



SWANSEA COUNCIL
CITY CENTRE REGERNATION PROGRAMME

EXAMPLE

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Introduction

Swansea Council has recognised for many years that taking a sustainable development approach is central to ensuring Swansea is a great place to live now and in the future. Somewhere that is inclusive and safe and supports a prosperous and resilient economy, recognises and benefits fully from its exceptional environment and promotes good health.

This Sustainability Statement sets out the Council's expectations in achieving high standards of sustainable development and environmental performance which will seek to progress the economic, social, cultural and environmental goals as set out in the Swansea Central Regeneration Framework and in national and local legislation policies.

Swansea Council has a well-being duty under the Well-being of Future Generations (Wales) Act 2015 to improve social, economic, environmental and cultural well-being in Wales by taking action to ensure that both current and future generations meet their wellbeing needs (the 'sustainable development' principle).

The Environment (Wales) Act 2016 is designed to ensure Wales's long term well-being and to enable current and future generations to benefit from a prosperous economy, a healthy and resilient environment and vibrant, cohesive communities. Under the Act Swansea Council has an enhanced biodiversity and resilience of ecosystems duty.

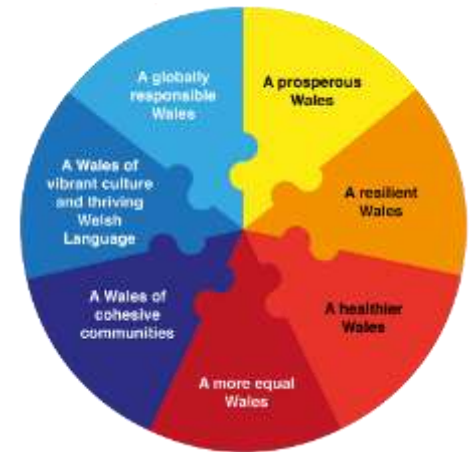
Background

Well-being of Future Generations Act (Wales) 2015

The Act requires public bodies in Wales to carry out sustainable development, the process of improving the social, economic, environmental and cultural well-being of Wales, by working toward 7 well-being goals and by planning for the long term, working better with people and communities and each other, looking to prevent problems and taking a more joined-up approach (the five ways of working).

Consultation and engagement on the Council's 2020/22 Corporate Plan identified a number of challenges:

- Population changes – a growing, ageing and more diverse Swansea.
- Economic changes – attracting investment, high quality jobs and new technology into Swansea while addressing the skills gap.



- Climate change – risks from flooding, air and water quality, dangers to ecosystems and biodiversity and energy security.
- Social and cultural changes – addressing inequalities in health, education, employment and life chances.

To address these challenges the Council has prioritised six well-being objectives:

1. **Safeguarding people from harm** – so that our citizens are free from harm and exploitation.
2. **Improving Education & Skills** – so that everyone in Swansea gains the skills and qualifications they need to succeed in life.
3. **Transforming our Economy & Infrastructure** - so that Swansea has a thriving mixed use City Centre and a local economy that will support the prosperity of our citizens
4. **Tackling Poverty** – so that every person in Swansea can achieve his or her potential.
5. **Managing and enhancing Swansea's Natural Resources and Biodiversity** - so that we maintain and enhance biodiversity, reduce our carbon footprint, improve our knowledge and understanding of our natural environment and benefit health and well-being.
6. **Transformation & Future Council development** – so that we and the services that we provide are sustainable and fit for the future.

More information on the Act can be found here - <https://gov.wales/topics/people-and-communities/people/future-generations-act/?lang=en>

Swansea PSB Local Well-being Plan: 'Working Together to Build a Better Future'

Every local council area in Wales is legally, through the Well-being of Future Generations (Wales) Act 2015, required to have a Public Services Board (PSB) whose purpose is to work collectively to improve local social, economic, environmental and cultural well-being.

