

Belfast City Council Sustainable Development Action Plan 2011-2014.

DRAFT

Introduction.

What is sustainable development?

Sustainable development is about meeting the needs of people today and providing them with a good quality of life without compromising the quality of life of future generations. It is characterised typically as achieving an optimum balance between social, environmental, and economic considerations. In achieving this balance, sustainable development aims to maximise the benefits of social, environmental and economic initiatives by mitigating negative and increasing positive impacts.

Context.

European Union Sustainable Development.

The European Union formally recognised the principle and benefits of sustainable development in 1997 when the Treaty of Amsterdam¹ established it as a fundamental objective of the European Union.

In pursuit of this objective, the European Union published its first Sustainable Development Strategy in 2001 entitled '*A Sustainable Europe for a better world: A European Strategy for Sustainable Development*'². The Strategy has since come to be known as the Göteborg Strategy and it committed the European Union to deal with threats to quality of life with particular emphasis on issues such as climate change, poverty and emerging health threats.

In 2006, the European Union adopted a revised Sustainable Development Strategy³ which was designed to build on work started under the Göteborg Strategy. The new Strategy established key objectives of environmental protection, social equity and cohesion, economic prosperity and meeting international obligations. In addition, it identified a range of key challenges including climate change and clean energy, sustainable transport, sustainable consumption and production, conservation and management of natural resources, public health, social inclusion, demography and migration and global poverty and sustainable development challenges.

¹ The Treaty of Amsterdam – Amending the treaty on European Union, the treaties establishing the European Communities and certain related acts. (1997). European Union. www.eurotreaties.com/amsterdamtreaty.pdf

² A Sustainable Europe for a better world: A European Strategy for Sustainable Development, 2001. European Union. http://ec.europa.eu/sustainable/sds2001/index_en.htm

³ Review of the EU Sustainable Development Strategy (EU SDS) – Renewed Strategy (2006) European Council. <http://register.consilium.europa.eu/pdf/en/06/st10/st10917.en06.pdf>

In 2009, the European Union⁴ reviewed progress with the objectives of the 2006 Strategy and considered how the Strategy could be taken into the future. The EU concluded that despite good progress in many action areas, unsustainable trends still persist and consequently, sustainable development efforts need to be intensified. It concluded further that the Strategy functions as a key promotion tool for sustainable development whilst acting as a catalyst for the development of national and regional strategies. In the longer term, the EU suggested that its Strategy should focus on long-term goals in crucial areas such as ensuring a shift towards a low carbon economy, intensifying environmental efforts for the protection of biodiversity, water and other natural resources, promoting social inclusion and strengthening the international dimension of sustainable development.

More recently, the European Union published its Europe 2020 Strategy for Smart, Sustainable and Inclusive Growth⁵ which is designed to point the way out of the current economic and financial crisis. Acknowledging that the financial crisis has wiped out Europe's recent economic progress, exposed structural weaknesses, and that Europe must act now to avoid decline, the new Strategy puts forward three mutually reinforcing priorities:

- Smart growth, developing an economy based around knowledge and innovation;
- Sustainable growth, promoting a more resource efficient, greener and more competitive economy and;
- Inclusive growth, fostering a high-employment economy delivering social and territorial cohesion.

Smart growth is to be pursued by increasing levels of innovation, moving towards better education, training and lifelong learning and addressing the global demand for ICT. Sustainable growth is about improving competitiveness, combating climate change and moving towards clean and efficient energy. Finally, inclusive growth is to be delivered by improving skills and employment prospects, and fighting poverty.

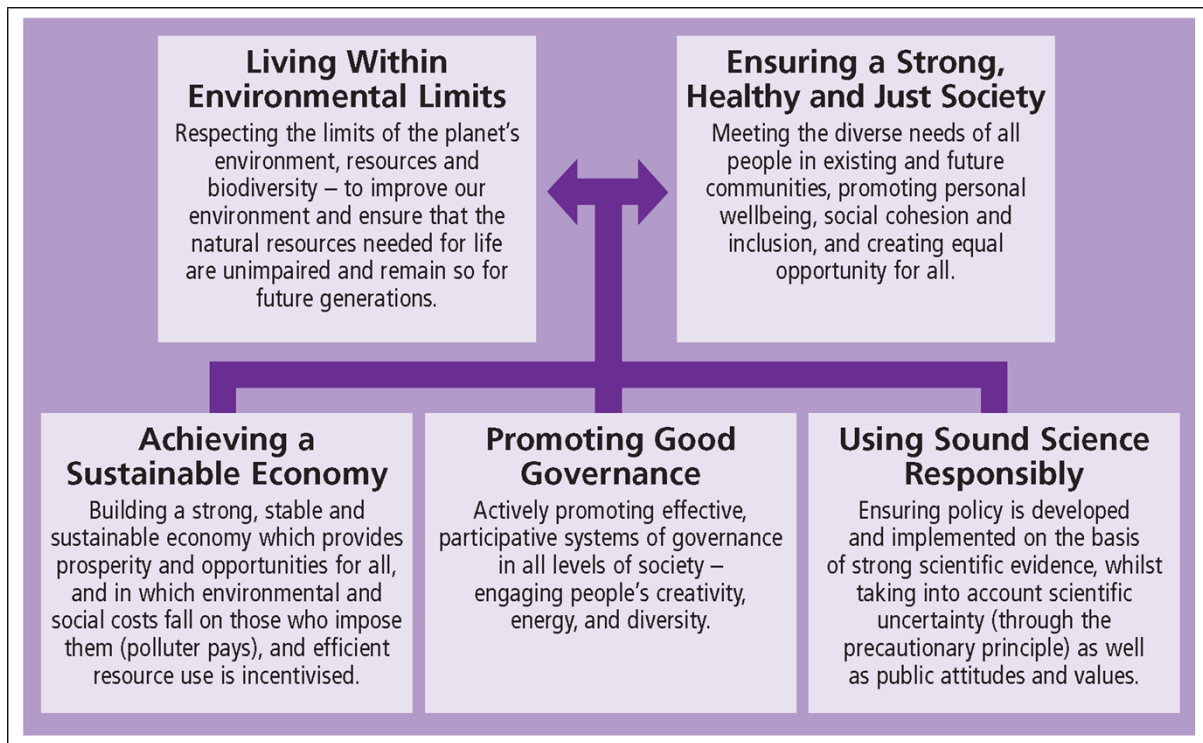
The United Kingdom Sustainable Development Strategy.

