

Lottery Capital Programme

Additional Guidance Notes

Major Capital Projects



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Additional Guidance Notes

Major Capital Projects

Introduction

Welcome to our Major Capital Projects Additional Guidance Notes.

Embarking on a major capital project with the Arts Council is a long-term commitment for your organisation, and we understand that the process and requirements can at times be daunting. This Guidance aims to help you by providing an overview of the process we follow when developing major capital projects.

We know that all major capital projects are different. However, we've certain expectations that we require all projects to address satisfactorily. These requirements are set out in this Guidance, and you should consider them at all stages of your project's development. Major capital projects are important schemes for us too, and we want them to be exemplary. We'll be closely involved in the development and planning of your project, and we'll provide you with advice and support that is specific to your project as it progresses.

How to use the Additional Guidance Notes

These Additional Guidance Notes assume that you've completed the Project Registration process and we've invited you to apply for funding. If this isn't the case, please read more about registering your project in the [General Guide to Arts Council of Wales Capital Programme](#).

This Guidance should be read as a "stand-alone" document at the outset of your project to provide you with an overview. You should revisit specific sections as your project progresses to ensure you don't lose sight of key issues which we'll expect you to have considered.

You should read this Guidance alongside the [General Guide to Arts Council of Wales Capital Programme](#) and our [Capital Strategy 2012-2017](#).

If you are looking for information to help you fill in your application form(s), please read the relevant Help Notes that are available on our [website](#).

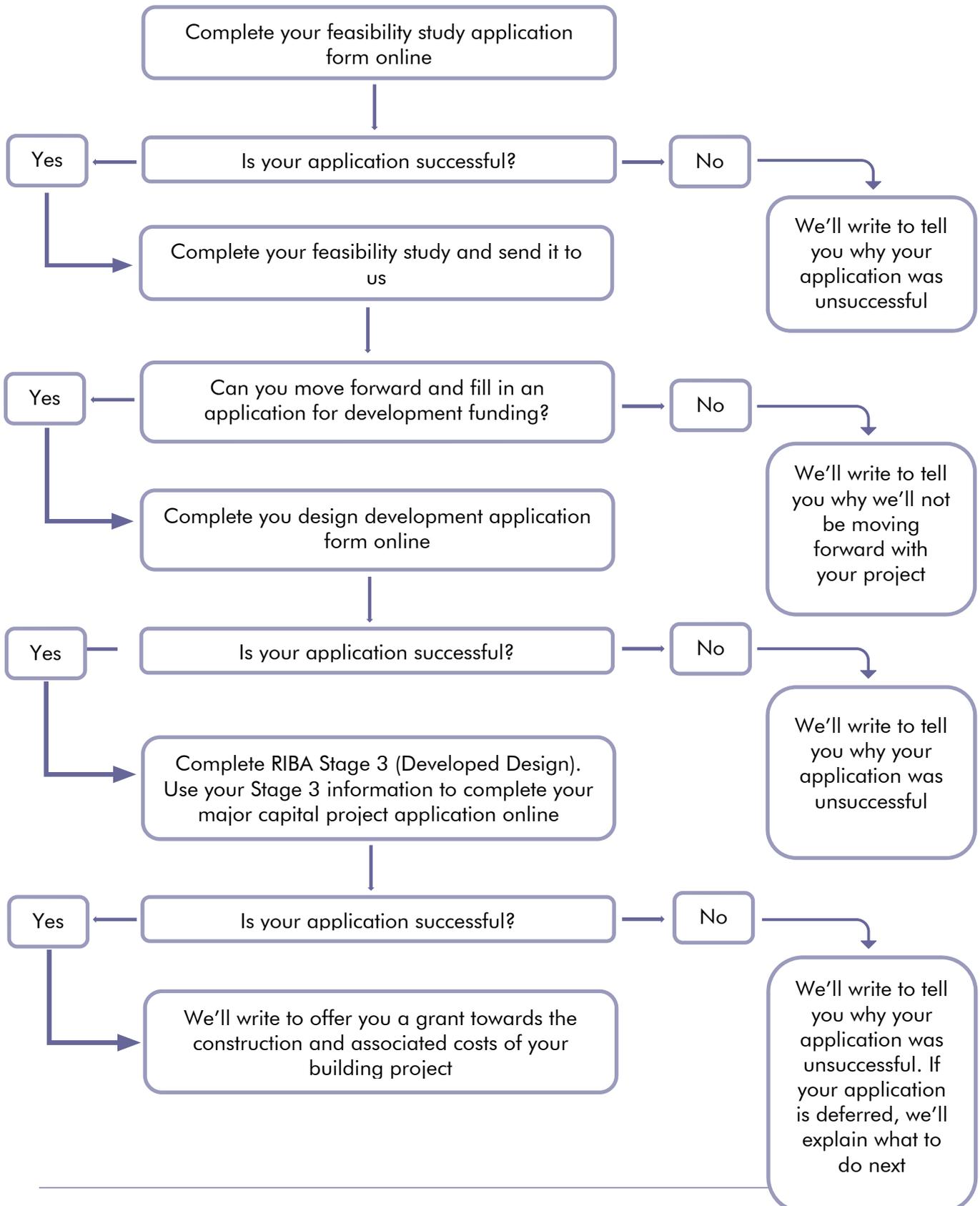
The Three Stage Application Process

Major capital projects are complex and your project will move through a minimum of three stages before you can begin any building work. We use the Royal Institute of British Architects (RIBA) Plan of Work 2013 to guide this process. The RIBA Plan of Work 2013 organises the process of briefing, designing, constructing, maintaining, operating and using building projects into eight key stages. (It replaces the RIBA Outline Plan of Work 2007).

