

Stroud District Council

OUTPUT SPECIFICATION

FOR

BRIMSCOMBE PORT

[INSERT DATE]

Contents

- 1. Document Status
- 2. The Site
- 3. Overview of Requirements
 - 3.1 Development Deliverables
 - 3.1.1 *Canal and Associated Infrastructure Works*
 - 3.1.2 *Residential Requirements*
 - 3.1.3 *Commercial, Retail and Leisure Requirements*
 - 3.1.4 *Public Realm Requirements*
 - 3.1.5 *Site Access, Egress and Car Parking*
 - 3.1.6 *Community Facilities*
 - 3.2 Planning Policy and Design Standards
 - 3.3 Sustainability Requirements
 - 3.4 Social Value Requirements
 - 3.5 Site Information
 - 3.6 Delivery Partner Requirements (including KPI's)

Appendix A: Phase 1 – Canal Infrastructure Works Engineering Design
 Appendix B: Phase 2 – Canal Infrastructure Works Engineering Design

Document Control

Date	Version	Status	Issued
	0	Initial Draft for Comment	GA
	0.1		
	0.2		
	0.3		
	0.4		
	0.5		
	0.6		
	0.7		
21/03/2019	0.8	Updates to include sustainability and social value requirements.	CA

03/05/2019	0.9	Updates following 29/04/2019 workshop.	CA
15/05/2019	0.10	Further updates following receipt of planning wording.	CA
22/05/2019	0.11	Further update following Project Board on the 20 May 2019	LL
10/06/19	0.12	Further update from planning services and update to reference June 6 th Environment Committee	LL
26/06/2019	0.13	Incorporating comments from Homes England, Parish Council and MW.	LL
01/07 2019	0.14	Finalised version for Strategy and Resources Committee 11 July 2019	LL

1.0 Document Status

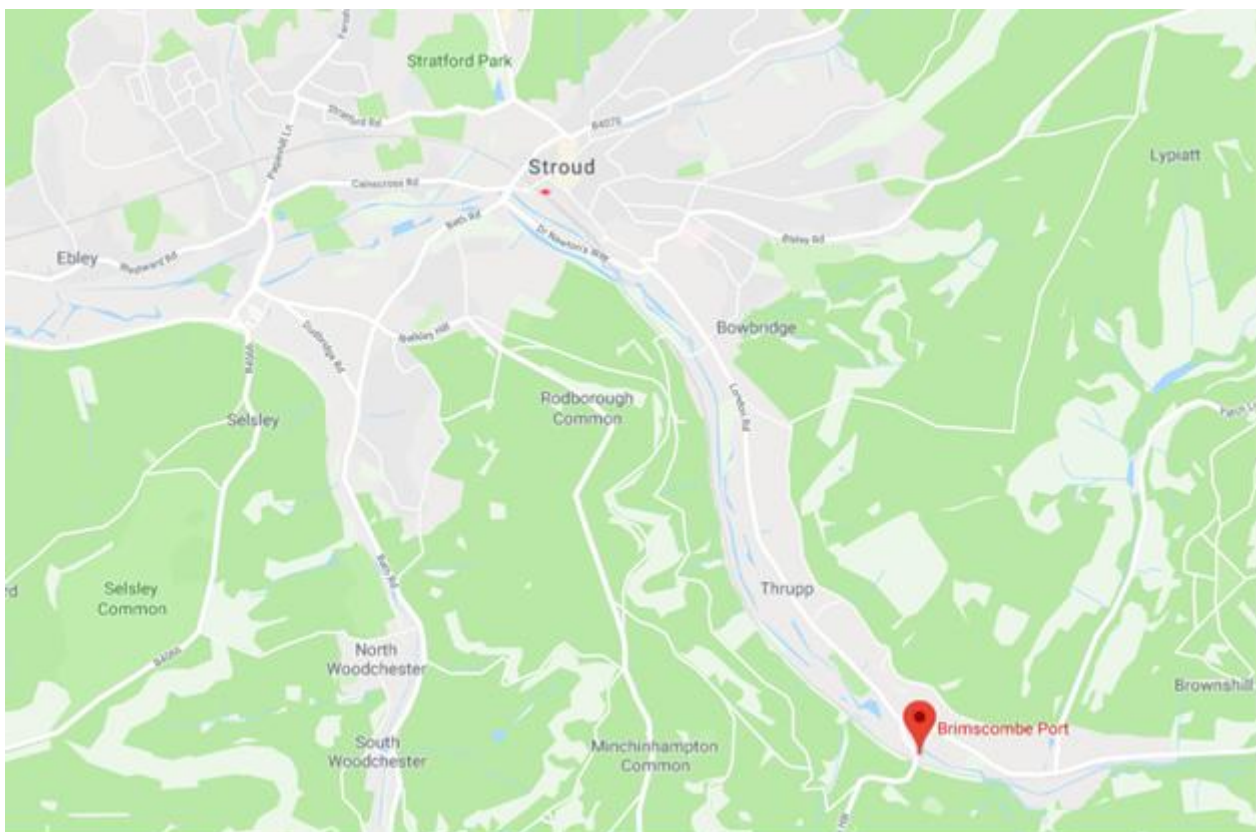
This Output Specification (hereafter “OS”) has been drafted to support the procurement of a Strategic Partner for the Brimscombe Port development in Stroud. This document sets out the Councils requirements for the new Brimscombe Port development, which will be used as a baseline for all Competitive Dialogue discussions.

