

Habitat Management and Monitoring Plan

For use with
Small Sites Metric
(Statutory Biodiversity Metric)

Site Name:	65 Holbeach Road, Spalding
Date:	March 2026
Version:	Version 2
Small Sites Criteria Met	The site fulfils the criteria for use of the Small Sites Metric (Statutory Biodiversity Metric) calculation tool. Yes ☒ No ☐ If 'No' use the Main HMMP Template for the full statutory biodiversity metric instead of this one.

Author: William White
BA (Hons)

Client: Spalding Private
Practice



Template Document User Guide

Context – The Small Sites Metric

The Small Sites Metric Habitat Management and Monitoring Plan Template (SSM HMMPT) is designed to complement The Small Sites Metric (Statutory Biodiversity Metric) (SSM) calculation tool. It follows the same criteria as the SSM.

The SSM calculation tool can only be applied to 'small sites' as defined in [The Small Sites Metric \(Statutory Biodiversity Metric\) User Guide](#).

This means:

- residential development where the number of dwellings is between 1 and 9 on a site of an area 1 hectare or less, or if the number of dwellings is unknown, the site area is less than 0.5 hectares, or
- commercial development where floor space created is less than 1,000 square metres or total site area is less than 1 hectare, or
- development that is not the winning and working of minerals or the use of land for mineral-working deposits, or
- development that is not waste development

It is not possible to use the SSM, and SSM HMMPT, on all sites defined as 'small sites'. The following criteria also need to be met to use the SSM:

- where only the habitats available in the SSM are present on-site
- where no priority habitats are present on-site (except some hedgerows and arable field margins that are medium distinctiveness)
- where no statutory protected sites or habitats are present
- where no European protected species are present

Supporting documents

SSM HMMPT Habitat Guide

Tools and Guidance

[GOV.UK Statutory biodiversity metric \(small sites\) tools and guides](#)

[GOV.UK Government Collections Biodiversity Net Gain \(BNG\)-Guidance](#)

Template User Guide

This template provides a series of tables, figures and text boxes. Complete these to show how you'll create, enhance, manage, and monitor the biodiversity net gain (BNG) habitats.

Small Sites HMMPT Habitat Guide

The accompanying [Habitat Guide](#) provides descriptions of proposed habitat types and conditions allowed in the Small Sites Metric (SSM). These are to assist authors in preparing the habitat creation, enhancement, management and monitoring activities and instructions (the 'prescriptions') in sections 3 (SM-T02) and 4 (SM-T04), to achieve the required BNG outcomes. The guide includes target habitat descriptions for a range of typical habitats that can be assessed through the SSM calculation tool. The descriptions illustrate what target habitats should look like in line with the range of conditions possible in the SSM.

Use the guide to help you prepare your plan to achieve the outcomes needed for the habitat(s) selected in your metric calculation. Factor the site-specific conditions of your site into the design. Refer to reputable sources and competent professionals to inform the creation and management methods most suitable to deliver the specific habitat outcomes targeted.

Formatting

The Template uses standard Microsoft Word formatting that has not been locked for editing. Adjust it, as required, to tailor your HMMP for the specific site and according to your preferences. You can increase or reduce the text box sizes, or increase or reduce the size of images, to fit the requirements of your plan.

Checklist of Contents Completed		Sections completed (please tick)
1.	Project Background	
1a	Project Information	☒
1b	Planning Condition	☒
1c	Roles and Responsibilities	☒
1d	Site Boundary Plan	☒
1e	Land Use Summary	☒
1f	Site Photos	☒
1g	Site Proposals Plan	☒
2.	Management Plan Aims and Objectives	
2a	Site Aims and Objectives	☒
2b	Retained and Enhanced Habitats Protection Measures	☒
2c	Habitat Management Proposals	☒
3.	Establishment and Management	
3a	Creation, Enhancement and Management Targets and Prescriptions	☒
4.	Monitoring	
4a	Monitoring Strategy for Each Habitat, Hedgerow and Watercourse Present On-Site	☒

You can provide and reference additional photographs and plans as separate appendices if required. Provide the reference number of the appropriate appendix. If necessary to include in a separate report, reference the location using the appropriate box within the template. Provide at least one photograph for each relevant area habitat, hedgerow or watercourse feature.

Text in grey is provided as a prompt. Replace grey text with your own words. Remember to change to **black text** then delete any remaining grey 'prompt' text.