You can download the Plan of Work [here](#).

Our experience shows that this staged approach encourages best practice in the planning, procurement, management and delivery of major capital projects.

This diagram shows the three stage application process:



Our specialist external advisers

We work with external advisers throughout the process to provide us with independent, expert advice on particular specialist aspects of applications. Our external advisers have been carefully selected following a formal application process and are drawn from a range of professions. They include architects, quantity surveyors, access advisers, business advisers and public art specialists.

An external adviser will be involved in reviewing your completed feasibility study. When you submit your application for the implementation of your major capital project, a team of external advisers will be appointed to evaluate your application on our behalf. Each member of this team will complete a report, and this will be sent to you so that you can respond to its findings and identify any factual inaccuracies.

Design Commission for Wales

The Design Commission for Wales champions good design for the built environment. It provides a range of services including the national Design Review Service which enables development plans and proposals throughout Wales to be considered by the Design Commission for Wales' independent, expert multi-disciplinary team. You may find that early consultation with the Design Commission will benefit the development of your major capital project.

Your Feasibility Study

The first stage of developing your major capital project is to undertake a feasibility study. It combines establishing your requirements for the project with concept design work. It's important to invest adequate time and resources into your feasibility study as it provides the foundation for a well-thought out, well-designed and well-constructed capital project that is fit for purpose and of high quality.

A feasibility study allows you to establish whether your project is needed (the demand), whether it is technically and financially viable, and whether it is appropriate for your organisation to take the project forward. It's also important at this stage to establish your vision for the project and the benefit to the public that your completed project will bring. You'll need specialist, professional expertise to help you complete your feasibility study.

You'll usually need to work with an architect and a business adviser, but this will depend on the type of project you're planning. You must make sure that you appoint consultants appropriately, and it's likely that we will want to be involved in the appointment process.

You can read more about what we expect from you in terms of procurement later in this [Guidance](#).

The complexity and exact content of your feasibility study will vary depending on the size, scale and type of project you are developing.

At the outset you'll need to complete an options appraisal which will show that you have considered all the options that are available to you (including doing nothing). The appraisal will evaluate the benefits and constraints of each option against your stated project aims. It will set out an indicative cost and any identified risks. This should lead to a preferred option which can be justified through the analysis you have carried out.

As you progress, there should be some consideration of:

- Appropriateness of the site for the proposed activity
- Initial ideas of the building's scope and technical specifications
- Outline capital budget (including professional, technical and statutory fees) and potential sources of funding
- Outline approach to environmental sustainability
- Outline approach to integrating artwork into your building (public art)
- Initial assessment of the revenue implications of your capital project, including an indication of likely running costs post-completion
- Organisational development:
 - a review of your organisation's existing capacity, relevant skills and experience needed to deliver your project,
 - a review of the aspects of your organisation's staff and governing body that will need changing or strengthening as a result of the project
- Outline of statutory permissions required
- Programme
- A summary of key project risks and how these might be mitigated

We expect your feasibility study to progress your project to the end of RIBA Stage 2, **Concept Design** (RIBA Plan of Work 2013). The RIBA Plan of Work states that by the end of Stage 2 the following outcomes will be delivered:

- Concept design including outline structural and building services design
- Preliminary cost information

- Final Project Brief
- Outline development of Project Strategies such as acoustic strategy, sustainability strategy, maintenance and operational strategy, building control strategy, fire engineering strategy

The concept design represents your design team's initial response to your project brief. It will set out the overall design principles of your project and should demonstrate the generic appearance of the proposed building within its surrounding urban context.

At the end of the stage, your design team will prepare a concept design report for you which records the basic design concepts for your preferred option which will be further explored at the next stage.

The development of the Final Project Brief is a crucial component of this stage, as it finalises your requirements for the project, and is the key document upon which the final design will be based. The Project Brief is frozen at the end of RIBA Stage 2 (Concept Design).

Developing your project

During this stage, your project will develop from the outline plan set out in your feasibility study and concept design report, to a detailed and fully costed proposal. When you have completed this design development work you will have completed RIBA Stage 3 (RIBA Plan of Work 2013). RIBA define this stage as **Developed Design**.

This stage will involve the appointment of your full design team, including your architect, quantity surveyor, project manager, mechanical and electrical engineers, and other specialists that your project needs.

You'll have worked with an architect and possibly other design team members at feasibility stage, but it's important to know that there are options you can consider regarding the procurement of your design team for RIBA Stage 3 on. You should not feel restricted or bound by the team you appointed at feasibility stage. If you want to reconsider the make-up of your design team we can talk to you about procurement options.

A key issue to consider is the OJEU threshold. If the proposed fees for your design team will exceed the OJEU threshold you will be obliged to make your appointments via OJEU. If you didn't use OJEU to appoint your design team at feasibility stage it is likely that you will have to consider this process at this stage of your project's development.