2.0 The Site

2.1.1 Site Location

The site is located at:

Brimscombe Port
Brimscombe Hill
Brimscombe
Stroud
GL5 2QG



2.1.2 Site History

Historically Brimscombe Port was an inland port, created to transfer goods from large sea going Severn Trows to Thames barges to navigate the narrower canal to the east. This link was promoted by local clothiers as well as London merchants to link with the Midlands. The Stroudwater Canal (to the west) was finished in 1779 and the Thames and Severn Canal (to the east) the following year. Amazingly for that era the Port was capable of handling 100 vessels at a time.

Following the decline in canals the Port became redundant. The canal was in-filled in the 1950's and the site developed as an industrial estate during the 1960/70's.

Some of the historic port buildings survive, including the Salt Warehouse and the Port Mill. Both are listed and charming stone buildings. Much of the site is open with concrete hard standings and a few modern industrial buildings from the 1960s and 70s which are no-longer fit for purpose.

2.1.3 Site Context

This site has a spectacular setting. It is surrounded by verdant hillsides which rise steeply up to the Cotswold plateau. The site is in a narrow valley formed by the River Frome which runs beside the canal. Views are dramatic from the hillsides down into the site and along the valley.

The hillsides to the north and south define the edge of the Cotswold AONB.

The site is within the Industrial Heritage Conservation Area (IHCA), one of the biggest in the country. Commenting on the scope of the Conservation Area, a 1986 report by URBED concluded "nowhere else in the country were there so many mills from such an early period, surviving in a relatively complete condition. It is a microcosm of history from early 13th century cloth making to pre-industrial revolution into Victorian expansion and ongoing evolution in the modern era".

2.1.4 Development Objectives

The vision for Brimscombe Port is to deliver a sustainable new residential-led mixed use community that meets the needs of both existing and future residents. By responding to the site's unique characteristics with innovative and inspiring design; the Council aspires to create an exemplar scheme that integrates with the existing surroundings and improve and expand upon the site's constraints and opportunities to enhance resident's daily life.

The five objectives for the site are to:

1. Create a distinctive and memorable place, appropriate to its context and history with a strong character and identity;
2. Build sustainable, energy efficient buildings and low impact development that minimises harm to the environment;

3. Create a vibrant and inclusive community that provides for a range of ages, affordability and demographics;
4. Create and integrate landscape comprehensively, enhancing biodiversity and creating new habitats that bring nature into the site;
5. Encourage wellness and healthy lifestyles through the new open spaces and enhance existing routes to increase the recreational uses in the area and commutable travel routes across the site;
6. Create a financially sustainable canal to ensure the ongoing quality of the waterside setting.

The impact of this site cannot be underestimated in terms of its importance to the whole redevelopment of the valley, and the economic and strategic benefits to the area, acting as a catalyst for other development along the canal. It creates a destination for canal tourism, not only for the local canal network but also for the whole canal system, a nationally important landmark destination.