The current United Kingdom Sustainable Development Strategy entitled 'Securing the Future'⁶ was published in March 2005. The Strategy proposes a series of overarching guiding principles for sustainable development that are summarised as follows:

⁴ Mainstreaming sustainable development into EU policies: 2009 Review of the European Union Strategy for Sustainable Development. (2009) European Commission. <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=CELEX:52009DC0400:EN:NOT>

⁵ European Commission Europe 2020. <http://ec.europa.eu/europe2020>

⁶ Securing the future - delivering UK sustainable development strategy. (2005). HM Government www.defra.gov.uk/sustainable/government/publications/uk-strategy/documents/SecFut_complete.pdf



These principles are designed to form the basis for devising and progressing sustainable development policies throughout the United Kingdom. The Strategy proposes also that each devolved administration should develop its own regional strategy, which builds upon existing work, and translates the national strategy objectives into actions that reflect local priorities and needs.

The national strategy is informed by European Union objectives and also the United Kingdom framework for sustainable development entitled 'One future – different paths'⁷. This framework has been put in place until 2020 to ensure a shared understanding of sustainable development, what the United Kingdom is trying to achieve with respect to sustainable development and the principles that need to be followed to achieve it.

Sustainable Development Strategy for Northern Ireland

The first Sustainable Development Strategy for Northern Ireland, entitled 'First Steps Towards Sustainability'⁸, was published by the then Secretary of State in May 2006. The Strategy was supported by an Implementation Plan entitled 'A Positive Step'⁹ which was published in November 2006. Around this time, governmental responsibility for sustainable

⁷ One future – different paths. The UK's shared framework for sustainable development. (2005) Department for Environment, Food and Rural Affairs. www.defra.gov.uk/sustainable/government/documents/SDFramework.pdf

⁸ First Steps Towards Sustainability – A Sustainable Development Strategy for Northern Ireland. (2006) OFMdfM. www.ofmdfmi.gov.uk/sustain-develop-2.pdf

⁹ A Positive Step – Northern Ireland Sustainable Development Implementation Plan (2006). OFMdfM

development in Northern Ireland was assigned to the Office of the First Minister and deputy First Minister (OFMdfM) and a duty on public authorities to act in the way best calculated to contribute towards the achievement of sustainable development through the exercise of their duties was introduced via Article 25 of the Northern Ireland (Miscellaneous Provisions) Act 2006¹⁰. This duty commenced from April 2007 however, to date no guidance has been issued by the Office of the First Minister and deputy First Minister explaining how public authorities can demonstrate compliance.

Second Sustainable Development Strategy for Northern Ireland

Following extensive public consultation and engagement, the Office of the First Minister and deputy First Minister published its 2nd Sustainable Development Strategy for Northern Ireland entitled 'Everyone's Involved'¹¹ in May 2010. This strategy reaffirms government's commitment to the overarching principles of sustainable development but goes further by directing that sustainable development is a tool to ensure that we do all these things effectively in coming years. It adds that sustainable development is not an obstacle to economic development, community improvement and capitalising on our environmental assets. This strategy also reflects the aspirations of the Programme for Government¹² and includes a commitment that sustainable development will permeate all aspects of government and further afield.

In terms of key themes, the strategy identifies economic prosperity, social cohesion, environmental protection and meeting national and international obligations as priorities.

Moreover, the strategy identifies six priority areas for action as follows:-

1. Building a dynamic, innovative economy that delivers the prosperity required to tackle disadvantage and lift communities out of poverty.
2. Strengthening society so that it is more tolerant, inclusive and stable and permits positive progress in quality of life for everyone.
3. Driving sustainable long-term investment in key infrastructure to support economic and social development.
4. Striking an appropriate balance between the responsible use of and protection of natural resources in support of a better quality of life and a better quality environment.

¹⁰ Northern Ireland (Miscellaneous Provisions) Act 2006. www.legislation.gov.uk/ukpga/2006/33/contents

¹¹ Everyone's Involved – Sustainable Development Strategy (2010) OFMdfM. www.ofmdfmi.gov.uk/sustainable-development-strategy-lowres__2_-2.pdf

¹² The Programme for Government 2008-2011 (2008). Northern Ireland Executive. <http://www.northernireland.gov.uk/pfgfinal.pdf>

5. Ensuring reliable, affordable and sustainable energy provision and reducing our carbon footprint.
6. Ensuring the existence of a policy environment that supports the overall advancement of sustainable development in and beyond government.

It is acknowledged that not all of these action areas are of direct relevance to local government given Northern Ireland's governance arrangements. However, the following examples demonstrate that Belfast City Council is already contributing significantly towards many of the strategy's priority areas for action.

