of this Practice Note?</p> <p>Have their training needs and those of the project manager been identified?</p> <p>Has a gap analysis of skills been undertaken?</p>
<p>Administration</p>	<p>Has a project administrator been appointed or the role delegated to a sole individual?</p> <p>Are visits to other teams scheduled to discuss regeneration practice and share experiences?</p>
<p>Sustainability Assessment</p>	<p>Have any sustainability interventions been identified and are they embedded within project documents?</p> <p>Has the potential to increase of social and environmental benefit been identified for each stage of the project?</p>
<p>Communication and Engagement</p>	<p>Is there a communication strategy, including a stakeholder analysis? Have key project messages been identified?</p> <p>Has the strategy been clearly communicated to all the relevant stakeholders?</p> <p>Has the importance of soil quality, depth, topography, that the site must be suitable to support seedlings, and that planting is limited to the planting season, been noted in the communication strategy?</p> <p>Is the frequency at which key messages need to be disseminated included in the communication strategy?</p>

	Communication and Engagement	<p>Is there a communication strategy, including a stakeholder analysis? Have key project messages been identified?</p> <p>Has the strategy been clearly communicated to all the relevant stakeholders?</p> <p>Has the importance of soil quality, depth, topography, that the site must be suitable to support seedlings, and that planting is limited to the planting season, been noted in the communication strategy?</p> <p>Is the frequency at which key messages need to be disseminated included in the communication strategy?</p>
	Health and Safety	Is Health and Safety the priority within all work areas?
<i>Move to Project Initiation Stage</i>		

<b>Project Initiation</b>	PID production	Does the PID include a business case, project plan, risk log, project organisation structure plan, and a plan for communication and engagement?
	Site investigations	<p>Are the phase I (desk-top studies) and phase II (intrusive site investigations) completed?</p> <p>Have they been shared with the project team and have medium and high risks been alerted to the project board?</p>
	Surveys	<p>Are all surveys (historic environment, flora and fauna, utilities and services) complete?</p> <p>Have they been shared with the project team and have medium and high risks been alerted to the project board?</p>
	<b>Cross checks with Ongoing Tasks</b>	
	Project Management	Is project progression in line with the project Gantt?
	Communication and Engagement	<p>Is the communication strategy up to date?</p> <p>Is there a log of information dissemination to all key stakeholders?</p>
	Monitoring and Evaluation	<p>Is there a draft monitoring and evaluation plan in place based upon project specific objectives and business objectives of each funding partner?</p> <p>Has a logic model approach been used in developing the draft monitoring and evaluation plan?</p>
<i>Move to Design Draft Stage</i>		

<b>Design Draft</b>	Design	Does the draft design take account of constraints imposed due to the site history?
		Has everyone in the project team had the opportunity to comment on the design?
	Consultation	Has there been consultation with those stakeholders identified in the communication and engagement documents?
	Permissions and licences	Have the primary objectives of the project been communicated across the range of stakeholders?
	Design refinement	Is there a log of communication activity and actions taken to address queries?
	Second phase of consultation	Is there a two way flow of information between stakeholders and the project team?
		If the site will form part of a wider forest estate, is site design linked to the forest design planning process, for long-term management of the site?

**Cross checks with Ongoing Tasks**

*Move to Master planning Stage*

<b>Master planning</b>	Specification of works	Have the project board signed off the Master plan? Has the Master plan been circulated to the project team? Is a site specific specification of works for hard works and soft works available?
	Tender and contracts	Has the specification of works been used to inform tender documents and contracts?
	Baseline monitoring data	Do the species lists take into account guidance on selecting suitable tree species to plant in urban areas in a changing climate?
<b>Cross checks with Ongoing Tasks</b>		
	Project Management	Are change request logs in place for the Master plan and other project documents?
	Monitoring and Evaluation	Has baseline monitoring been completed? If not, will it be completed before Site Delivery commences?
<i>Move to Site Delivery Stage</i>		

<b>Site Delivery</b>	Hard works	<p>Are the contractors undertaking works experienced in greenspace establishment? Do they have all the information they need? Have contractors (and sub-contractors) been given checklists of contractual specifications?</p> <p>Have access routes been staked out to restrict vehicular access across the site during works?</p> <p>Is a named member of the project team monitoring contract compliance?</p> <p>Have all appropriate measures to mitigate negative social and environmental impact been undertaken?</p>
	Soft works	<p>Is a named member of the project team monitoring contract compliance?</p> <p>Is it possible to use seedlings rather than standards on the site?</p> <p>Is the movement of on-site traffic being managed to avoid soil compaction?</p>
	Management Plan	Has a draft management plan for the site been prepared?

### **Cross checks with Ongoing Tasks**

	Project Management	<p>Will the project be delivered on time, on budget and to the quality aspired to?</p> <p>Are all logs and project documents being kept up to date?</p> <p>Is monitoring sufficient to meet regulatory responsibilities?</p>
	Communication and Engagement	<p>Are regular messages being communicated with stakeholders concerning the project?</p> <p>If contractors have been permitted to relay project specific information to stakeholders, are they communicating appropriately informed messages?</p>
	Monitoring and Evaluation	Is monitoring sufficient to be able to demonstrate delivery of social and environmental benefit from the project? Are any additional measures required?

*Move to Site Establishment and Management Stage*

<b>Site Establishment and Management</b>	Site handover	<p>Will the site change hands after it has been regenerated? Are plans for on-going management and maintenance included in the business case?</p> <p>Is the site open for public access? Do any parts of the site have restricted access, for how long?</p>
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		Has a programme of events been developed to encourage use of the site?
	Monitoring	Is a long-term monitoring plan in place?
	Evaluation	Has responsibility and a budget for undertaking the evaluation been agreed?  What mechanisms are in place for lessons learnt to be fed-back into the management of the site?
	Maintenance	Does the Management Plan contain sufficient detail to ensure the site reaches its full potential?  Have the responsibilities for aftercare requirements been reaffirmed?  Does the site management plan make provision for weeding, protection from pests, irrigation, monitoring tree survival and growth, and replacing dead trees for at least 3 years?  Has the long term management of the site been integrated with that of neighbouring sites to ensure cost efficiency?
<b><i>Cross checks with Ongoing Tasks</i></b>		
	Project Management	Who will evaluate the project success, produce the lessons learnt report and how will these be applied at future sites?  Has the project manager reported back to the project board on spend and quality?
	Communication and Engagement	Is there an event planned to thank and recognise the input of all involved?  Are any site management activities suitable for volunteers and is there local interest? If so, are resources available for volunteer engagement and co-ordination?