*“BRIMSCOMBE PORT WILL BE AN EXEMPLAR AND SUSTAINABLE
NEW COMMUNITY FULLY INTEGRATED WITH THE EXISTING SURROUNDINGS”*

3.0 Overview of Requirements

The Brimscombe Port development will offer the following key deliverables;

- Reinstatement of the canal and associated infrastructure including the port basin, the towpath, site remediation and flood alleviation. The canal will act as a pull for tourism and provide a visitor destination. Provision will be made for canal moorings.
- Provision of a high density mix of residential units that will address the current housing need for 1, 2 and 3 bedroom dwellings, with 30% affordable, and provision of associated car parking.
- Provision of new community facilities, the form and scale of which are to be determined but which are to include a community meeting space.
- Provision of commercial/retail units/offices to provide a 'mixed use' element.
- New site access/egress points.
- Public realm for residents and visitors.

Building for Life 12 and Building with Nature will be the criteria against which proposals will be assessed.

3.1 Development Deliverables

3.1.1 Canal and Associated Infrastructure Works

3.1.1.1 Council Canal and Infrastructure Objectives

The canal is at the centre of the Brimscombe Port development; its reinstatement offers developers an opportunity to create a unique waterside setting for the local community. Furthermore, the aspiration is that this development will create a tourist destination in the District, attracting a diverse demographic to visit the site and experience Brimscombe Port.

It is planned that the route of the canal and basin will be handed back to Stroud Valleys Canal Company (SVCC) at completion of the development and it will own, manage and maintain the canal through income from moorings and community interest charges across the development.

3.1.1.2 Council Canal and Infrastructure Requirements

The canal, basin, flood management and site access have been designed by Atkins, with planning approval received on [insert date]. The Brimscombe Port development must be designed in accordance with the Atkin's canal and infrastructure design and the associated planning approval and conditions. The design incorporates extensive flood alleviation measures to take the site out of the flood zone and meets the requirements of SVCC in terms of the number of moorings, a basin of sufficient size to moor boats and allow passage of other vessels to pass, as well as a turning area suitable for the maximum width boats.

The new access road has been designed and an area identified on the site to allow a temporary crane to enter the site to enable boats to be lifted into the basin.

Please refer to Appendix A and B for the associated drawings.

Bidders must note that the planning approval is for all of the canal infrastructure up to Gough's Orchard lock and the works are split into two phases with phase 1 being the subject of this procurement exercise and as detailed at Appendix A. The second phase works takes the canal and river under Brimscombe Hill and takes the route up to Gough's Orchard lock as detailed at Appendix B.

The canal, and associated infrastructure works, required in this partnership have been summarised below:

- Preparation of the site including demolition and site clearance
- Excavation for the new canal, material disposal, construction of new canal walls, towpath and lock.
- Excavation for the new river channel, construction of new river bed and walls and infill the old channel.
- Provide drainage including sewer diversion, drainage connections and provision for future surface and foul water drainage.
- Earthworks associated with site clearance, excavated material, disposal, site raising and reclamation.
- Part excavation of the canal channel to Gough's Orchard Lock.
- Provide site access from the A419.

A second phase of works is planned. Whilst these works do not form part of the requirements for this tender, there may be an opportunity for the Strategic Partner to deliver the second phase of works, subject to additional funding. Should these works be delivered by the Strategic Partner, they would likely include:

- All works associated with Brimscombe Hill, including carriageway construction, utilities diversion and any necessary temporary works.
- Construct new River Frome bridge, canal bridge, river crossing culvert, retaining wall and overflow weir and demolition of the existing bridge.
- Excavation of the remainder of the canal channel to Gough's Orchard Lock

3.1.2 Residential Requirements

The Council has completed a master-planning exercise to determine the site's viability which suggests that 178 new homes could be accommodated on the site. Bidders should not be limited by the indicative figure included within the Local Plan. It is anticipated that the development will be high-density, in order to maximise the viability and sustainability of the site. The masterplan produced by the Council demonstrated this was achievable using a mixture of apartments and houses. It is expected that the delivery partner will initiate their own masterplan for the site,

developed in partnership with the District Council, and determine a suitable quantum and mix of residential units to ensure the developments success.

The Council's policy requires a minimum of 30% affordable housing provision for any new development. Brimscombe Port will be no exception. The required affordable housing provision for Brimscombe Port is:

- 50% Rented
- 50% Intermediate (shared ownership)

Of this mix of affordable housing, the Council requires a predominance of 2 bedroom and then 1 bedroom homes and a smaller element of 3 and 4 bedroom homes, all with access to private external space.