Building dynamic, innovative economy that delivers the prosperity required to tackle disadvantage and lift communities out of poverty

Under the council's strategic theme of regeneration, growth and prosperity our Development Department continues to dedicate significant resources to the economic development of Belfast and to the region as a whole. For example, the council has committed to stimulating the growth and competitiveness of the Small to Medium Enterprise sector, promoting entrepreneurship and selling the attractiveness of Belfast as a place to live, work and do business. We have also a major role to play in the development of the tourism industry in the city and in promoting Belfast to the outside world. Our focus includes building cultural tourism, developing tourism offerings and supporting our evening economy.

Strengthening society so that it is more tolerant, inclusive and stable and permits positive progress in quality of life for everyone

In terms of strengthening society, Community Planning is a new responsibility for councils being proposed under the Review of Public Administration. Community Planning functions and the Power of Wellbeing will enable the council to agree a direction for the future of Belfast to which citizens and organisations can contribute. The council is also a key provider of leisure and recreational facilities across the city and it maintains a range of parks, green spaces and leisure centres as well as encouraging activity by hosting numerous flagship leisure events and promoting sport throughout the year.

Our Good Relations Strategy¹³ commits us to develop our work in the areas of equality, community relations and cultural diversity and demonstrates our commitment to their underlying principles. Current objectives include:-

¹³ Good Relations Strategy. (2003). Belfast City Council Good Relations Unit.
www.belfastcity.gov.uk/goodrelations/

- Good community relations – contributing to a more stable, tolerant society by establishing a community relations programme.
- Cultural diversity - contributing towards an inclusive pluralist society, by establishing a cultural diversity programme, which acknowledges and respects cultural diversity within the city, and promoting and supporting the celebration of such diversity in an inclusive manner which avoids offending those with different views.
- Equality through delivery of services – ensuring equality of opportunity in the delivery of our services, in a manner which respects and caters effectively for the needs of different users and;
- Equality through a representative workforce.

We have also successfully secured funding from the European Union's PEACE III Programme to support our peace and reconciliation work. We allocate funding to a range of groups and organisations across the city around the themes of shared city space, transforming contested space, shared cultural space and shared organisational space.

Driving sustainable long-term investment in key infrastructure to support economic and social development

The council is one of the largest landowners in Belfast and it has more than 100 operational centres across the city. Where possible, we have taken an innovative approach to the way that our key infrastructure is developed and operated in order to deliver our services in a more effective and efficient way. For example, the Grove Wellbeing Centre is a unique facility offering leisure, health and library facilities within one building.

Although we are not responsible for planning and providing transport for the city, we have published, nonetheless, a Transport Policy, which establishes an up-to-date transport vision for the city based around the principles of sustainable development. We will use this document to influence government's plans for transport development across the city and to help our own staff to make more sustainable transport choices.

Striking an appropriate balance between the responsible use of and protection of natural resources in support of a better quality of life and a better quality environment.

The objective of 'striking an appropriate balance between responsible use of and protection of natural resources' has been introduced to encourage everyone to recognise that our

environment is not an inexhaustible resource. We need to be aware of how our activities impact upon our environment and how long it will take to recover from damage.

From a legislative standpoint, Part III of the Environment Order 2002 places a duty upon the council to review and manage air quality across Belfast in pursuit of a series of national and European health-based air quality objectives and limit values. The council has already declared four air quality management areas (AQMAs) across the city, principally associated with emissions from road transport. It has also published an air quality action plan for the city in collaboration with partner organisations that details actions that will enable the air quality standards to be attained in compliance years. In addition, we also publish regular air quality screening reports that demonstrate progress towards achieving these air quality standards.

The council has published a Local Biodiversity Action Plan for Belfast¹⁴, which commits us to protect our biodiversity, including plants, birds, mammals, invertebrates, fungi and micro-organisms. It is anticipated that the review of the Wildlife (NI) Order 1985 will lead to the introduction of a general statutory duty on government departments and public authorities to further the conservation of biological diversity in exercising their functions.

We are charged with collecting waste and recyclable materials from residential and some commercial premises across the city although we also help to minimise the amount of waste that is generated through our education and community engagement programmes. We operate a number of recycling centres to maximise the amount of materials that are recycled and therefore, do not have to be disposed off to landfill.

Ensuring reliable, affordable and sustainable energy provision and reducing our carbon footprint

We are responsible for a diverse range of premises across the city including, for example, leisure centres, civic buildings, offices and industrial premises. To ensure that we maximise our energy efficiency, reduce our energy bills and cut emissions of harmful greenhouse gases such as carbon dioxide (CO₂), we have introduced a series of energy efficiency targets for our premises.

We also participate in the Department of Finance and Personnel Public Sector Energy Campaign¹⁵ that enables us to benchmark the energy performance of our premises and to apply for funding to support our energy conservation projects.

¹⁴ Local Biodiversity Action Plan for Belfast. (2007) Belfast City Council
www.belfastcity.gov.uk/biodiversity/index.asp

Some of our buildings, with a floor space greater than 1000m², are subject to the provisions of the Energy Performance of Buildings (Certificates and Inspections) Regulations (Northern Ireland) 2008 which requires us to prominently exhibit a Display Energy Certificate (DEC) in the their foyers. Display Energy Certificates demonstrate the actual energy usage of public buildings in the form of an operational rating 'A to G' where 'A' is the most efficient and 'G' is the least efficient.

We must also participate in the Department for Energy and Climate Change Carbon Reduction Commitment Energy Efficiency Scheme (CRC EES)¹⁶. Under the CRC EES, we are required to assess our building energy consumption (oil, gas and electricity) on an annual basis and convert this energy into carbon dioxide (CO₂) emissions. From 2012, we will have to purchase allowances from government on an annual basis to cover our carbon dioxide emissions at a cost of £12 per tonne. This approach is similar to that employed by the European Union Emissions Trading Scheme, which is designed to encourage greater energy efficiency and reduce greenhouse gas emissions. Government has indicated that it intends to publish a performance league table of CRC EES participants to enable organisations to compare their energy performance more effectively.