We want to be involved in the appointment of your design team and will support you through this crucial phase of your project's development. We'll advise you on the appointment process to ensure it meets our requirements on procurement and that the right

team for your project is appointed. You can read more about procurement later in this Guidance.

The documents you'll develop with your design team during this stage of work will form the basis of your application for funding towards the construction and associated costs of your capital project.. It will also provide you with the information required to submit an application for full planning permission, which is usually worked on at this time.

On completion of RIBA Stage 3, you and your design team will have reached agreement on the layout, size, shape and appearance of your building, and this will be set out in a detailed design report. The design should be dimensionally correct and co-ordinating, describing all the main components of the building and how they fit together. The Project Strategies that were developed in outline during Stage 2 will be developed further and in sufficient detail to allow you (the client) to sign them off.

We'll expect you to have the following information:

- an architect's written description of the scheme and design intentions
- a site plan showing general layout including position and size of the building, access for vehicles and pedestrians, car parking and landscaping areas
- architectural plans, sections and elevations of the building
- floor plans at a minimum scale of 1:100 showing the internal layout of the building
- dimensions (length, width and height) of all the main spaces in the building
- an outline specification of the work and schedule of components, defining the performance and / or material standards required (particularly important in refurbishment and adaptation projects)
- a schedule of accommodation and floor areas to be provided
- a detailed cost plan covering construction costs, fees, furniture and fittings
- a full sustainability assessment and environmental impact statement
- an independent access audit
- a public art strategy
- recommendations on which further consultants will be needed and estimated fees for these

- recommendations on how to proceed towards construction, including a programme for the next stages, further approvals needed (planning permission for example) and proposed method of selecting a contractor (procurement)
- knowledge of the client's duties under the Construction (Design and Management) Regulations 2015 (known as CDM Regulations)
- a preliminary timetable for remaining pre contract work and construction.

In addition, you must also develop a detailed business plan during Stage 3 that demonstrates your ongoing viability once your completed building is operational.

It's important that you're happy with the designs at this stage and that they are approved by your organisation. Attempts to change the designs once RIBA Stage 3 has been approved will be both difficult and costly.

Our Requirements for Major Capital Projects

We have a set of requirements for major capital projects which we expect you to consider at all stages of your project's development. These requirements have implications for your project's budget and timetable, so you should consider them carefully from the outset.

You'll be able to tell us how you have thought about our requirements in the project proposal that you'll write for each of your applications to us.

Sustainable Development

Our commitment to sustainable development is fundamental to our work. As a public body we're duty bound by the Well-being of Future Generations (Wales) Act 2015, in which sustainable development is about working to improve the social, economic, environmental and cultural well-being of Wales in an integrated way, without compromising the ability of future generations to meet their own needs.

We'll expect all major capital projects, as far as possible, to take into consideration the principles of sustainable development from the outset. This should be evident in your planning and your proposed approach to delivering your project.

The Wellbeing of Future Generations (Wales) Act 2015 sets out seven well-being goals.

These are:

- A prosperous Wales
- A resilient Wales

- A healthier Wales
- A more equal Wales
- A Wales of cohesive communities
- A Wales of vibrant culture and thriving Welsh language
- A globally responsible Wales

You may find it helpful to consider these well-being goals when thinking about how your major capital project is contributing towards sustainable development in Wales. We'll also expect you to sign up to Wales' [Sustainable Development Charter](#)

Environmental Sustainability

We'll expect the environmental performance of buildings and equipment to be a key consideration in the planning, design and construction of your project, and in the way in which you'll operate the building on its completion. You should refer to key planning and best practice guidance, including:

Planning Policy Wales

Chapter 4: Planning for Sustainability

Chapter 13: Minimising and Managing Environmental Risks and Pollution

Welsh Government - Practice Guidance

Planning for Sustainability

Renewable and Low Carbon Energy in Buildings

Building Regulations 2010 – Approved Documents

Part L: Conservation of Fuel and Power

You can read more about these documents in the Useful Organisations and Resources section of this Guidance.

Energy consumption contributes significantly to the carbon footprint of cultural buildings, so we expect your major capital project to be designed in such a way as to consider energy efficiency as a priority. You should consider how you can reduce the demand for energy (e.g. insulate existing buildings), as well as increase energy efficiency. We'll expect you to maximise the use of renewable fuels to generate electricity and heat (these renewables are known as *low and zero carbon technologies, or LZCs*).

You must also consider:

- Maximising the use of sustainable materials. These are materials that are recycled, renewable and have low embodied energy. You should also use materials that are responsibly sourced, ideally locally, as well as recycling and reusing materials created by any demolition work or by other phases of the construction work.
- Minimising the water usage of your building
- The travel and transport implications of your project, and where possible encourage the use of public transport and cycle routes as opposed to car usage
- Making your building resilient and adaptable to the possible future impacts of climate change
- Your approach to sustainable waste and pollution management, both during the construction phase and once the building is operational
- Employing sustainable construction practices
- Improving sustainability in the operation of your building. As part of your application for funding towards the construction and associated costs of your building you must provide a long-term operational policy that embeds sustainable practices within your organisation's culture. The form that this takes and its content will depend on your organisation and the type and scale of your project, but you should consider issues such as the provision of training in the use of newly installed sustainable technologies, operational approaches to saving energy, waste management and recycling, green tariff energy procurement and staff travel policies etc.).