Each text box in this HMMPT has a unique ID to assist reviewers. Do not change the reference code of any Boxes or Tables.

Template published by Natural England. We acknowledge the significant input from the HMMPT user-testers and production on Natural England's behalf by FPCR Environment and Design Ltd.

Checklist of Contents SM-T01

Please complete the table below to confirm the sections in this Template that have been completed.

Version Control SM-T02

Version control is used for updates to the content. Record the initial version and further version control details in this table each time the management plan is adapted throughout the management and monitoring period.

Version	Issue Status	Prepared by / Date	Approved by / Date
1681-1_HMMP	V1	W White 27/03/2026	LMS 1/04/2026
1681-1_HMMP	V2	W White 28/05/2026	LMS 28/05/2026

Document Details

Provide ownership, copyright and licensing information within this table.

Authorship Details SM-B01

Robert Doughty Consultancy Limited

1. Project Background

Summarise the key aspects of your management plan in this section. Tables can be extended to suit the specific needs of individual projects.

Project information SM-T01	
Project type	Non-residential
Development Name and Address	65 Holbeach Road, Spalding, PE11 2HY
Author	William White Robert Doughty Consultancy
Landowner	Spalding Private Practice
Land Management Organisation	Spalding Private Practice
Period covered by this management plan	30 year period. As outlined in condition 9 of the Planning Approval
Planning authority	South Holland District Council
Planning reference	H16-0881-25
Central OS grid reference	E: 526106 N: 323813
Total Site Area	1264m2

Planning Condition

Details of Planning Conditions to be Discharged by this Document SM-B02
Conditions 8 & 9 as outlined on Planning Approval H16-0881-25

Roles and Responsibilities

Provide details of the responsible people and organisation(s) delivering this management plan and the legal and funding mechanisms in place to secure the habitat outcomes proposed.

Author Responsible for Preparing HMMP SM-B03				
Name or Initials / Role		William White		
Organisation		Robert Doughty Consultancy Limited		
Responsibility	Start Date	March 2026	End Date	When the planning conditions have been discharged.
Statement of Competency				
The person named above, and deemed to be the competent person, has 10 years of experience in the planning sector working alongside Landscape Architects to review, design and specify landscaping schemes across a wide range of projects. Over 15 years working in arable farming operations, providing a robust understating of existing habitat and establishment/ maintenance of proposed. And is therefore deemed competent in identifying: • habitats present on site (pre-development) • management requirements for habitats to be created or enhanced within the landscape design.				
Landowner / Management Organisation Responsible for Delivering HMMP SM-B04				
Name or Initials / Role		Luke Smith		
Organisation		Spalding Private Practice		
Responsibility	Start Date	Date development completed	End Date	30 years from the completion date of proposed development
Statement of Competency				

Review the Small Sites Metric (Statutory Biodiversity Metric) User Guide for Competency Requirements.

Provide above the predicted responsibility start and end dates for the landowner or management organisation. In circumstances where a planned change in responsibility will occur within the management period, include details here.



Notes

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Ordnance Survey Map

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Rev	Description	Date
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Client

Robert Doughty Consultancy

Project

Change of Use
65 Holbeach Road, Spalding

Drawing

Location Plan

Scale @ A4		Date
1: 1250		09/09/25
Drawn By		Checked By
WW		-
Job Number	Status	Purpose of Issue
1681-1	FP	Planning

Drawing No.	Rev
1681-1_FP_LP01	-



Land Use

Description of Site Use - Baseline SM-B05

Residential plot comprising one dwelling (developed land, sealed surface), associated gravel access and parking (artificial unvegetated, unsealed surface) with vegetated garden laid mainly to grass.

Description of Site Use - Proposed SM-B06

Change of use from a single dwelling to dental surgery including alterations, additional gravel parking, improvements to existing access and erection of plant shed.

Site Photos SM-F03

Please include two overview photographs of the site in its current form here. Include additional photographs in the appendix if needed. You can adjust the size of these to suit your management plan.



Site Proposals Plan SM-F04

As a minimum, show all the proposed habitats to be retained, created or enhanced.
The map could be on an aerial photo, or a sketch map showing mapped habitat polygons. Include parcel references if possible. It is also helpful to include a north arrow and scale.