Swansea Public Services Board (PSB) is made up of four statutory members of the Board; Abertawe Bro Morgannwg University Health Board, Natural Resources Wales, the Fire and Rescue Service and the Council. The Board also involves other organisations that have an interest in the wellbeing of the area for example the police and the universities.

Each PSB is required to carry out an Assessment of Well-being to understand current levels of well-being and to produce a Local Well-being Plan in order to improve well-being. In May 2018 Swansea's PSB published 'Working together to Build a Better Future' their first Local Well-being Plan. The Plan identifies four objectives for collective action underpinned by a cross cutting action:

1. **Early years:** to ensure that children have the best start in life to be the best they can be.
2. **Live well, Age well:** to make Swansea a great place to live and age well.
3. **Working with Nature:** to improve health, enhance biodiversity and reduce our carbon footprint.
4. **Stronger Communities:** to build stronger communities with a sense of pride and belonging.
5. **Cross Cutting Action:** to work towards integrated public services in Swansea by sharing resources, assets and expertise.

As a statutory member of the PSB the Council has collective responsibility with the other three statutory members for ensuring the Board improve Swansea's well-being.

More information on the Local Well-being Plan can be found here - <https://www.swansea.gov.uk/localwellbeingplan>

Planning Act (Wales) 2015

The Act states that development and the use of land contribute to improving the economic, social, environmental and cultural well-being of Wales. The concept of sustainable development has been at the heart of the planning system for many years. Planning Policy Wales, Edition 10 maximises the contribution the planning system can make to the achievement of the Well-being of Future Generations Act (Wales), through place making and identifies five key planning principles as required that all development plan and proposals are prepared within the context of these principles. The distinctive and natural places principle recognises the fundamental role green infrastructure and ecosystem services play in placemaking and the planning systems implementation of Section 6 of the Environment Act (Wales).



The Council's Local Development Plan's policies are designed to deliver sustainable development and maximise Swansea's social, economic environmental and cultural wellbeing. Policy SD J Swansea Central Area, sets out placemaking principles for the city centre which reflect those of PPW 10, and policies all of which contribute to maximising Swansea's well-being. More information on the Local Development Plan can be found here: <https://www.swansea.gov.uk/article/48659/Adopted-Local-Development-Plan-LDP>

Environment Act (Wales) 2016

The Act is designed to ensure Wales's long term well-being and to enable current and future generations to benefit from a prosperous economy, a healthy and resilient environment and vibrant, cohesive communities. It positions Wales as a low carbon, green economy ready to adapt to the impacts of climate change by ensuring a joined-up legislative approach to enable the sustainable management and enhancement of natural resources, by establishing a legislative framework to tackle climate change and by clarifying / strengthening existing regulations on waste, fisheries, flooding and coastal erosion and the carrier bag charging scheme. Under the Act Swansea Council has an enhanced biodiversity and resilience of ecosystems duty (the S6 duty). To comply with the S6 duty the Council should embed the consideration of biodiversity and ecosystems into their early thinking and business planning, including any policies, plans, programmes and projects, as well as their day to day activities. Under the Environment (Wales) Act 2016 Swansea Council has an enhanced biodiversity and resilience of ecosystems duty (the S6 duty).

In doing so, we must also have regard to:

- Section 7 list of habitats and species of principal importance for Wales.
- State of Natural Resources Report (SoNaRR), published by NRW.
- Area Statement(s) covering all or part of the area in which the authority exercises its functions, once these are produced.
- Nature Recovery Action Plan for Wales (NRAP).

Swansea Council must also prepare and publish a plan setting out what they propose to do to maintain and enhance biodiversity, and promote the resilience of ecosystems, in particular the following aspects:

- (a) the diversity between and within ecosystems;
- (b) the connections between and within ecosystems;
- (c) the scale of ecosystems;
- (d) the condition of ecosystems (including their structure and functioning);
- (e) the adaptability of ecosystems.