The RIBA Plan of Work (2013) now integrates sustainability into each of its stages, and it emphasises the importance of establishing your sustainability aspirations for your project at the earliest possible opportunity. You must carry out a full formal sustainability assessment as part of your Stage 3 work (Developed Design).

We require all our projects to meet our sustainable building standards, and we use a recognized building environmental assessment tool, BREEAM (the Building Research Establishment Environmental Assessment Method), as the basis for our appraisal of your approach to sustainability.

As a minimum we expect all our projects to achieve a BREEAM "Very Good" rating. All new buildings (including extensions) will be required to achieve a BREEAM "Excellent" rating. In addition, in all new buildings at least 10% of the total value of materials used should be recycled or reused materials or products.

The Welsh Government is currently reviewing its own policy on sustainable building standards. Any changes made by the Welsh Government in the future may have an impact on our approach too. If this happens we'll update our guidance and publish the changes on our website.

We know that more sustainable solutions may involve higher upfront costs. We're prepared to fund these costs if you can demonstrate that this higher capital investment at the outset of your project will reduce maintenance and revenue costs in the longer-term.

Quality of design and construction

We expect that your project will achieve high standards of design and construction. Arts buildings can be complex, and you must show us that the planning and design, as well as your method of procurement for construction works, will deliver a building which is fit for purpose.

Good design stems from having a strong project brief in place that shapes the design process. This in itself needs you to have a clear vision for what you want your project to achieve. You should think carefully about your project's vision as you work on your feasibility study, and revisit it as your project develops to ensure you are not changing the scope or focus of your project. Your Final Project Brief is the document upon which the final design of your building will be based. This will be completed by the end of RIBA Stage 2 (**Concept Design**).

We'll expect you to ensure maximum independent access for the widest possible range of people, including disabled people, whether as attenders, participants, creative professionals and members of staff. It's important to remember that this is not only about minimising barriers for people with mobility impairments; your design should also minimise barriers for people with sensory impairments and learning disabled people.

You should take the following legislation and best practice guidance into consideration:

The Equality Act 2010

The Act prohibits discrimination against people with the protected characteristics that are specified in section 4 of the Act. Disability is one of the protected characteristics.

Building Regulations 2010 – Approved Documents

Part M: Access to Buildings

British Standards 8300: 2009

Design of buildings and their approaches to meet the needs of disabled people.

Welsh Government

Technical Advice Notice (TAN) 12: Design (2016)

This TAN provides guidance on how good design can be achieved through the planning process.

You can read more about these documents in the Useful Organisations and Resources section of this Guidance.

We expect our major capital projects to not only meet the minimum legal standards required, but to demonstrate a willingness to set high standards of practice across all areas of their design, construction and operational policies.

We'll expect you to carry out an independent access audit as part of your detailed design development work and to demonstrate in your application for construction and associated costs how you are responding to its findings.

Procurement

Procurement means the way that you buy the goods and services needed to deliver your project. It covers all of the appointments you will make, including your design team and your building contractor, and also the way that you buy any new equipment for your project.

When buying goods and services you must comply with all current UK and EU legislation on procurement that apply to your organisation and your project.

Some large and / or public sector projects, or projects which receive significant amounts of public sector funding will be covered by European Union (EU) procurement rules. This means that notification of your intention to make an appointment must be included in the Official Journal of the European Union (OJEU).

Financial thresholds are used to establish when a project is considered of a significant enough scale for it to require notification in OJEU. These thresholds can change. You can find out the current financial thresholds by clicking here:

<http://www.ojec.com/thresholds.aspx/>.

You must be clear from the outset about the scope of all of the appointments you'll make. For example, are you intending to make individual appointments to the design team, or to recruit a design team in one go? (In other words, will you advertise for an architect and other consultants separately and then bring them together to form your design team, or will you advertise for a design team as a whole? Architects often have other consultants with whom they like to work, and will propose these other professionals in their submission to you).

You must also be clear about the intended duration of any appointments you make. For example, are you looking to appoint an architect for the feasibility study alone, or do you intend for that initial team to stay with the project until completion? The financial thresholds that govern procurement apply to the total fee a consultant will receive, so you must be sure about this in order to know that you are adhering to the correct procurement legislation.

You must ensure that you allow sufficient time for all appointments to be made, and build this time into your project's programme.

Regardless of the procurement process that you adopt, you must be able to show us, at all stages of your project's development, that you have followed procedures that are fair, competitive and auditable and that meet the relevant legislation.

In all applications, regardless of the level of funding requested, we'll ask you to give us details of the procurement, tendering and selection process for all parts of your project. We cannot pay your grant if you do not follow the correct procedures.

Integrating public art into your major capital project

We expect you to integrate artwork(s) into your major capital project and believe that doing so appropriately will enhance your building.

Well designed, high quality, site –responsive artwork will bring an added dimension to your major capital project. It can make your building distinctive and bring it to life, as well as help create a sense of place and identity. The process of engagement that is involved can also help local communities feel connected to your building, and people are more likely to use your building if it's attractive and not simply functional. In this way public art can contribute to the quality of the environment you're striving to create.

Integrating public art into your major capital project also brings added value to our Capital Lottery funding as it provides opportunities for creative professionals and support for the creative industries that reaches beyond your organisation and your artistic programme.