The Council is open to exploring alternative housing products such as private rental, community-led housing, extra care or over 55 living. The housing products proposed must be designed with the following in mind;

- Local amenities, the suitability of these and any deficits that may need to be filled;
- Access and car parking;
- Sustainable living i.e. the ability to live and work within the community;
- The current shortfall in the local area of 1, 2 and 3 bedroom apartments and housing;

The design of units should be sympathetic with their surroundings (as detailed in the 'Planning/Design' section of this Output Specification). There is scope for a predominance of south facing dwellings overlooking the water with a backdrop of hills.

Careful consideration of the market demand will be required and how the units can be made available to the public at the earliest opportunities.

Residential canal moorings will be provided and maintained by SVCC to increase the diversity of the residential offer.

3.1.3 Commercial, Retail and Leisure Requirements

It is envisaged that circa 1,000m² of commercial space is provided, depending on viability. The development partner will be required to determine a suitable mixture e.g. retail, office and workshop/gym uses for the site.

3.1.3.1 Commercial

The delivery of commercial facilities is a requirement of this OS, however the mix and amount should be determined by Bidders.

Commercial space should:

- Support the desire for local enterprise;
- Be carefully considered alongside the community facilities being provided;
- Be sustainable with long term viability;
- Enable Brimscombe Port to be a vibrant destination during evenings and weekends.

The commercial facilities will play a crucial role in developing the local economy, supporting the ability for the community to live and work in the same place, and providing opportunities to new, small and independent businesses.

3.1.3.2 Retail and Leisure

The Council requires retail and leisure facilities to be provided to enhance the sense of place for the local community and drive the local economy in a sustainable way. For this to be successful the retail and leisure facilities must be;

- Viable all year round;
- Be suitably competitive given the sites location and the alternative options visitors have;
- Enhance the community offer and crucially, link to the residential offer;

The scale of the offer will require careful consideration to ensure that it is sustainable yet meets local demand.

3.1.4 **Public Realm Requirements**

The Council encourages bidders to be creative with the Public Realm proposals and consider innovative solutions that reflect the Building for Life 12 and Building with Nature requirements.

The Public Realm is required to be designed to:

- Meet the Council's Public Realm policy requirements, as detailed in the local plan, for the Public Realm;
- Align with the Stroud Industrial Heritage Design Guide, which is adopted as Supplementary Planning Advice;
- Make the basin, canal, river, Bourne Mills and Port Mills focal points;
- Enhance the public rights of way along the towpath, pedestrian and cycle access across the site. Connect with existing cycle routes and include improvements to the cycle network where required;
- Ensure public circulation enables interaction with the Public Realm and surrounding environment, with streets as social multifunctional spaces to enable a sense of community;
- Clearly distinguish between public and private space;
- Include play equipment and play space, suitable for young children, in a safe and secure environment. The most appropriate solution should be determined by Bidders;
- Provide separate play space for older children;
- Incorporate public art.

Due to the constraints of the site it is recognised that the policy position for play space cannot be achieved at Brimscombe Port. Bidders are encouraged to align proposals with LEAP policy as far as possible.

3.1.5 Site Access, Egress and Car Parking

3.1.5.1 Site Access and Egress

A new vehicular access, as detailed in the Atkin's design and planning permission, will be required at the midpoint of the A419.. This will create a new view across the site and hillside, giving a magnificent sense of arrival from a slightly elevated stance.

The existing access at the western side of the site will be closed off due to the canal works.

A study is being carried out to explore the upgrading of the A419 to create better cycle and pedestrian routes which in turn aim to have place making benefits. The A419 Stroud to Chalford Inspiration Study will be made available to bidders.

3.1.5.2 Car Parking

Car parking will be one of the most important challenges during the design development and the Building for Life requirements set out the Council's desired approach.

Car parking will be land hungry, will need careful consideration and should not dominate the street. Prominent waterside locations should be avoided and car free areas created. Provision of car parking within/beneath buildings/structures may reduce visual impact.

The Council would like Bidders to consider:

- Innovative design solutions to minimise the impact of car parking on the development;
- Alternative options to reduce reliance on cars, and support the Council's sustainability agenda, such as car sharing and other sustainable transport measures;
- Electric car charging points.

The Council requires the following parking provision to be provided:

- 1.5 parking spaces per residential unit
- Sufficient parking for visitors, and local businesses
- Parking for the community centre (as detailed in section 3.5.6. below).