More information on the Act can be found here - <https://gov.wales/topics/environmentcountryside/consmanagement/natural-resources-management/environment-act/?lang=en>

These three Acts work in tandem to improve Wales's well-being.

Schedule Flood and Water Management Act 2010 Statutory SuDS Standards (Wales) 2019

From January 2019, all new developments, of more than 1 dwelling house or where the construction area is 100m² or more, will require Sustainable Drainage Systems (SuDS) for surface water. SuDS aims to manage rainfall in a way similar to natural processes, making use of the landscape and natural vegetation to control the flow and volume of surface water. SuDS can deliver multiple benefits including flood risk reduction, improved water quality, opportunities for habitat creation, enhanced biodiversity and supporting well-being through bringing people closer to green and blue community spaces. More information on the regulations can be found here:

<https://gweddill.gov.wales/topics/environmentcountryside/epq/flooding/drainage/?lang=en>

United Nations Convention on the Right of a Child (1989)

In September 2013 it was agreed that the United Nations Convention on the Rights of a Child (1989) ('the UNCRC') be embedded and become part of Council's Policy Framework and that a duty be placed on the Cabinet to have 'due regard' to the UNCRC when exercising its decision making functions in:

- The formulation of new policies and strategies for the Authority
- The review and amendment of existing policies and strategies for the Authority
- The development, confirmation or amendment of operational decisions that rest within the remit of the cabinet.

The Council's Children and Young People's Right's Scheme can be found here: <https://www.swansea.gov.uk/childrensrightsscheme>

Dublin Declaration on Age-friendly Cities and Communities in Europe 2013

As Swansea is growing, the population is ageing. Soon, people aged 60 years and over will outnumber children for the first time in history. People are living longer lives, so as a city it is crucial the Council support active ageing and ensure age friendly environments are created that foster health and wellbeing, participation and are accessible, equitable, inclusive, safe and supportive (World Health Organisation, 2007).

In 2013 Swansea signed up to Dublin Declaration on Age Friendly Cities and Communities in Swansea, endorsing the principles of the WHO policies on Active Ageing and Age Friendly Cities. Amongst a number of pledges to support active ageing, the Council pledged to adopt measures to develop urban spaces and public places that are inclusive, sharable and desirable to all and meet the needs of an ageing society. The World Health Organisation's age friendly cities guidance is based on the views of older people from across the world. This holistic guide focuses on a number of key domains that make up an Age Friendly City. The guidelines can be accessed here:

https://www.who.int/ageing/age_friendly_cities_guide/en/

Since 2009, Swansea Council has operated a Community Benefits Policy. Known as Beyond Bricks & Mortar (BB&M), it was developed to help tackle poverty and promote inclusion by adding value locally to the delivery of physical regeneration and large scale projects.

Community Benefits Policy

The policy aims to address barriers to entering the labour market and create opportunities for all Swansea's citizens, thereby helping to lift individuals and households out of poverty. It meets the aspirations of the Wellbeing of Future Generations Act, impacting on four of the Council's five key priorities and delivering on the commitment in Swansea Council's procurement strategy.

The approach is delivering an impact on deprivation by addressing the need for more training, job placement and employment progression routes for the economically inactive and unemployed, leading to higher skilled, higher paid and sustainable jobs; encouraging more supply chain opportunities to be made available for SME's and local businesses; working with the wider community and schools.

Beyond Bricks and Mortar Team (BB&M)

BB&M dedicated team identifies the Community Benefit requirements of all Council projects and procurement as part of the Council's Sustainable Risk Assessment, setting appropriate targets. BB&M focus is on:

1. Targeted Recruitment & Training: setting specific targets for training and recruitment opportunities on projects to be filled by NEETs, the long term unemployed and economically inactive, enabling them to gain skills and experience with a view to creating sustainable jobs at contract end.
2. Supply chain initiatives: BB&M encourage all successful contractors working on Swansea Council's contracts to proactively encourage local sub-contractors and participate in Meet the Buyer events to ensure local businesses have an opportunity to tender. Developers can enable this by making explicit with their chosen contractor.
3. Welsh Government Community Benefit Tool: successful contractors must complete the Welsh Government Community Benefit tool in order to capture as much data as possible on the benefits achieved from the project.
4. Other community benefits such as working with the community, any relevant community specific projects, mentoring programmes and working with local schools and colleges on educational initiatives.