In an effort to generate financial income and to help offset our greenhouse gas emissions, we have opted to generate electricity from sustainable landfill gas at our North Foreshore Site. Five 1 megawatt generators, which have the capacity to generate enough energy for up to 6,000 homes, and all produced from waste, have been installed there.

Ensuring the existence of a policy environment that supports the overall advancement of sustainable development in and beyond government.

We have long recognised the benefits of sustainable development, having embedded its principles within the council's corporate Value Creation Map. We are working to develop a sustainable city and therefore, we acknowledge sustainable development as our core value. Accordingly, our vision is to ensure that the Council, working with communities and stakeholders, takes a lead role in improving quality of life now and for future generations for the people of Belfast by making the city and its neighbourhoods better places to live in, work in, invest in and visit. Our corporate plan and its updates represent our overarching Sustainable Development Strategy for the city. We have committed to act sustainably

¹⁵ Department of Finance and Personnel Public Sector Energy Campaign

www.dfpni.gov.uk/index/buildings-energy-efficiency-buildings-public-sector-energy-campaign.htm

¹⁶ Department for Energy and Climate Change Carbon Reduction Commitment Energy Efficiency Scheme

www.decc.gov.uk/en/content/cms/what_we_do/lc_uk/crc/crc.aspx

through the effective and efficient use of all our resources and to promote the principles of sustainability in all of our activities.

To facilitate the Office of the First Minister and deputy First Minister to take account of local authority perspectives in the development of the Northern Ireland Strategy and supporting documents, the Sustainable Development Manager has been invited to represent the Northern Ireland Local Government Association (NILGA)¹⁷ and the Northern Ireland Society of Local Authority Chief Executives (SOLACE)¹⁸ on the OFMdfM led Sustainable Development Strategy and Implementation Plan Steering Group. The Steering Group has most recently been assisting OFMdfM to develop a Sustainable Development Implementation Plan which will deliver the sustainable development priorities identified within the Sustainable Development Strategy and Programme for Government. It is anticipated that a completed Implementation Plan will be published in spring 2011.

Sustainable Development Steering Group.

We have convened a Sustainable Development Steering Group in order to raise the profile of sustainable development throughout the council and to help departments to integrate sustainable development principles into our everyday work activities. The Group is guided by the Director of Health and Environmental Services whilst the council's Sustainable Development Manager is based within Health and Environmental Services Directorate. The Sustainable Development Steering Group includes representatives from council departments and its Terms of Reference are as follows.

The Sustainable Development Steering Group will:-

1. Act as the main point of contact within the council for sustainable development issues arising from government, community and private sectors.
2. Advance the profile of sustainable development throughout the council and challenge departments regarding their sustainable development initiatives to ensure compliance with statutory requirements and the council's sustainability principles.
3. Support the council in ensuring that sustainable development actions and principles are a core underpinning value in the council's Corporate Plans and key decisions. This will include:

¹⁷ Northern Ireland Local Government Association. www.nilga.org

¹⁸ Society of Local Authority Chief Executives Northern Ireland. www.solaceni.org.uk

- i. Contributing towards the delivery of key projects, for example, development of the North Foreshore and city development projects, etc.
 - ii. Contributing to our Community Planning, Power of Wellbeing and planning and regeneration objectives through the delivery of community-based sustainable development projects in collaboration with partner organisations.
4. Lead on the development and implementation of the council's Sustainable Development Action Plan, having regard to priority areas for action identified in the council's Corporate Plan and the Sustainable Development Strategy for Northern Ireland and associated Implementation Plan.
5. Lead on the development and implementation of the European Commission Reference Framework for Sustainable Cities (RFSC) for Belfast so that we align our initiatives with European 'best practice'.
6. Identify sources of funding and resources to support the delivery of sustainable development projects across the council and further afield. The Steering Group will also develop and submit applications for funding in collaboration with partner organisations where appropriate.
7. Facilitate the Office of the First Minister and deputy First Minister to take account of local authority perspectives in the development and implementation of the Sustainable Development Strategy and associated implementation plans.

Sustainable Development Action Plan.

The Sustainable Development Steering Group is charged with developing and managing implementation of the council's Sustainable Development Action Plans. This is our 3rd Action Plan, designed to augment the council's Corporate Plan 2011-2014. Accordingly, it should be read in conjunction with the Corporate Plan. This plan builds upon actions begun under the 1st Sustainable Development Strategy for Northern Ireland as well as addressing emerging obligations from the 2nd Sustainable Development Strategy for Northern Ireland.

In developing actions started under the 1st Sustainable Development Strategy, this Action Plan continues initiatives to sustainability-proof the council's 'in house' activities. These initiatives are focused primarily upon the environmental aspects of sustainable development and include the implementation and refinement of environmental management systems, environmental purchasing, energy and carbon management, waste management, sustainable transportation and environmental protection and enhancement. Many of these

initiatives also enable us to demonstrate greater organisational efficiencies and to achieve financial savings.

Implementation and refinement of environmental management systems

The Department for Environment, Food and Rural Affairs (DEFRA)¹⁹ has stated that environmental management systems (EMS) can be used by organisations to help reduce their environmental impacts, comply with relevant legislation, and demonstrate that they are managing their environmental risks and liabilities in a responsible manner. Accordingly, DEFRA has recommended that organisations should put in place an EMS that is appropriate for improving environmental and financial performance, and which is best suited to the complexity of their operations. Organisations are also encouraged to operate their environmental management system to a national or international standard or accreditation scheme, such as ISO 14001:2004, the European Union's Eco-Management and Audit Scheme (EMAS)²⁰ or the British Standard BS 8555:2003. In view of this recommendation, a number of council departments, services and units have introduced environmental management systems accredited to ISO14001:2004. The Sustainable Development Steering Group will continue to assist departments, services and units to introduce environmental management systems and provide lead auditing services to maintain accreditations.