3.1.6 Community Facilities

A new community space will form part of the new development; this is seen as being crucial to 'add value' to the development by providing a 'sense of place'. It is currently the intention to provide these facilities in a 'prime location' on the Port.

The facilities must be clearly defined and co-ordinated with the wider context of the proposed development and be a sustainable facility that will offer year-round facilities that are flexible for a wide range of uses.

The community facilities should support the Council's and Parish Council's key values which are;

- Social – a hub where people can meet and socialise, and where people get help and support. A place that is always accessible to local people.
- Sustainable – generating a surplus to enable long term improvements and friendly to the environment
- Services – offering useful facilities to local people

To ensure success the community facilities must be designed with the following in mind;

- A suitable amount of car parking is provided to encourage use of the facilities;
- Flexible/multi-use spaces to accommodate a range of activities;
- A welcoming design to encourage use;
- A café will form part of the facilities and will be key to providing regular income in order to operate and maintain the facilities in the long term;
- Facilities which are capable of being let; this may take the form of meeting rooms, small business start-up units, offices for hire etc,
- Other building uses that may be considered include; health service provision, children's and/or youth centre and adult education provision;
- The building must be adaptable to changing uses with changing trends in requirements to ensure its success and sustainability.

3.2 Planning Policy and Design Standards – Quality and Context

The Council's Local Plan¹ for the Brimscombe Port site encourages:

- A diverse/mixed-use development;
- A minimum of 150 dwellings (The Council's masterplan suggests that 178 homes can be delivered and so any proposal should not be limited by this indicative figure in the Local Plan).
- Canal related tourism with the reinstatement of the canal being a strategic priority.
- Employment uses e.g. commercial and retail units which could take advantage of the waterside setting. There is some flexibility over the range of uses (as encouraged by Paragraph 22 of the National Planning Policy Framework).

3.2.1 Council Design Standard Objectives

¹ <https://www.stroud.gov.uk/environment/planning-and-building-control/planning-strategy/stroud-district-local-plan>

The Council's aspiration is for the Brimscombe Port development is to create a series of spaces that respond to the site's unique opportunities such as its relationship with the water, and so that the site maximises the views beyond.

The Brimscombe Port development should be a place which is attractive for residents, visitors and local businesses. The Council will assess proposals against the Building for Life 12 standards and in addition the checklist below provides criteria against which the design for Brimscombe Port will be considered; it does not provide solutions rather lists matters which need to be addressed.

- The relationship between the site and the wider community will need to be a primary consideration, and it is expected that the village and the site should have good visual and physical connectivity. Some provision for community use on the site is expected.
- The Council will be seeking imaginative ideas with regard to parking and traffic movement within the site. A car-dominated scheme is unlikely to be appropriate. Schemes that separate cars from people would be favourably considered.
- Thought should be given as to how the site sits within the landscape. Development should allow views out to the surrounding hills, and conversely should sit comfortably in its setting when seen from higher ground.
- The Local Planning Authority welcome innovative approaches to architectural style, construction method and materials, encouraging modern methods of construction, providing that they pay regard to the character of the site. Pastiche mill type buildings that would challenge the hierarchy of the remaining historic buildings on and adjacent to the site would be unlikely to be supported. Generic 'marina' type development would not be appropriate.
- Care is needed on heights and massing of buildings; whilst some tall structures are likely to be appropriate, particularly in the middle of the site, these should be broken up by buildings that respect human scale on the site edges. Overly restrictive standards with regard to matters such as privacy etc may not always be applied in the interests of good development, however, secured by design principles should be applied wherever possible.
- The development would be expected to provide a diverse range of public and private spaces. Widespread public access to the canal and basin edges is a requirement, but communal and private spaces for the use of residents will be encouraged. Traditional development with individual gardens is unlikely to be appropriate across the site; therefore other means for the provision of residential amenity space would be welcomed.
- Opportunities should be taken to enhance biodiversity across the site, including the introduction of planting wherever possible. Schemes that are planned for the differing needs of the various species found around the site and for the encouragement of new species would be welcomed. It is expected that the development should achieve the Building with Nature benchmark.
- Be innovative with design solutions, setting the development apart and creating a 'beacon' within the District;

- Ensure that the design and implementations allows for ease of maintenance once in operation;
- Consider noise and air quality and proposed solutions that minimise the effects of both.