In addition to these key pieces of Welsh legislation and local policy there are a number of other pieces of legislation and policies at an international, national and local level which drive and support sustainability including:

International legislation / policies of relevance	European legislation / policies of relevance	UK legislation / policies of relevance	Welsh legislation / policies of relevance	Local legislation / policies of relevance
<ul style="list-style-type: none"> • Convention on biological Diversity 1992 • WHO Age Friendly Cities Guidance • Dublin Declaration • UNCRC • Universal Declaration of Human Rights 	<ul style="list-style-type: none"> • Waste framework Directive (2008/98/EC) • Water Framework Directive 2000/60/EC • Habitat Directive 92/43/EEC • Birds Directive 2009/147/EC 	<ul style="list-style-type: none"> • Climate Change Act 2008 • Wildlife and Countryside Act 1981 	<ul style="list-style-type: none"> • Active Travel (Wales) Act 2013 • The Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 • Community Cohesion National Delivery Plan 2017- 2020 	<ul style="list-style-type: none"> • Swansea Local Development Plan Draft Plan July 2016 • Swansea Central Area: Regeneration Framework • Places to Live: Residential Design Guide 2014

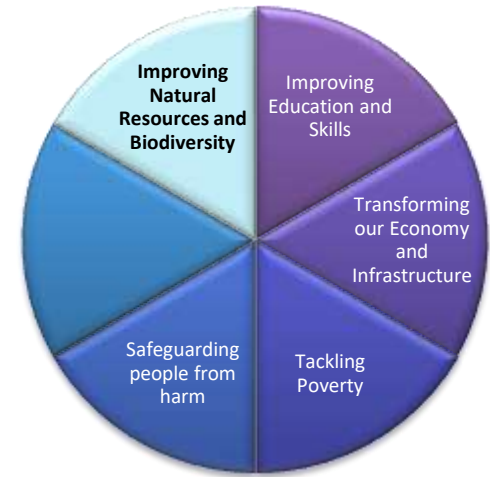
			<ul style="list-style-type: none"> • Countryside and Rights of Way Act 2000 • Natural Environmental and Rural Communities Act 2006 • Natural Resources Policy 2016 • National Nature Recovery Plan for Wales 2015 • Welsh language (wales) Measure 2011 • Cymraeg 2050 A Million Welsh Speakers (Welsh Ministers Strategy) • Children’s Rights Measure Wales • Welsh Government Play Policy 2002 • Sustainable Drainage (Wales) Regulations 2018 	<ul style="list-style-type: none"> • Tall Buildings Strategy Supplementary Planning Guidance 2016 • City and County of Swansea’s Energy Strategy • Local Biodiversity Action Plan 2005 • AONB Management Plan 2017 • Compliance Notice Section 44 Welsh Language (Wales) Measure 2011 City and County of Swansea • Countryside Access Plan 2007 • Ageing well Plan • Children’s Rights Scheme
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Design principles

This section aims to enable the Council to achieve its well-being objectives and maximise the well-being opportunities of the City Centre Regeneration Programme by implementing the sustainable development principle. The principles also enable the Council to deliver elements of the Environment Act.

The principles have been set out under the well-being goals, however many will contribute to more than one goal so the benefits are multiple. The design principles also contribute to the Councils Well-being objectives. This contribution is depicted in the illustration at the start of each goal.

A Prosperous Wales – An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionally (including action on climate change); and which develop a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.