Environmental purchasing.

We have already implemented 'best practice' procedures to ensure that environmental criteria are routinely incorporated within our tender specifications where appropriate. And, to ensure that our suppliers are minimising any adverse impacts upon the environment, we routinely ask them to demonstrate that responsibility for environmental management has been allocated to a specific person, an environmental policy is in place, an environmental audit has been completed and that an action plan to reduce environmental impacts has been introduced, all leading the supplier towards continuous improvement.

More recently, our Procurement Unit has provided green procurement training for our purchasing staff to enable them to apply environmental considerations to everyday purchasing decisions. We are encouraging our staff to implement a 'whole life costing' approach to their procurement decisions to help them assess the overall financial cost of ownership over the lifespan of a product to include operational and disposal costs; not simply the initial purchase cost.

¹⁹ Position statement on Environmental Management Systems. (2008). DEFRA
www.defra.gov.uk/environment/business/scp/actions/ems.htm

²⁰ EU Eco-Management and Audit Scheme. <http://ec.europa.eu/environment/emas/>

In terms of future projects, the Procurement Unit will continue to help council staff to minimise adverse impacts on the environment associated with their procurement decisions. This will be achieved by assisting staff to consider in detail what they want to purchase, to determine whether the product is subject to environmental legislation and to identify environmentally friendly alternatives. We will provide training to staff to enable them to evaluate their purchases on a whole life cost basis that takes account of the purchase, operation and disposal cost of product over its anticipated life-span. In addition, environmental evaluation criteria will be routinely employed in reaching procurement decisions where it is both practical and appropriate to do so.

We have published our environmental purchasing policy on our website to help suppliers to do business with us. We recognise, however, that we must periodically review and update this policy to take account of emerging environmental issues and new legislation. The Procurement Unit will identify and present any revisions to our environmental purchasing policy to council for adoption.

In order to demonstrate best practice and to assist our suppliers to improve their environmental performance, the Procurement Unit has achieved ISO14001 environmental management system accreditation. In accordance with the international standard, the Procurement Unit will undergo auditing periodically to maintain its accreditation.

We recognise that completing tender documents can sometimes be time consuming and resource intensive. Therefore, we will work towards reducing the environmental and administrative impact of doing business with the council through the introduction of electronic purchase cards. We will work also to reduce the amount of paper associated with submitting tenders and facilitate business improvement through the roll-out of an electronic tendering and sourcing systems.

Finally, we will seek to introduce a range of environmental action plans supported by appropriate environmental key performance indicators in order to help improve the environmental performance of our long-term contracts. We will work with our suppliers in order to gain their commitment to this improvement process and the lessons learnt will be integrated into our exiting green procurement training for wider application.

Energy and carbon management.

We own and operate a diverse range of properties across the city. In order to reduce our energy bills and cut emissions of harmful greenhouse gases, the council preferentially

purchases electricity derived from renewable sources. We have also installed a range of renewable technologies across our premises to include solar panels, biomass boilers and solar photovoltaic panels where it has been economically advantageous to do so.

The Programme for Government has established a Northern Ireland target of reducing our carbon footprint by at least 25% by 2025. In addition, the council is subject to the provisions of the Department for Finance and Personnel (DFP) Public Sector Energy Campaign (PSEC), which seeks to promote the efficient use of energy by Northern Ireland public bodies, in line with governmental targets for energy efficiency and the reduction of atmospheric emissions. At present, the energy efficiency of the public sector estate in Northern Ireland is measured against the following PSEC targets:

- To increase the energy efficiency of buildings on public sector estates, measured in terms of kiloWatt-hours (kWh) of fuel and electricity used per square metre of building floor area, by 15% by 2010/11, relative to a base year of 1999/2000;
- To reduce absolute carbon, from fuel and electricity used in buildings on public sector estates by 12.5% by 2010/11, relative to a base year of 1999/2000; and
- To reduce electricity consumption across the public sector estate by 1% annually from 2007 to 2012 against the base year of 2006/07.

The Department for Finance and Personnel has established the Central Energy Efficiency Fund to help the public sector introduce energy efficiency or renewable energy projects which will help meet these PSEC targets. Funding is typically offered for up to 50% of a project's capital cost. The Sustainable Development Steering Group will continue to benchmark the council's energy performance using the Public Sector Energy Campaign and submit energy project applications as appropriate to the Central Energy Efficiency Fund subject to its continuing availability. The Group will also identify other sources of funding and partner organisations to support the delivery of our energy conservation projects.

From April 2010, we have been required to take part in the Department for Energy and Climate Change (DECC) Carbon Reduction Commitment Energy Efficiency Scheme (CRC EES). Under the terms of the scheme, we must monitor our annual building energy usage, to include electricity, oil and gas, and to convert it into carbon dioxide (CO₂) emissions. Then, we must buy allowances for every tonne of carbon dioxide that we emit at a rate of £12 per tonne. Government indicated initially that the CRC EES would include a recycling of allowance fees to participants, based on their position in an energy efficiency performance league table. Many organisations stated, however, that the CRC EES was overly complicated to administer and consequently, government has committed to simplify the

scheme with the first sale of allowances now taking place in 2012. Government has also indicated that all revenue from allowance sales will be used to support public finances rather than be recycled to participants. Based on these revised terms and conditions, and our current energy consumption, it is anticipated that the council's annual expenditure under the CRC EES will be around £210,000 in the initial stages of the scheme. Accordingly, the Sustainable Development Steering Group will manage the council's CRC EES obligations and continue to help departments to improve their energy efficiency. The Group will work to develop projects to reduce our energy consumption to reduce our financial liability under the CRC EES. The Group will also support staff to introduce simple behavioural changes in the workplace that will result in greater energy efficiency.