2. Management Plan Aims and Objectives

Overview of Proposed Habitat Aims and Objectives SM-B07

Change of use from a single dwelling to dental surgery including alterations, additional gravel parking, improvements to existing access and erection of plant shed. Incorporating habitat creation proposals to ensure compliance with the Statutory requirement for a minimum 10% BNG associated with the development proposals.

Aims

Site access upgrade (plan ID 4) – Upgrade of existing site access point resulting in loss of vegetated garden. Loss to be offset through creation of other neutral grassland (plan ID 6) and 3no. trees.

Creation of gravel parking area (plan ID 3) – Extension of existing gravel driveway to form new parking area at northern end of the site resulting in loss of vegetated garden. Loss to be offset through creation of other neutral grassland (plan ID 6) and 3no. trees.

Creation of geoweb parking area (plan ID 7) – Creation of 10 parking spaces resulting in loss of vegetated garden. Loss to be offset through creation of other neutral grassland (plan ID 6) and 3no. trees. **NOTE:** Artificial geoweb surface to be seeded with a strong lawn mix (Emorsgate EM22 or similar) to create a semi artificial habitat which, by design, will receive high volumes of vehicular movements. Due to the semi artificial nature, high traffic/ pedestrian movements, this habitat (for the purpose of the BNG assessment & HMMP) is not classed as modified grassland and should be treated as an unvegetated unsealed surface.

Retention of vegetated garden (plan ID 5) – Existing vegetated garden to remain where unaffected by development.

Siting of plant shed – Small plant shed to be sited east of the main building. Resulting in loss of vegetated garden. Loss to be offset through creation of other neutral grassland (plan ID 6) and 3no. trees.

Creation of Other Neutral Grassland (plan ID 6) – Creation of ONG through the sowing of a flowering lawn mixture (such as Emorsgate EL1).

The aim is to achieve 'moderate' condition grassland which will show:

- A minimum of 9 native plant species (grasses, sedges and wildflowers) per square metre on average. Conduct soil testing to check habitat will be on neutral, low fertility soils.
- Wildflowers (and may include sedges) growing over at least 20% of the habitat area.
- Less than 30% of grassland covered by perennial ryegrass *Lolium perenne* and white clover *Trifolium pratense* combined.

- A diverse range of native grasses and wildflower species managed to prevent the more dominant 'species to avoid taking over the grassland.
- Less than 5% scrub and less than 20% bracken cover.
- No invasive non-native plant species as listed on Schedule 9 of the Wildlife and Countryside Act (1981).
- Protection from physical damage so that bare ground and other signs of damage covers below 5% of the total area.

Planting of individual trees (Native Species) – It is intended that 3No trees will be planted as record on the SSM and associated plans. In accordance with the SSM with the aim to achieve 'moderate' condition the rural individual trees will show:

- The tree is a native species.
- The trees are protected from adverse impacts by people and can grow to at least 75% of its expected canopy area in relation to its age, height and species, because it is in an area where there is enough space to grow, and it is not pruned regularly.

Planting of ornamental hedgerow (Non native Species) – Creation of 8m (length) of ornamental hedge to offset the loss of hedge resulting from additional car parking on site. Hedgerow to achieve poor condition as specified in the SSM.

All such aims and objectives will be achieved through the implementation of the prescribed maintenance and management procedures and agreed monitoring.

Retained and Enhanced Habitats Protection Measures SM-B08

Vegetation outside the site boundary (red line) but associated with any works during the construction phase of the project will be protected with suitable protective fencing. Protection measures, where implemented, are subject to BS 5837 (2012) 'Trees in Relation to design, Demolition and Construction – Recommendations'.

Adjacent areas of modified grassland will continue to be maintained in line with existing management regimes.

Tree planting to be protected with suitable bio-degradable spiral rabbit guards and support cane where not otherwise staked.

Summary of Adaptive Management Approaches SM-B09

During the initial period of established the proposed habitat creation will be regularly monitored and in particular during periods without rainfall watering shall be undertaken until sufficient time has elapsed for the proposed to be established and develop its own resilience to short term changes in weather patterns. Staff and operatives on site will monitor all areas of habitat creation on a weekly basis and incorporate any appropriate observations into the formal monitoring and recording plan.

Habitats to be retained throughout the Management Plan include:

- 118m2 vegetated garden (plan ID 5)

Enhanced Habitats SM-B12

There are no habitat enhancements associated with the proposals.