There is no standard definition of public art, and it can take many different forms and have wide-reaching outcomes. It may or may not be functional. Some examples of non-functional work include: integrated sculptural work, lighting work, installations and media / digital work, and the integration of art and architectural design. Artwork commissions that have a functional brief can relate to street and door furniture, fencing and paving, lighting, wayfinding and signage, canopies and bespoke furniture such as seating.

Artwork(s) can be located both within your building and in its landscaping, providing the chosen site has wide public access. This is so that as many people as possible can experience and enjoy the artwork(s). Artworks commissioned for interior spaces can include fine and applied arts and crafts, glazing, textiles, bespoke furniture, floor and glazing treatments and 2d work such as photography.

These types of artworks are given as examples only, and are not prescriptive.

This is not about putting a place-holder on your architectural plans to show where a sculpture could be located, and we will not accept proposals that are “bolted-on” to your project at the last minute. We expect you to adopt a thoughtful, relevant and aspirational approach to what can be achieved in your building, and you should strive to create work of the highest quality. We’re not averse to taking risks where they can be justified.

To make this happen you should involve artists at the earliest possible opportunity in your project’s development. This early collaboration is more likely to lead to a clarity of vision for art as part of your major capital project, and to its successful integration.

Artists can contribute a valuable added dimension to your major capital project from the outset, and by bringing them on board at an early stage means they can become integral members of your design team. Artists can contribute to developing the vision and key design concepts for your building, (e.g. considering surface design, colour and material palettes, furnishings and textiles), they can work on specific design challenges, as well as identifying opportunities for integrated artwork(s). Early involvement also enables the start of a creative dialogue and means that a shared understanding about approaches to art can be developed.

We expect you to adhere to best practice in the way that you manage the public art element of your major capital project, and the way in which you commission creative professionals. It’s likely that you’ll need to work with an experienced public art project manager to ensure that this is the case. Appropriate professional fees for this role can be included in your applications to us. If you think your organisation has sufficient experience and resources to manage this aspect of your project without external support, you must discuss this with us first.

In terms of the RIBA Plan of Work (2013), your approach to public art should be considered as a key Project Strategy. We will expect an outline strategy to be available on completion of RIBA Stage 2 (**Concept Design**), and the final public art strategy to be available on completion of RIBA Stage 3 (**Developed Design**).

Our major capital projects are supported through Capital Lottery funding, and it’s important to remember that Capital Lottery funding has to be used to create assets. As a result, although we’ll consider supporting some temporary artwork(s), we’ll expect the outcomes of your public art strategy to have a degree of permanency.

Your approach to public art will also be framed by the budget available for its implementation. As a minimum we require **at least 1% of the construction cost** of your project to be included in your RIBA Stage 3 Cost Plan for the commissioning of artworks.

As the public body responsible for developing the arts in Wales, we believe that we’ve a responsibility to encourage and support the delivery of exemplary public artwork within the

major capital projects we support through Capital Lottery funding. We take this responsibility seriously, and urge you to view our commitment to public art as an opportunity not a constraint. As arts organisations, we believe that you'll support our ambitions, and we encourage you to go beyond the "tried and tested" approach and to aspire to raise the bar in terms of what can be achieved through integrating artwork into your major capital project.

Organisational health check

Good governance is vital to the success of any project. We know that planning and delivering a major capital project can put pressure on your organisation if you're not fully prepared. You also need to ensure the "health" of your organisation is maintained so that when your project is completed you're in a strong position to manage your building operationally and to take full advantage of new opportunities that arise.

You must use the planning and development of your major capital project as an opportunity to review your capacity, skills and experience. You should assess the strengths and weaknesses of your governing body as well as of your staff and volunteers. You'll need to consider what aspects will need changing or strengthening as you deliver your capital project, and when it is complete.

You may find the principles set out in the Wales Council for Voluntary Action (WCVA) [Good Governance: A code for the third sector in Wales](#), and its [Governance Health Check](#) a useful starting point for this review.

Taking responsibility for a major capital project can prove too much work for one person within an organisation, particularly if they're a volunteer member of your governing body, or a member of staff with existing responsibilities.

We require you to set up a dedicated management group which has collective responsibility for overseeing your major capital project and monitoring its progress. This group must meet regularly throughout the project, usually monthly, and must have agreed terms of reference in place so that there is clarity as to its role and level of responsibility. It should also have clear lines of reporting to your governing body and senior members of staff, and be empowered by your governing body to make decisions to an agreed level of accountability.

Independent project management

We require you to appoint an appropriately qualified, independent building professional, with professional indemnity insurance, to act as your project manager to manage the construction phase of your project.

Even if members of your staff and / or governing body have experience of building projects, an independent project manager will bring essential skills and experience to your project, and help prevent conflicts of interest arising.

The project manager will be your representative, so you must feel confident that you can develop a positive working relationship with the person you appoint to this role. They must have a clear remit which sets out the level of authority they have to make key decisions on the project.

It's likely that their role will involve helping you co-ordinate the project team, and helping ensure your project is delivered as you expect it to be, on time and to budget. They'll help manage any changes required and manage and mitigate any identified risks, as well as managing the expectations and sometimes conflicting viewpoints of key stakeholders and partners.