Under the provisions of the Energy Performance of Buildings Regulations, we are required to display a 'Display Energy Certificate' in the foyer of some of our larger buildings. Display Energy Certificates (DECs) show the energy usage of a public building in the form of an operational rating (A-G), which allows the public to see whether the building is energy efficient. DECs are required for buildings with a total useful floor space greater than 1,000m² that are occupied by a public authority or institution providing a public service to a large number of people, and are frequently visited by members of the public. The council presently owns 17 such buildings. DECs are valid for a period of one year although the accompanying Energy Advisory Report is valid for seven years.

The European Commission has recently reviewed the requirements of the Energy Performance of Buildings Directive with the aim of making them more rigorous. They have proposed that the regulations should be extended to public buildings with floor space over 500 m². If this occurs, we estimate that a further 40 or so of our buildings will require DECs in the near future. There are further proposals to reduce the qualifying threshold to 250 m² in 2015.

Since we began switching our sites to natural gas in 2001, we have brought about a reduction in our carbon emissions as this fuel is less polluting than oil. Since switching, our natural gas has been supplied by Phoenix Natural Gas who, up until recently, held a monopoly in Northern Ireland. The market has now been opened up by the Utility Regulator, and other suppliers have entered the market providing competition. In order to ensure that we pay the best price for natural gas possible, we intend to carry out a competitive tendering exercise for the supply of gas to our premises.

In addition, for the past 6 years or so we have purchased our electricity through 'Buying Solutions', the government's leading procurement services organisation to secure the best price. Buying Solutions' role is to maximise the value for money obtained by government departments and other public bodies through collaborative procurement of goods and services. This year, however, we intend to collaborate with several Northern Ireland local authorities to achieve a reduced price for our electricity across the majority of our buildings.

Up until now, we have principally relied on utility supplier data to report on and manage our energy use. This data can sometimes include estimates where meter reading is difficult and, therefore, we plan to upgrade the electricity meters in up to 40 of our main buildings, to ensure that over 90% of our sites' meters are read automatically and accurately. This process will ensure that we pay only for what we use, and that we can report more accurately on our energy consumption.

The cost of water has more than doubled since non-domestic customers are now charged not only for the water that they use, but also for waste water that is discharged into the sewer. During 2011, we intend to work with Northern Ireland Water to obtain a group bill for our sites, and to ensure that we receive adequate information to allow us to monitor and manage our water usage more effectively.

Finally, we will continue to implement energy efficiency projects across our properties including undertaking natural gas conversions at hard to reach sites, installing lighting upgrades, upgrading building insulation, improving our building energy management systems and providing energy conservation training for our staff. We also plan to use the heat from the electricity generators at our North Foreshore site to offset heating requirements at the nearby Duncrue Complex. This innovative project will significantly reduce both our energy costs and carbon emissions.

There has been much debate around the science of climate change and the accuracy of mathematical models that have been used to predict the severity of local climate impacts over coming years. In spite of this, the United Kingdom government has determined that there are widespread benefits of moving towards a low carbon economy. The UK Low Carbon Transition Plan²¹ highlights that early action can prevent the worst excesses of climate change and can also improve the security of energy supplies, create new economic opportunities, bring wider environmental benefits, and lead to a fairer society. To help the

²¹ The UK Low Carbon Transition Plan: National Strategy for Climate and Energy. (2009). Department for Energy and Climate Change. www.decc.gov.uk/en/content/cms/what_we_do/lc_uk/lc_trans_plan/lc_trans_plan.aspx

Sustainable Development Steering Group to gain a better understanding of these benefits from a Belfast specific aspect, we intend to conduct an assessment of the economic impact of European and United Kingdom climate change legislation on Belfast. The review will assess the potential impacts of legislation, regulation and policies on Belfast in order to help develop a coherent framework of measures to minimise our corporate impact on the climate and to investigate how adopting a climate change focus for the city could support existing businesses, help to create new job opportunities and deliver sustained economic growth. This project links to our commitments on increasing the number of jobs in the low carbon economy and contributing towards the regional 'Green New Deal'.

Waste management

The council employs around 2,500 staff at more than 100 operational centres across Belfast delivering a wide range of services and functions. These operational centres generate a wide variety of wastes, which must be handled, stored, and disposed of in accordance with waste management legislation.

The Controlled Waste Duty of Care Regulations (Northern Ireland) 2002 and amendments, place a duty of care on anyone having control of, or responsibility for, controlled waste (commercial and industrial waste including construction and demolition waste, household waste, agricultural and mining waste) at any stage, from its production to its disposal. Organisations must make sure that anyone they pass their waste to, such as a waste contractor, scrap metal merchant, recycler or skip hire company, is authorised to accept it. If this does not happen, and the waste is illegally disposed of, the organisation can be held responsible. The regulations also require that Duty of Care Transfer Notes identify wastes by reference to the appropriate six-digit code in the European Waste Catalogue.