Habitat Management Proposals

Habitat Baseline Description SM-B10

The baseline habitats present on the site comprise:

- Developed land; sealed surface
- Artificial, unvegetated unsealed surface
- Vegetated garden

Retained Habitats SM-B11

Created Habitats SM-B13

Alongside the areas of developed land; sealed surface and artificial unvegetated unsealed surface, it is proposed to create:

- 112m2 Other Neutral Grassland (plan ID 6)
- 3no. Individual trees (plan ID 8)
- 8m (length) ornamental hedgerow (plan ID 9)

The above habitats are shown on drawing 1681-1_FP_SP04 (post development BNG plan)

3. Creation, Enhancement and Management

Creation, Enhancement and Management Targets and Prescriptions SM-T02

Complete the planned prescriptions for each area habitat, hedgerows and watercourse proposed on-site in the table below to confirm how created and enhanced habitats will be established and managed. Include details on how retained habitats will be managed. At a minimum, list each area habitat, hedgerow or watercourse entered into the Small Sites Metric (Statutory Biodiversity Metric) calculation tool in the 'Habitat/Feature Type' column in the table below (SM-T02) and provide specific creation or enhancement and management prescriptions. If preferred, provide multiple rows for the same habitat/feature type where different prescriptions are to be used in different parcels/features, hedgerows or watercourse. Refer to the SSM HMMPT [Habitat Guide](#) for additional guidance on target habitat types and conditions to guide your prescriptions. If appending any additional documents that contain prescriptions or work schedules, please tick here and provide a reference: ☐ Reference: [Click or tap here to enter text.](#)

Habitat/Feature Type		Target Condition	Parcel/ Feature Ref	Habitat Creation or Enhancement and Management Prescriptions
Other Grassland	Neutral	Moderate	Plan ID 6 on drawing 1681-1_FP_SP04	Wildflower Grass Seed, such as Emorsgate EL1 flowering lawn mix, is best sown in the autumn or spring but can be sown at other times of the year if there is sufficient warmth and moisture. For the purpose of the project it is intended that implementation works will be completed by 30th September 2026 unless unanticipated circumstances result in delay, in which case the landowner will inform the authority of the change prior to this date. Do not spread topsoil to proposed ONG area and endeavour to create non-fertile conditions to limit problems with perennial weeds. Good preparation is essential to success so aim to control weeds and produce a good quality seed bed before sowing. To prepare the seed bed first mow the existing grassed area as short as possible, then rotovate or dig to bury the surface vegetation (multiple passes may be required to break down the grass sod). Harrow or rake to produce a medium tilth, and roll, or tread to produce a firm surface. Where possible avoid the use of herbicides and only apply approved herbicide to control weed growth where areas have become overgrown and only if absolutely necessary to avoid the spread of noxious weeds. Avoid blanket treatment and spot treat pernicious perennial weeds and allow period of time to elapse as recommended by the manufacturer before further cultivation. The seed must be surface sown and can be applied by machine or broadcast by hand. To get an even distribution and avoid running out divide the seed into two or more parts and sow in overlapping sections. Do not incorporate or cover the seed but firm in with a roll, or by treading, to give good soil/seed contact. Grass shall be cut by means of a pedestrian guided rotary motor mower or a ride-on rotary mower as appropriate. Any arisings produced shall be removed from the site. Where appropriate a varied sward height shall be maintained with at least 20% of the grass area shorter than 7 cm and at least 20% taller than 7 cm. Where grass areas have become worn or have failed to establish, areas will be over-seeded with flowering lawn mix. First Year Management The wild flower and grass species in this mix are perennial; they will be slow to germinate and grow and will not usually flower in their first growing season. There will often be a flush of annual weeds from the soil in the first growing season. This annual weed growth is easily controlled by repeated mowing. Mow newly sown flowering lawns regularly (every 7 -10 days during growing season) throughout the first year of establishment. Cut to a height of 40-60mm, removing cuttings if dense. This will gradually develop a good sward structure, help maintain balance between faster growing grasses and slower developing wild flowers, and control annual weeds. Dig out any residual perennial weeds such as docks. Management Once Established Mow regularly as a lawn but not too short (25-40mm). To permit flowering, mowing can be relaxed from May. Cut again when the sward gets untidy (after 4-8 weeks). Mowing may be suspended earlier in the year to allow cowslips to flower. Heavy quantities of cuttings should be collected and removed from site.
Individual planting	tree	Moderate	Plan ID 8 on drawing 1681-1_FP_SP04	New Tree Planting For the purpose of the project it is intended that implementation works will be completed between November 2026 and February 2027 (during the dormant planting season). Planting can occur prior to this date, in which case suitable containerised stock and an increased watering regime should be adopted. If planting of trees is delayed beyond the 26/27 planting season, the landowner will inform the authority of the change. 3 no trees to be supplied as Heavy Standard, each requiring a tree pit of 900x750mm depth. Where necessary excavate any compacted ground or areas of hardstanding that may conflict with the proposed planting. Increase tree pit dimensions to ensure that tree pits are at least 75mm deeper and 150mm wider than the rootball/root spread. Break up bottom of pits to a depth of 150mm and dome to the centre of the pit. Compacted glazed sides of pits should be roughened to allow root penetration. Tree stakes - Stakes to be vacuum/pressure treated with TANALITH preservative to comply with the Treatment Code (TE/GF6), softwood, round, peeled, straight, free of projections and pointed at one end. Minimum diameter: 100mm, overall height:1.8m, height above ground: 0.6m. 1 stake and 1 tie per tree. Watering to tree planting - The soil surrounding tree stock should be inspected by appropriate personnel twice a week in the first growing season (Mar - Oct) following planting and watered as necessary to ensure field capacity to allow establishment of the stock. Such inspections to be reduced to once weekly in years 2-3.