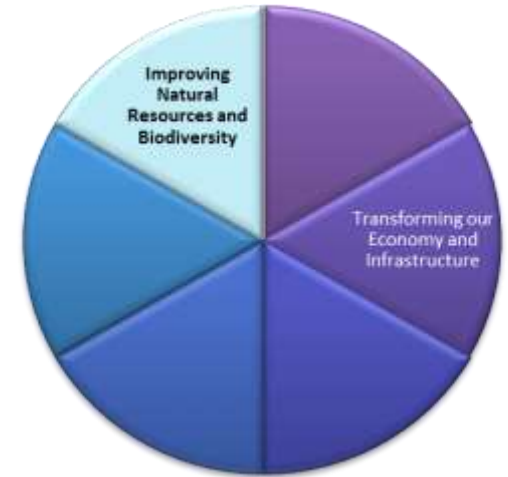


Design principles:

- Create high quality work and living spaces that retain talent and bring in new jobs, with a focus on retail, leisure, service and creative industries.
- Address climate change and contribute to the target 3% per annum CO₂ reduction through:
 - the design and layout and performance of buildings and by reducing the use of natural resources during construction and operation,
 - adopting good practise energy objectives including following the energy hierarchy, using passive measures like thermal mass, external shading / solar gain,
 - using renewable energy technologies where possible, i.e. PV, heat pump technology, solar hot water.
- Design out waste in line with the Waste Hierarchy:
 - set targets for waste reduction and recovery of individual waste streams,
 - minimum of 90% of all waste should be prepared for reuse, recycled or recovered,
 - 20% of the total value of materials to be derived from recycled, recovered or reused material,
 - monitor and measure and report waste through the construction phase using industry benchmarks / management tools.
- Manage our water resources more sustainably, grey water and rain harvesting.
- Engage with Universities and Colleges to offer placements to Graduates through Go Wales or similar schemes e.g. work taster placements of up to 4 weeks unpaid for a minimum of 4 graduates per annum, travel cost to be covered.

- Offer one 4-6 weeks paid work placement per project to graduates through Go Wales or similar schemes from Universities and Colleges nominated by Beyond Bricks and Mortar.
- Work with the Beyond Bricks and Mortar Programme to provide recruitment / training opportunities to the local workforce prior to external recruitment, any candidates identified to be given a guaranteed interview.
- Engage with SME's offering opportunities to bid for sub-contract work with organisations throughout the South West region
- Participate in educational talks or careers events with the Universities, Colleges or schools nominated by Beyond Bricks and Mortar, a minimum of two per year.
- Supply one employee per annum for a 6 month secondment to be placed with a nominated Local Authority / Authorities. Provide the opportunity for one 6 month secondment position per annum for a Local Authority employee from one of the 5 Framework Authorities to work at one of the consultancy's offices
- Participate in a Higher Apprenticeship Scheme, currently being developed through a small number of organisations by providing a minimum of 3 months placements to participants of the scheme, with a minimum of 4 placements per year should participants be available.
- Provide briefings/ training sessions for Swansea Council staff once every quarter on topics to be agreed with individual Authorities.
- Engage positively with school aged children e.g. work placements for secondary school children and college students, development of bespoke qualifications with local colleges, volunteering at local school events, visits to primary schools to engage with younger children, landscaping and building services support to regenerate school playgrounds.

A Resilient Wales: A nation which maintains and enhances a biodiverse natural environments with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).