We know that appointing an independent project manager will increase the cost of your project, but our experience of major capital projects shows that they are vital to their success. You can include the cost of independent project management in your application to us.

Independent project management for smaller organisations

We know that it's unlikely that many small scale arts organisations in Wales have members of staff and / or governing body members who have experience of developing and managing complex projects, writing briefs and managing appropriate procurement procedures.

That's why we recommend smaller organisations to appoint an appropriately qualified, independent building professional to manage the process of delivering your feasibility study. Our experience shows that the additional support at this crucial stage of development can make a real difference to the quality of the feasibility study delivered.

You can include the cost of this independent project management in your feasibility study application.

We'll discuss this type of support with you if we think it's appropriate for your organisation and your project.

Financial Planning

As well as designing your building and planning its construction, you must give serious consideration to financial planning. You must show us how you'll meet the cost of your project and whether it will have an impact on your long-term revenue needs, and if so, how you will manage this.

We want our Capital Lottery funding to help our key arts organisations become more financially sustainable and resilient. If you think that your completed project will have an impact on your long-term revenue needs, you, and all your stakeholders, must give this full consideration at the earliest possible stage in your project's development. You cannot

include these additional revenue costs within your application to us and you should not assume that we'll make any contribution to these costs from other sources of funding available to us.

Your business plan will show us how well you've considered the long term impact of your project on your organisation's viability. One of our specialist advisers will review your business plan as part of the assessment process.

If we award you a grant

We have to make sure that the building and equipment you procure as a result of our Capital Lottery funding are used for the purposes you said they would be in your applications. We also must have measures in place to protect our investment should something go wrong.

So, if you're successful and we award you funding towards the construction and associated costs of your major capital project, we'll work with you to put in place certain legal requirements. These will include a legal contract and a legal charge. A legal charge is a form of security that will link your building (the capital asset) to us (the Arts Council), so that if you default on any of the terms of conditions associated with your grant, we have the legal right to pursue the recovery of the grant from the capital asset.

Monitoring your project

We monitor the projects we're funding to ensure that Lottery money is being used as effectively as it can be, and that it is benefiting as many people as possible.

During the development stage of your project we'll hold regular progress meetings with you. During the construction phase of your project we'll have monthly monitoring meetings with you which will be attended by an Arts Council officer and at least one other professional, external adviser. That these meetings take place will be a requirement of the legal contract we will have with you.

Our experience shows that these progress and monitoring meetings can significantly benefit your project. Our intention in all our meetings with you is to be supportive and constructive, working with you to help ensure the successful delivery of your project.

Useful Organisations and Resources

The following organisations and resources may be able to provide you with information that will help you develop and deliver your major capital project. We're providing these details for information only. By doing so we're not endorsing any of these organisations and we're not responsible for the content of external websites, resources produced by other organisations, or for the advice you may receive from them.

Please be aware that we'll not recommend specific consultants, organisations or suppliers to work with you on your project.

Sustainable Development

Organisations

BREEAM (Building Research Establishment Assessment Method)

<http://www.breeam.org/>

BREEAM is the leading sustainability assessment method for masterplanning projects, infrastructure and buildings.

BREEAM is currently the basis of sustainability building standards for non-residential building in Wales.

Business in the Community Wales

<http://www.bitc.org.uk/wales/index.html>

Business in the Community is a business led charity that offers a range of practical ways for businesses to work together and take action to help tackle some of the key issues facing society, including using our natural resources more sustainably.

Carbon Trust

<http://www.carbontrust.co.uk>

The Carbon Trust's mission is to accelerate the move to a sustainable, low carbon economy. They can provide expertise on carbon reduction and resource efficiency,

Centre for Alternative Technology / Canolfan y Dechnoleg Amgen

<http://www.cat.org.uk/>

The Centre for Alternative Technology (CAT) CAT is an education and visitor centre demonstrating practical solutions for sustainability.

Centre for Regeneration Excellence in Wales (CREW)

<http://regenwales.org/>

The Centre for Regeneration Excellence in Wales promotes integrated regeneration throughout Wales by sharing experience, good practice and regeneration skills across all

the professions that contribute to the regeneration process. Its website provides a range of tools and resources on the subject of regeneration.

Cynnal Cymru-Sustain Wales

<http://www.cynnalcymru.com/>

Cynnal Cymru-Sustain Wales promotes and offers training on sustainable development, and raises awareness of good practice within Wales.

Julie's Bicycle

<http://www.juliesbicycle.com/>

Julie's Bicycle is a non-profit making company that works across with arts organisations to help them measure, manage and reduce their environmental impact.

Julie's Bicycle offers practical advice, tools, resources and Industry Green environmental certification, informed by world-leading research into the environmental impacts of the creative industries.

Resources

Emergence

Culture Shift: How Artists Are Responding to Sustainability in Wales

<http://www.arts.wales/76320>

This 2014 report commissioned by the Arts Council of Wales gives an overview of the many pioneering sustainable arts initiatives currently operating across Wales.

Julie's Bicycle

Energising Culture: A Guide to Future Energy for Cultural Buildings

<http://www.juliesbicycle.com/resources/publications/energising-culture>

This guide aims to set out the issues around energy demand, energy supply and the related implications for business models. It considers how you can make informed decisions about long-term energy strategies for arts buildings and provides technical guidance on topics such as energy data collection and analysis and how to consider your energy usage as part of a major refurbishment.