			New trees shall be inspected on a regular basis for signs of physical damage or disease. All the dead, diseased or damaged wood is to be pruned to below the level of affected growth. The pruning operations will be carried out to leave each tree safe, well-balanced and in a natural shape. All the arisings produced are to be removed from site. All ties and stakes are to be checked every 3 months. The ties should be adjusted so that the tree stem remains unaffected, and the stakes firmed or removed as required. The stakes shall only be removed when the tree is capable of being self-supporting. The base of each tree to be kept free of weeds, grass and debris, 50mm depth of bark mulch to be maintained to weed free area during establishment. Replacement of trees, which have died or become diseased shall take place during the planting season following their demise, and they should be replaced by trees of the same size species. As deemed necessary pruning of young trees will be undertaken to remove any dead branches and reduce selected side branches, ensuring development of a single strong leader and good overall form.
Non native and ornamental hedgerow	Poor	Plan ID 9 on drawing 1681-1_FP_SP 04	New Ornamental Hedge Planting For the purpose of the project it is intended that implementation works will be completed between November 2026 and February 2027 (during the dormant planting season). Planting can occur prior to this date, in which case suitable stock and an increased watering regime should be adopted. If planting of hedgerow is delayed beyond the 26/27 planting season, the landowner will inform the authority of the change. If using bare rooted stock a proprietary root dip should be applied prior to planting to help establish the hedge. Planting pits to be 300mm deep. During and after the establishment of the hedgerow, ensure that sufficient water is applied to maintain healthy growth as required unless restricted by statutory regulations. During establishment Keep all hedge planting clear of weeds by cultivating and only as absolutely necessary the use of approved herbicides. In the first spring, the hedge plants should be trimmed to encourage them to 'bush out', creating a nice thick hedge. During the first summer, weed around the base of the hedge plants to prevent competition, while watering regularly. In late summer, some hedge plants may have died; replace them with new ones in autumn/winter to prevent gaps forming. Check all rabbit guards and refirm plants as necessary.

Risk Register and Proposed Remedial Measures SM-T03

Complete the risk register by identifying likely risks that could impede the successful delivery of target habitats, hedgerows or watercourses. List all risks that could reasonably be anticipated. This should not be an exhaustive list as it will not be possible to anticipate all potential risks.

Risk Factor	Habitat/Hedgerow/Watercourse Type	Trigger for Action	Remedial Measure
Weed competition	Area of other neutral grassland	Visible signs of weed species out competing the ONG. An example of this would be a bank of thistles or broadleaved weeds (such as dandelions or docks) covering an area of ground.	Manually weed the area seeded with ONG. The best method is hand pulling perennial weeds (as this a relatively small area of proposed ONG) and the use of herbicide spot treatment for more aggressive weeds. Strategic mowing, if the weeds are presenting taller than the ONG, can be used to control fast growing weed species. ALWAYS remove cut vegetation/ mowing clippings to avoid increasing soil fertility.
Newly planted trees failing to establish	Tree planting	Presence of dead trees after 2 years	Replace with like species in accordance with the planting specification and consider amendments to size of stock at time of planting at aid establishment.