Design principles:

- Currently terrestrial green cover in the city centre is estimated to be around 13%. *Swansea Central Area: Regenerating our City for Wildlife and Wellbeing* in the draft Green Infrastructure strategy for the Swansea Central area The Strategy aims to create a nature-full or biophilic city with a resilient natural environment which is biodiverse and can adapt to climate change and align to economic, social and cultural considerations. The strategy objectives will be achieved by applying the 5 principles of green infrastructure:
 - multifunctional,
 - biodiverse,
 - adapted for climate change,
 - healthy and
 - smart and sustainable,
- Swansea Council has broadly mapped existing green infrastructure features and identified opportunity areas where creating or enhancing green infrastructure will have the best/most effective outcome in terms of addressing environmental problems or deficiencies e.g. air pollution or flood risk hot spots, lack of accessible green space or ecological connectivity etc. This data should be used to inform designs and enhance environmental reliance by reducing or mitigating against negative impacts and by maximising opportunities to create and strengthen green infrastructure.
- Improve access to green space.
- Ensure all the relevant environmental assessments / surveys are carried out, e.g. ecological surveys, flood consequence assessments, groundwater abstraction, drainage strategy and pollution to ensure the site can support healthy functioning ecosystems.

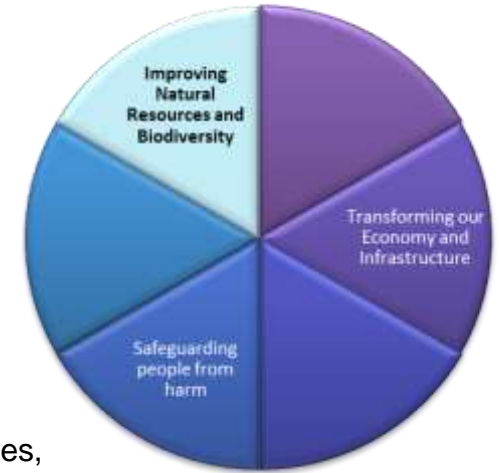
- Green cover needs to extend and strengthen the existing ground level network as well as vegetation on build structures. Design green infrastructure such as street trees, road verges, rain gardens, green roofs / facades / walls, sustainable urban drainage systems to:
 - retain and enhance existing / established green infrastructure, i.e. trees / ecological features.
 - improve ecological connectivity across the city centre and link to the wider network of green corridors within and across adjoining districts.
 - encourage biodiversity by including native species and pollinator friendly species.
 - reduce urban heating and the urban heat island effect by providing evaporative cooling, solar shading and microclimates.
 - reduce and manage flooding and recycle water.
 - remove air, noise and water pollution.
 - sequester carbon.

- Unitise natural water management and design in blue infrastructure / rainscaping where appropriate to reduce surface water run and meet SuDS legislation i.e. swales, rain gardens, porous paving, filter steps, grass channels and green roofs, maximising water quality, amenity and biodiversity value.

- Minimise environmental risks by employing a Construction Environmental Management Plan ensure good environmental practise during the construction phase i.e. reusing soil on site as appropriate, avoiding soil compaction around established trees, ensuring the preservation of existing bird an bat roosts in roof spaces.

- Management strategy for all ecological features and landscaping to be implemented and a monitoring strategy to be proposed, for example a Green Infrastructure Strategy and /or Ecological Management Plan.

A Healthy Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit health are understood.



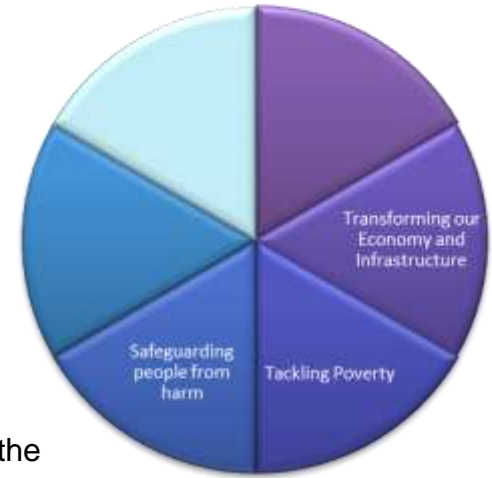
Design principles:

- Incorporate features which improve physical and mental well-being i.e. pedestrianised streets, cycle routes, access to recreational / green space.
- Carry out air quality and noise assessments to ensure people are not exposed to unacceptable levels of air or noise pollution.
- Encourage through the design the use of sustainable modes of transport:
 - the layout provides safe, direct and attractive routes for residents, pedestrians and cyclists which are permeable and legible, with clear landmarks which encourage orientation and ease of movement, linking with adjoining districts / communities.
 - Identify likely pedestrian 'desired' routes.
 - New cycle routes connect with existing cycle routes within the development site and across to adjacent districts and provide secure cycling parking facilities.
- Include electrical vehicle charging points as part of the car parking strategy to help reduce air pollution.
- Ensure the design maximises use of natural lighting / provides good levels of solar exposure as well as shade from the sun.
- Lighting of open spaces is designed to enhance the public realm, be energy efficient, provide lit routes whilst mitigating against negative impacts and preventing light pollution.

A More Equal Wales: A Society that enables people to fulfil their potential no matter what their background or circumstance (including their socio-economic background and circumstance).

Design principles:

- Access and inclusiveness to be at the heart of the design stage and comply with the requirements of the Equalities Act, e.g. visual impairment, language, learning disabilities and cultural and religious needs, and the Welsh Language (Wales) Measure 2011.
- Ensure a balance of different forms of housing including affordable housing in line with the Council's policy.
- Design public realm and recreational space to be multi-generational, i.e. accessible and welcoming to all ages and cultures.
- Play strategy to be designed to enable all ages and abilities to use the different facilities and provide informal play opportunities which are accessible to all.



A Wales of Cohesive Communities: Attractive, viable, safe and well-connected communities.

Design Principles:

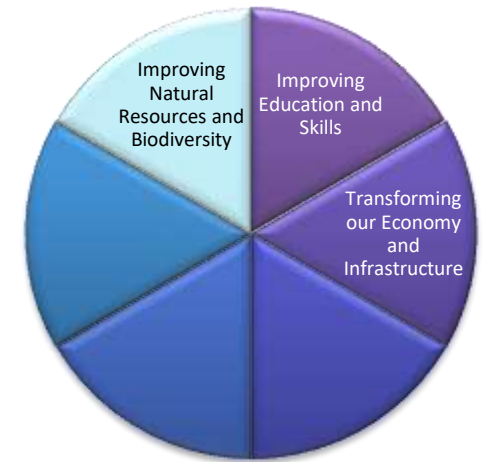
- Deliver social benefits directly to the community in which the contractor will operate, e.g. volunteering days, landscaping and building services support to general communal areas, support for local youth groups and other community groups, providing community newsletters advising on impact of the works.
- Create distinctive, safe and vibrant spaces that encourage and promote social interaction and a range of cultural and recreational activities.
- Create safe and attractive environments with adequate lighting and good quality surfaces.
- Ensure that new residential developments are designed to be inclusive meeting the needs and providing the right services and facilities for the local community and the diversity of Swansea's wider population.
- Ensure the layout and design connect well with adjoining communities.
- Facilitate the participation of all sections of the community, to ensure the proposals strengthen and reinforce community aspirations and needs.
- New developments need to comply with current equal opportunity legalisation.
- Ensure that any consultation, questionnaires or other engagement activities are carried out over the term of the project meet the Welsh Language Standard, i.e. are providing bilingually.
- Ensure that any consultation, questionnaires and other engagement activities meet the needs of the cultural diversity of the communities involved.