3.3 Sustainability Requirements

The Council is committed to ensuring that all future development within the District is delivered in a sustainable manner, not just in the short-term delivery but in the long-term use and operation of buildings. This section of the OS sets out the Council's key objectives for the Brimscombe Port development which will contribute towards to Council's District wide ambitions.

3.3.1 Council Sustainability Objectives

- **Carbon Neutral by 2030**

At the Council's Environment Committee on the 6 June 2019 members approved a report setting out the Council's initial response to its declaration of a Climate Change Emergency and the proposed framework for moving towards a Carbon Neutral District by 2030.

Bidders will need to address this framework for the redevelopment of the Port.

- **Development Requirements**

Brimscombe Port is located in the heart of the Cotswolds and offers a unique opportunity to the Council and its development partner to develop a thriving sustainable community, enhancing its diverse environmental offer. The site, with its unique placement in a valley at the foot of picturesque hillsides leading to the Cotswold plateau and adjacent to the River Frome, offers developers an opportunity to design and develop a 'one of a kind' site which enhances its environmental features.

This section details what the Strategic Partner will be required to deliver as part of the Brimscombe Port development.

3.3.1.1 Carbon Neutral by 2030

Bidders should consider and propose innovative solutions to support the achievement of the Council's Carbon Neutral by 2030 target. Consideration must include the short, medium and long term:

- Short Term – Bidders will be required to consider material selection during construction, transport of materials, plant and labour to minimise CO₂ production where possible. This will be monitored through KPI's which will be developed during the dialogue process.
- Medium and Long Term – Bidders will be required to demonstrate that the design solutions proposed ensure that the use and operation of buildings minimises CO₂ production such that the Carbon Neutral target can be achieved by 2030.

3.3.1.2 Holistic Approach to Sustainability and Development

Bidders must demonstrate a holistic approach to the design development and sustainability strategy developed through dialogue. Considerations could include:

- The attractiveness of the development to end users and the impact this has on demand, purchase prices and resale values;
- The impact on the wider local community in relation to transport (both during and after construction), services and facilities available;
- Energy generation and consumption;
- Carbon use and reduction (as noted above), including embodied Carbon;
- Green infrastructure;
- Waste minimisation;
- Transport and access;
- Services and utilities strategy e.g. gas, water, electric etc;
- Building materials and systems;
- Design philosophy.

3.3.1.3 Standard Assessment Procedure (SAP) Target

The Council requires the development to achieve a SAP Rating of 86-94 which equates to Code level 4 requirements.

3.3.1.4 Building with Nature

The Council is committed to working in accordance with the Gloucestershire Green Infrastructure Pledge.

The pledge will be implemented through this project by delivering in accordance with 'Building with Nature' standards². This user guide combines existing guidance and good practice to ensure that new infrastructure projects implement sustainable and green principles in all stages of a project, including:

- Policy
- Planning
- Design
- Delivery
- Long-term management and maintenance

² <https://www.buildingwithnature.org.uk/how-to-start>

Bidders will be required to provide the Council with a strategy to outline how this benchmark will be delivered and achieved.

As a consequence of the Building with Nature accreditation, Bidders will be required to consider the use of Sustainable Drainage Systems (SuDS) at an early stage in the design development (in addition to ensuring all proposals align with the Atkins design for the Infrastructure works, as detailed in Appendix A and B of this OS).

3.4 Social Value Requirements

Under the provisions of the Public Services (Social Value) Act 2012 the Council is required to consider how the economic, social and environmental well-being of the district might be improved through the procurement of services. This section of the OS sets out the Council's aims in this regard, in relation to the procurement of services for the Brimscombe Port development.

3.4.1 Council Social Value Objectives

- Enable local wealth building and skills development within the local community;
- Ensure that construction works are carried out in accordance with Considerate Contractor standards.
- Leave behind a positive legacy for years to come.
- Ensure that the procurement and delivery of infrastructure works adheres to the Modern Slavery Charter.

3.4.2 Development Requirements

This section details what the Strategic Partner will be required to deliver as part of the Brimscombe Port development; these standards will be monitored through Key Performance Indicators (KPIs) to ensure ongoing delivery by the Strategic Partner.