Newly seeded areas failing to establish	Area of other neutral grassland	10% of habitat area found to failed to establish at the end of the second year	Prepare and overseed areas at the appropriate time as described above and consider increasing sowing rate to compensate for poor early establishment and an adjustment to the seed mix composition.
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4. Monitoring

Monitoring Strategy for Each Habitat, Hedgerow and Watercourse Present On-Site SM-T04

Provide details of the methods you will use to monitor the progress towards the targets stated in the management plan and as agreed with the Local Planning Authority.

Habitat/Feature Type	Monitoring Methods	Monitoring Interval and Timing
Other Neutral Grassland	Assess species composition and condition survey at time of monitoring. Recording of any damage and areas of bare ground and the need for any remedial works. Check for presence of trimming and debris that could increase nutrient levels in the soil. Check any changes in ground conditions. Estimate percentage of bare ground, bramble and bracken cover. Identify areas of damage particularly rabbit damage. Identify any invasive species and record location and extent. Photograph fixed point monitoring location as evidence.	It is intended that monitoring should be proportionate. It is envisaged that typically reports will be required for years: 1, 2, 5, 10, 20, and 30 as a maximum. On the basis that the proposals will be implemented during the second half of 2026/ early part of 2027. The first monitoring visit would be expected to take place in the summer months of 2027 and subsequently in 2029, 2032, 2037, 2047 and a final inspection at year 30 in the summer months of 2057 . Where unanticipated circumstances result in delay to the intended implementation, the landowner will inform the authority of the change prior to this date.
Non native and ornamental hedgerow	Establishment check. Ensure more than 90% survival rate. Establishment check. Ensure dense growth forming and less than 10% gaps. Assess for signs of damage and pest/ disease. Check to ensure base of hedge is clear from grass and weeds. Photograph fixed point monitoring location as evidence.	As above
Small Trees	Condition survey at time of monitoring inspection. Recording of any damage, disease or dead stock and the need for replacement planting. Signs of plant stress. Any changes in ground conditions. Obvious indications of a change in character and appearance and growth habit and form. Signs of restricted or stunted growth and poor crown development and branch structure and a lack of normal and expected extension growth. Signs of die back and bark splitting.	

Monitoring Reporting SM-B14

Organisation Responsible for Submitting the Monitoring Reports

Spalding Private Practice

Organisation Receiving and Responsible for Reviewing Reports

Spalding Private Practice

Copies of the monitoring reports as referenced above and using the HMMP Monitoring Report Template shall be sent in electronic format to the local authority by November 1st of each year in which monitoring is undertaken by electronic means for review and approval. As a minimum these reports shall contain:

- 1) A summary of habitat type, management actions taken over the previous monitoring period and their timing.
- 2) A summary of problems encountered in meeting management objectives and any mediation actions taken or planned to address problems.
- 3) A current UK habitat condition assessment for each post-development habitat accompanied by the following supporting evidence:
 - i) Species composition and % cover quadrat data for grassland habitats following sampling methods of the National Vegetation Classification or similar (NVC; Rodwell 1992);
 - ii) Species composition and whole feature assessment of hedgerow habitat; and
 - iii) Photographs of each habitat parcel/type.
- 4) Records of monitoring are to be kept in one location.

Each habitat type is to be assessed and reviewed by a competent person to ensure management regimes are aligned with the intended habitat target condition and objectives are being achieved. Where adjustments to management regimes are considered necessary and appropriate, management operations will be adjusted accordingly. All such monitoring and recommendations will be recorded and a summary statement outlining the adjustments to be made and the justification for such provided as part of the monitoring records and process.

Start of 30 Year BNG monitoring period

Habitat creation and enhancement works in accordance with the Habitat Management and Monitoring Plan are to be completed by Spring 2027. Completion of the works will trigger the 30 year HMMP period. Should works not be completed by spring 2027 the organisation responsible for delivering the HMMP will inform the Local Authority at the earliest opportunity and a new completion/ HMMP trigger date agreed.