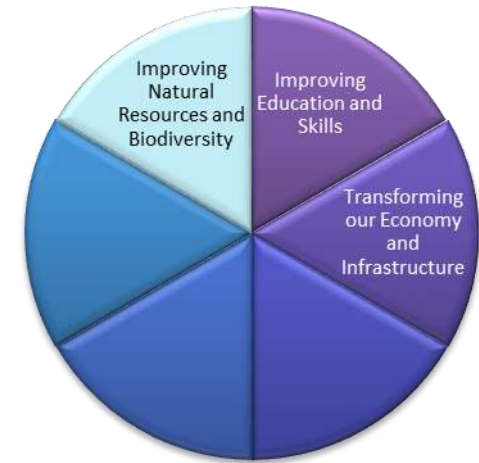
A Wales of Vibrant Culture and Thriving Welsh Language: A society that promotes culture, heritage and the Welsh Language, and which encourages people to participate in the arts, sports and recreation.

Design Principles:

- Ensure the design fosters a sense of identity and local distinctiveness reflecting Swansea's natural, built heritage and diversity of language and culture in the past and present.
- Public art fosters a sense of identity and local distinctiveness i.e. past and present industry, the natural environment.
- Enhance the appearance of listed buildings and other landmarks of specific cultural and / or historical relevance to increase local heritage value.
- Design in the option to use public realm and greenspace to host a range of events and well as for recreational use.
- Include local / welsh / traditional materials in the design palette and use local skills and processes in their construction / application wherever possible to support local and traditional skills and industries.
- Ensure that any signage displayed during the construction process are bilingual with Welsh first, in line with the Welsh Language Standard.
- Ensure that any signage in public buildings are bilingual with Welsh first, in line with the Welsh Language Standard



A Globally Responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.



Design Principles:

- Developments are 'future proofed' using current future trends information. For example:
 - buildings and the public realm are designed for the long term, with flexible spaces which can be adapted for change of use.
 - provision is built into the design for future technologies as far possible, i.e. connection points for future district heating systems.
 - provision is made for the changes in Swansea's demographics including migration and ageing population.
 - Maximising innovation potential of local knowledge economy i.e. connections with the higher education establishments locally and globally.
- Buildings to be certified under the internationally recognised Building Research Establishment Environmental Assessment Method (BREEAM).
- Public realm projects to be managed using an international recognised sustainability assessment for infrastructure scheme like CEEQUAL / BREEAM Infrastructure
- Take an ecosystem service approach to the sustainable management of water, land and waste, making the best use of virgin natural resources, and use recycled materials.
- Adopt a sustainable procurement approach to ensure best value for money on a whole life basis by supporting local supply chains, using low carbon, sustainable and ethically sourced goods (i.e. FSC certified timber) to reduce carbon and the use of natural resources and support fair trading.
- This Statement includes a number of sustainable procurement criteria and is aligned to BS ISO 2040000:2017. However a separate more detailed Sustainable Procurement Plan will need to be developed in line with the Standard to meet the requirements set out under *BREEAM Mat 03: Responsible Sourcing of materials* including aims, objectives and targets to guide and monitor sustainable procurement activity, including

the use of recycled / recovered materials, supporting local supply chains. The content and implementation of the Sustainable Procurement Plan will be monitored as part of the Sustainability Tracker and will track the Plan's contribution to social, economic, environmental and cultural sustainability.

- Other standards such as FSC timber, Fair trade, Rainforest Alliance or similar where applicable for the procurement process or materials / products to demonstrate social, environmental and economic sustainability.

Applying the Ways of Working

The Well-being of Future Generation's (Wales) Act 2015 asks that in carrying out sustainable development, public bodies practise the following five ways of working; by taking a long term approach, considering the impact that our actions will have on future generations, by working together in a joined up way to prevent problems from occurring or getting worse and by involving all stakeholders. In delivering this Sustainability Statement the Council practising the ways of working by:

Enabling early intervention by taking account of future challenges to identify and prevent problems and to as far as possible future proof the city centre.

Delivering a City Centre which is designed to meet current needs and future needs.



Fostering open dialogue with partners and stakeholders to understand impacts and trade-offs and ensure balanced solutions.

Working collaboratively with partners and stakeholders to share knowledge, skills and experiences.

Consulting extensively with stakeholders and the local community during each stage of the Programme.