3.4.2.1 Local Wealth Building and skills development within the local community

The Council has identified a shortage of skilled workforce in the Brimscombe Port area and intends to address this through the Brimscombe Port development, with the support of the Strategic Partner. The key objectives are;

- Development of a skilled workforce within the local community addressing skills shortages such as bricklaying, plasterers, roofers, plumbing, steelwork, site supervision etc;
- Provide long term economic benefits to the local community;

It is anticipated that skills will be developed through apprenticeship schemes offered by the Strategic Partner and their supply chain. The sub-contractors to the Strategic Partner will play a critical role in achieving this objective and must be fully engaged in the Social Value objectives in order to achieve the project KPI's, which will be developed through the Competitive Dialogue process.

In addition, the Council would like to promote the development of small businesses within the local area to again develop skills within the local workforce and subsequently stimulate the local economy.

3.4.2.2 Considerate Contractor Standards

The Council recognises the importance of reflecting its Social Values in the project delivery/construction phase and will require the Strategic Partner to deliver these standards through the Considerate Contractor scheme. In particular the Council wishes to:

- Promote the Brimscombe Port development in the local community by presenting competent management, awareness of environmental issues and demonstrating 'neighbourliness'.
- Ensure that community engagement is an important part of the project from planning stage through to completion.

3.4.2.3 Modern Slavery Charter

The Council has passed a Modern Slavery Charter³ which all supply chain members must adhere to. The Strategic Partner will be required to comply with this Charter and ensure all of its supply chain complies with said Charter.

3.4.2.4 Use of Local Supply Chain

Where possible the Strategic Partner should utilise local skills and labour for the Brimscombe Port development.

3.5 Site Information

Brimscombe Port was the largest inland port in the Country dating back to the 1780's. Following the decline of the canals the Port became redundant and was in-filled in the 1950's and latterly developed as an industrial estate during the 1960/70s. Today the industrial estate is now dilapidated and the land that it sits on has a legacy of contamination following the tipping of waste into the old canal and basin.

3.5.1 Buildings to be retained

The Port Mill, a spectacular Grade 2 listed building will be retained and form part of the development masterplan; the building is owned by and will be retained by the Council and is Class B1 (Business).

³ <https://party.coop/local/councillors/modern-slavery-charter/#intro>

The Grade 2 listed Salt Warehouse is to be retained and it is planned that this will be transferred to Stroud Valleys Canal Company for canal amenities such as WC's, shower's and pump-out facilities or a visitor information centre.

To support the enabling works all other buildings will require demolition in accordance with the planning permission and listed building consent.

3.5.2 Site Surveys

The Council has undertaken extensive site investigation, including the following site surveys:

- Transport assessment
- Utilities assessment
- Ground Investigation Report
- Ecology Surveys
- CCTV and ground penetrating radar surveys
- Archaeological survey

All documents can be found on the planning portal at ref **XXXX** together with the planning approval and related conditions for the infrastructure design.

3.6 Delivery Partner Requirements

This section of the OS outlines the Council's requirements in relation to the Delivery Partner, including the behaviours required.

The Council is seeking a delivery partner to offer the following;

- Similar project delivery experience
- Capacity and capability to provide the resource required to support the new development
- Access to development funding
- To act collaboratively with The Council to ensure a successful partnership and ensure the success of the development.

The Council has identified a number of Key Performance Indicators (hereafter "KPIs") which will be used for the duration of the contract, to monitor and record the Delivery Partner's performance against a set of key performance standards. It is proposed that the KPIs are developed through the competitive dialogue process.

Category			KPI
1	Delivery	Deliver the development effective and efficiently.	Rate of actual delivery against the agreed development model (as agreed through the dialogue process).
2			Compliance with or improvement of the commercial outcomes in the agreed development model.
3			Compliance with the Value for Money protocol.
4	Behaviours	Exhibit the right collaborative behaviours in all that we do.	Achieving continue improvement in staff satisfaction, evidenced through an increased score in the [Name tbc] Satisfaction Survey
5	Health & Safety	Continually maintain the highest levels of safety in all we do.	Provide an average of a least [◆] hours of training for each member of staff on site, on health and safety matters.
6			Achieve the target of zero reportable incidents.
7			Achieve the Considerate Contractor requirement to achieve a minimum score of 42 in each quarterly report.
8	Sustainability	Ensure that we minimise the impact of our actions and activities on the environment.	Achieve or exceed project target for sustainability. Baselines for environmental measures established should be consistent with good industry practice (including carbon, water, waste/recycling, raw materials and habitats).
9	Social Value	Deliver additional value to the communities we serve.	Achieve or exceed project target for social value.