Julie's Bicycle

Green Theatre Guide

<http://www.juliesbicycle.com/resources/green-guides/greentheatreguide>

Written by the Mayor of London's Culture Office, the guide is for anyone in the theatre industry, and offers practical and effective ways to reduce energy use and make theatres greener, while also saving money.

Julie's Bicycle

Green Visual Arts Guide

<http://www.juliesbicycle.com/resources/green-guides/green-visual-arts-guide>

Another of the Mayor of London's series of Green Creative Industry Guides for London, the Green Visual Arts Guide is a 'how-to' for visual arts organisations, individuals and galleries interested in greening their activities.

Julie's Bicycle

Environmental Policy and Action Plan Guidelines

<http://www.juliesbicycle.com/resources/environmental-policy-guidelines>

Guidelines to help you develop your own Environmental Policy and Action Plan.

Julie's Bicycle

Sustainable Procurement Guide

<http://www.juliesbicycle.com/resources/procurement-guide/>

Practical advice on making environmentally sustainable procurement decisions for your organisation

Sustainable Development Charter / Y Siarter Datblygu Cynaliadwy

<http://www.sd-charter.net/about/>

The Sustainable Development Charter encourages and enables organisations in Wales to become more sustainable – to make decisions that produce the best long-term outcomes for themselves and for the future of Wales.

Welsh Government / Llywodraeth Cymru

Planning Policy Wales, Edition 8, January 2016

<http://gov.wales/topics/planning/policy/ppw/?lang=en>

The Welsh Government's land use planning policy for Wales.

Welsh Government / Llywodraeth Cymru

Practice Guidance: Planning for Sustainable Buildings

<http://gov.wales/topics/planning/policy/guidanceandleaflets/practice-guidance-planning-for-sustainable-buildings/?lang=en>

This Practice Guidance provides advice to developers on integrating sustainable building design into their proposals. It also includes case studies demonstrating good practice.

Welsh Government / Llywodraeth Cymru

Practice Guidance: Renewable and Low Carbon Energy in Buildings

<http://gov.wales/topics/planning/policy/guidanceandleaflets/energyinbuildings/?lang=en>

This technical guidance can help identify how you can reduce the carbon footprint of a new building, extension or refurbishment by making the most of renewable and low carbon technologies in the design process

Welsh Government / Llywodraeth Cymru

Approved Document of the Building Regulations Part L (Conservation of Fuel and Power)

<http://gov.wales/topics/planning/buildingregs/approved-documents/part-l-energy/?lang=en>

Welsh Government / Llywodraeth Cymru

The Well-being of Future Generations (Wales) Act 2015

<http://gov.wales/topics/people-and-communities/people/future-generations-act/?lang=en>

The Act is about improving the economic, environmental, social and cultural well-being of Wales.

Quality of design and construction

Organisations: Design, Architecture and Professional Bodies

Association of British Theatre Technicians (ABTT)

<http://www.abtt.org.uk/>

The Association of British Theatre Technicians (ABTT) campaigns on behalf of the theatre industry to ensure legislation is appropriate to the industry's needs, and that regulations are suitably drafted and enforced.

ABTT has a Theatre Design Committee which aims to provide impartial advice at planning stage to improve the design and technical standards of new or refurbished performing arts buildings of any size. (It charges a fee for this service).

CADW

<http://cadw.wales.gov.uk/splash;jsessionid=g2CcQR4H4jfGyRGNpvHkBDh2h2G12Jmn07gLdqPGhP3KPjnljn5y!1415248625?orig=/>

Cadw is the Welsh Government's historic environment service working for an accessible and well-protected historic environment for Wales.

Design Commission for Wales / Comisiwn Dylunio Cymru

<http://dcfw.org/>

The Design Commission for Wales champions good design for the built environment. It provides training, client support, events publications and networks and the national Design Review Service.

Landscape Institute

<http://www.landscapeinstitute.org/>

The Landscape Institute is the Royal Chartered body for landscape architects. It is a professional organisation and educational charity working to protect, conserve and enhance the natural and built environment for the public benefit. It accredits university courses and promotes professional development to ensure that landscape architects deliver the highest standards of practice.

Royal Institute of British Architects (RIBA)

<http://www.architecture.com/>

RIBA is the professional association of architects in the UK. It champions better buildings, communities and the environment through architecture and our members.

Royal Society of Architects in Wales (RSAW)

The Royal Society of Architects in Wales (RSAW) is constituted as the regional organisation of RIBA.

<http://www.architecture.com/RegionsAndInternational/UKNationsAndRegions/Wales/RSAW.aspx>

Royal Institute of Chartered Surveyors (RICS)

<http://www.rics.org/uk>

The Royal Institute of Chartered Surveyors (RICS) is the membership organisation for professionals working in the land, property and construction sectors.

RICS Wales

http://www.rics.org/site/scripts/documents_info.aspx?categoryID=486&documentID=247&pageNumber=1

RICS in Wales works closely with central and local government, educational resources and the Welsh media.

Organisations: Access

Centre for Accessible Environments

<http://www.cae.org.uk/>

The Centre for Accessible Environments (CAE) provides advice consultancy, strategic advice, training, publications and resources on building design and management that meets all user needs, including disabled and older people.