The Hazardous Waste (Northern Ireland) Regulations 2005 and amendments prescribe the collection, storage, and transport of hazardous waste. In the course of its collection, transport, and temporary storage, the originator must ensure that hazardous waste is properly packaged and labelled in accordance with the relevant provisions of the Carriage of Dangerous Goods (Classification, Packaging, and Labelling) and Use of Transportable Pressure Receptacles Regulations 2004 and the Packaging (Essential Requirements) Regulations 2003. Records of waste transfers and associated transfer notes must be kept for at least two years in the case of waste and three years where the consignment involves special or hazardous waste.

The Waste Electrical and Electronic Equipment (WEEE) Regulations 2006 and amendments have been introduced to reduce the amount of WEEE being sent to landfill. In terms of the council's obligations, the Regulations require that where WEEE from a user other than a private household was sold in the United Kingdom before 13th August 2005, and the WEEE is not being replaced with an equivalent product, then the final user is responsible for paying for its collection, treatment, recovery and environmentally sound disposal. Electrical and electronic equipment covered by this legislation includes large and small household appliances, IT equipment, consumer equipment, lighting, electrical and electronic tools, toys, leisure and sports equipment, medical devices, monitoring and control instruments and automatic dispensers.

In 2009, the European Union issued a revised Waste Framework Directive which requires that Member States must achieve a recycling level of 50% for their household waste by 2020. To this end, they are required to set up separate collections of waste where technically, environmentally and economically practicable, and to do so by 2015 for at least paper, metal, plastic and glass.

Higher levels of recycling must also be achieved from businesses as well as from households and public bodies. The Directive also mandates a range of other provisions in respect of construction and demolition waste, waste carrier registration and hazardous and biowastes.

Our overall objective in the council is to reduce our waste production to 90% of 2006 levels by 2012. During the Sustainable Plan period, in general terms, the Waste Management Service will:

- Highlight the need for effective and legally-compliant waste management by individuals and services across the council.
- Encourage and facilitate better waste management by employees and visitors (presently, the cost to council of disposing of controlled waste to landfill is estimated at around £75 per tonne for 2010/11 and rising by £8 landfill tax per year, as opposed to a net return of around £5 per tonne if the materials are recycled).
- Influence and assist waste management considerations associated with council development projects, such as the North Foreshore site.
- Watch for legislative and industry developments and ensure that internal operations are altered as appropriate to represent good practice.

- Assist the council's Audit, Governance & Risk Service as and when requested to review the council's waste management practices and to highlight non-compliance issues.

We will also undertake a number of specific actions as follows:

We will record the council's current waste management practices and performance, and by researching good practice in comparable organisations, we will assess if there are opportunities for services to improve. We will include these actions within a new Internal Waste Action Plan. The action plan will aim to deliver co-ordinated council-wide waste and resource management improvements via a suite of projects or initiatives for the 2011-14 plan period.

We will provide a simple guide based on good practice in comparable organisations for all managers and employees in 2011 including services that are likely to have specific issues relating to waste management. The guide will provide advice on how services can best manage their waste and comply with relevant waste management legislation, such as the Duty of Care.

Systems are in place to record the amount of general waste and dry recyclables collected from our premises by council vehicles. We will develop a more sophisticated system to take account of all waste streams, and assist managers across the organisation in monitoring their own services' waste management performance on an ongoing basis. This is in line with the Corporate Risk Register which has recognised that failure to manage waste in accordance with statutory duties is a major risk. The system will, therefore, provide a mechanism to notify the Audit, Governance, Risk and Management Service of relevant findings.

We will investigate the feasibility of collecting further segregated waste streams, such as food and batteries, from council premises.

To help us to calculate the amount of waste generated across the council's properties and to identify how waste is managed, a preliminary waste characterisation study was conducted in 2000 followed up by a baseline study which was completed in 2006 for a representative range of council premises for a summer and winter week. An interim study was then completed in 2009/10 in order to provide an updated view of practices and performance. We plan to undertake a further study in 2012 to (i) gauge our performance against the above

target (ii) to assess the effectiveness of our actions and (iii) to inform future targets and initiatives.

The council's Waste Management Service has introduced a range of internationally recognised quality systems in order to formalise aspects of its own performance management. The Service has attained ISO14001 relating to the management of environmental impacts, ISO 9001 for quality management and OHSAS 18001 relating to occupational health and safety management systems. The Service will, therefore, continue to influence the quality of supplies and services provided by external suppliers and contractors and to promote the benefits of these systems internally. We will also give assistance to other council services to achieve these standards, as and when requested and depending upon resource constraints.

Sustainable transportation

In May 2010, we published a revised Transport Policy, which sets out our vision for development of a sustainable transportation system for Belfast. We want to influence the development of specific objectives and targets to help promote a modal shift towards more sustainable forms of travel and reduce reliance upon the private car. To encourage our staff to adopt more sustainable forms of transport, we have introduced a web-based car share scheme to reduce levels of single occupancy travel by car and to save staff money. We have also adopted the provisions of the government's cycle to work scheme, which employs tax and other financial incentives to reduce the purchase cost of a commuter bicycle for our employees by up to 40% for basic rate taxpayers. We have also joined with Translink to devise the TaxSmart scheme, which delivers comparable levels of savings to the purchase of an annual bus commuter ticket.

In November 2009, the Department for Transport (DfT) Office for Low Emission Vehicles (OLEV) launched a £30 million fund to support the introduction of recharging infrastructure for zero emission electric vehicles (ZEVs) in around 3 to 6 cities across the UK. We have agreed to support Department of the Environment and Department for Regional Development to develop a Northern Ireland bid for funding. We have also agreed to investigate options for introducing zero emission vehicles into its vehicle fleet. Zero emission vehicles typically include rechargeable vehicles and plug-in hybrid vehicles. These vehicles are typically cheaper to operate than their fossil fuel counterparts and create no air pollution if powered from a renewable source of electricity. At present, they tend to be more expensive to purchase, although retail prices are expected to decrease as the global market

develops. Since January 2011, government has introduced a consumer retail incentive of up to £5,000 per vehicle to help overcome this price disparity.