Disability Arts Cymru

www.disabilityartscymru.co.uk

Disability Arts Cymru exists to develop and promote equality in the arts for disabled people.

Disability Wales

<http://www.disabilitywales.org/>

Disability Wales is an independent not-for-profit membership organisation of disability groups and allies from across Wales. It champions the rights, equality and independence of all disabled people, regardless of physical or sensory impairment, learning difficulty or mental health condition.

Equality and Human Rights Commission (EHRC)

<http://www.equalityhumanrights.com/>

The Equality and Human Rights Commission (EHRC) is Great Britain's national equality body. Its job is to make Britain fairer. It does this by safeguarding and enforcing the laws that protect people's right to fairness, dignity and respect.

National Register of Access Consultants

<http://www.nrac.org.uk/>

The National Register of Access Consultants (NRAC) is an independent register of accredited Access Auditors and Access Consultants who meet professional standards and criteria established by a peer review system. It is a UK-wide accreditation service for individuals who undertake access auditing and access consultancy

Wales Council for the Blind

<http://www.wcb-ccd.org.uk/>

Wales Council for the Blind is the umbrella agency representing visual impairment in Wales.. It works to campaign, lobby and support the improvement of services to people with sight loss.

Wales Council for Deaf People

<http://www.wcdeaf.org.uk/>

Wales Council for Deaf People is the major voluntary body in Wales concerned with deafness. It is an umbrella association of organisations, both voluntary and statutory, working in the field of hearing loss and representing people who are Deaf, deafened, hard of hearing and Deaf/blind.

Resources: Design, Architecture and Professional Bodies

Arts Council England / Commission for Architecture and the Built Environment

Building Excellence in the arts: a guide for clients

http://www.artscouncil.org.uk/publication_archive/building-excellence-in-the-arts-a-guide-for-clients/

Jointly produced by Arts Council England (ACE) and Commission for Architecture and the Built Environment (CABE). It provides a useful, step by step overview of creating arts buildings.

Designing Buildings

<http://www.designingbuildings.co.uk/wiki/Home>

The construction industry knowledge base contains a wide range of useful information on topics such as feasibility studies, options appraisals and what to expect from RIBA's Concept Design and Developed Design work stages.

Royal Institute of British Architects (RIBA)

RIBA Plan of Work (2013)

<https://www.ribaplanofwork.com/>

The RIBA Plan of Work (2013) provides the definitive model for building design and construction processes in the UK.

Royal Institute of British Architects

A Client's Guide to Engaging an Architect

<http://www.ribabookshops.com/item/a-clients-guide-to-engaging-an-architect-guidance-on-hiring-an-architect-for-your-project/88809/>

A RIBA guide designed to provide you with all the information you need to hire and work with an architect. It is available to buy from the RIBA online bookshop.

Welsh Government / Llywodraeth Cymru

Technical Advice Notice (TAN) 12: Design (2016)

<http://gov.wales/topics/planning/policy/tans/tan12/?lang=en>

This TAN provides guidance on how good design can be achieved through the planning process.

Resources: Access

The Equality Act 2010

<http://www.legislation.gov.uk/ukpga/2010/15/contents>

The Equality Act prohibits discrimination against people with the protected characteristics that are specified in section 4 of the Act.

BS 8300: 2009 + A1 2010 Design of Buildings and their approaches to meeting the needs of disabled people

<http://shop.bsigroup.com/en/ProductDetail/?pid=000000000030217421>

Offering best practice recommendations, this standard explains how architectural design can help disabled people make the most of their surroundings

Welsh Government / Llywodraeth Cymru

Approved Document of the Building Regulations Part M (Access to and Use of Buildings)

<http://gov.wales/topics/planning/buildingregs/approved-documents/part-m-access-and-use/?lang=en>

Integrating artwork into your major capital project

Organisations

ixia

<http://ixia-info.com/>

ixia is the UK wide public art think tank based in Birmingham. It provides guidance on the role of art in the public realm. It carries out research, supports events and delivers training, and commissions new writing and publications.

ixia also manages **Public Art Online**, <http://www.publicartonline.org.uk>, which is an excellent source of information, case studies and resources relating to art in the public realm.

Organisation health check

Resources

Wales Council for Voluntary Action (WCVA)

Good Governance: A Code for the third sector in Wales

<http://www.wcva.org.uk/advice-guidance/trustees-and-governance/publications>

The purpose of the 6 key principles set out in the Code are to assist board members to provide strong leadership, enhance their decision making and demonstrate their accountability.

Wales Council for Voluntary Action (WCVA)

Faith and Hope don't run charities (trustees do)

<http://www.wcva.org.uk/advice-guidance/trustees-and-governance/publications>

This handbook aims to help trustees deal with their management responsibilities including strategic planning, being accountable for the development of the organisation, managing people and finances, and making decisions in the interest of the voluntary organisation.

Wales Council for Voluntary Action (WCVA)

Governance Health Check

<http://www.wcva.org.uk/advice-guidance/trustees-and-governance/tools-to-help-you>

A self-assessment toolkit for voluntary organisations designed to help trustee boards to work towards adhering to the principles of good governance, and to help boards of any size demonstrate their good governance practices to regulators, funders, beneficiaries and stakeholders.