In terms of future sustainable transport projects, the Sustainable Development Steering Group will continue to operate and manage the car share, bike to work and TaxSmart schemes for council staff. In addition, the Group will also investigate options to introduce a salary advance for staff to support the purchase of annual rail commuter cards.

The Sustainable Development Steering Group will continue to support the Northern Ireland 'Plugged in Places' recharging infrastructure bid and will conduct research into the feasibility of purchasing zero emission rechargeable vehicles for the council's vehicle fleet and providing publicly accessible charging points at council owned sites and contributing to the non-capital aspects of the Northern Ireland project.

Group members will also assist the Planning and Transport Policy Manager to develop a Workplace Travel Plan for council staff centred around actions on walking, cycling, public transport, car sharing, parking provision and business travel and options for the introduction of greener vehicles. The plan is expected to include measures and targets for the implementation of a range of sustainable transport initiatives across the short to medium term. It will also be used to inform the focus of the council's asset management strategy.

The Group will continue to promote the council's Transport Policy in order to help shape transport provision across the city in a sustainable, accessible, and cost-effective manner for all those who live, work and visit the city. We will apply the principles of the Policy to the review of government's regional development and planning documents, as well as to other transport initiatives including, for example, the rapid transit system and city centre traffic management proposals.

Finally, we will assist an Advisory Team to complete a review of pedestrian and cycle linkages between East Belfast, the Belfast Harbour Estate and in particular, the Titanic Quarter development in order to develop recommendations for overcoming severance issues associated with the Sydenham Bypass and the adjacent railway line. The review will critically challenge current proposals in order to identify and develop an optimised solution that is viable, affordable and deliverable. The review will also take account of East Belfast initiatives including the Connswater Community Greenway and the need for connectivity with the main routes and areas in East Belfast, including Short Strand, to ensure that benefits are maximised.

Environmental protection and enhancement

Our previous Sustainable Development Action Plans have contained a range of measures to enhance the urban environment across Belfast including the protection of open spaces, conservation of species and habitats, and development of biodiversity awareness through partnership working. The Northern Ireland Biodiversity Strategy recommends that local authorities should deliver local actions for biodiversity and in response, we published a four year Local Biodiversity Action Plan for Belfast in April 2007. Our Local Biodiversity Action Plan for Belfast helps the council to:

- Ensure that nationally and locally important species and habitats are conserved and enhanced;
- Increase public awareness of the importance of biodiversity and the role it can play within all aspects of regeneration, health and sustainable development;
- Bring together and ensure the involvement of as many bodies and individuals within the city as possible;
- Refocus the valuable conservation work already underway, within nationally agreed objectives;
- Stimulate and implement new biodiversity projects;
- Attract funding for biodiversity action; and
- Provide information on biodiversity, which will enable politicians and policy makers to make informed choices.

The need to conserve biodiversity is also acknowledged in a range of other government developmental control publications including the Northern Ireland Regional Development Strategy 'Shaping our future', planning policy statements and local development plans such as the Belfast Metropolitan Area Plan.

A new biodiversity duty will be placed on all government departments, district councils and public bodies to further the conservation of biodiversity in exercising their functions. The aim of the duty is to further raise the profile of biodiversity and to promote biodiversity issues as a natural part of policymaking throughout the public sector. It will also help Northern Ireland to meet its European and international commitments to work towards stopping the loss of biodiversity.

Therefore, we will continue to implement projects contained within our Local Biodiversity Action Plan including, for example, completing a baseline habitat survey for priority sites across Belfast. We will raise awareness of the importance and value of our local biodiversity by producing an educational DVD for schools. Moreover, to further conserve biodiversity across the city, we will develop effective collaborative working with other agencies and groups. We will develop an Urban Forestry Strategy for the city to ensure that:

- Trees are managed effectively within the city's parks.
- Communities are encouraged to become involved in tree planting schemes.
- We continue to plant new and manage existing street trees on behalf of the Department of Regional Development (DRD) Roads Service.
- We increase public understanding and appreciation of trees in the environment.

We will encourage children and their families to enjoy local parks through the continued delivery of our 'Watch this Space' scheme, which has been delivered in partnership with the Ulster Wildlife Trust.

Finally, we will develop a Biodiversity Implementation Plan for our premises and sites, which help us to further our biodiversity conservation. The Plan will represent 'best practice' and will be aligned to governmental guidance issued by the Department of Environment.

Further obligations emerging from the 2nd Sustainable Development Strategy for Northern Ireland.

Advocating and communicating sustainable development.

The Sustainable Development Steering Group acknowledges that it can sometimes appear difficult to mainstream the concepts and principles of sustainable development into everyday work activities.

To help overcome this difficulty, modern thinking has sought to move the definition of sustainable development away from the requirement to achieve a balance or 'trade off' between social, economic and environmental considerations to one of simply mitigating the negative, and increasing the positive aspects of a policy or decision.

In addition, sustainable development has been viewed historically as being predominantly environmentally focused. The 2nd Sustainable Development Strategy for Northern Ireland

has sought to dispel this misconception by including a series of distinct commitments on economic, social and environmental issues.

To ensure that the principles of sustainable development continue to become communicated and embedded into the council's activities, the Sustainable Development Steering Group will act as a main point of contact within the council for sustainable development issues arising from government, community and private sectors. The Group will also advocate and promote sustainable development actions as a core aspect of the council's contribution towards growing the city, taking account of any emerging obligations arising from the 2nd Northern Ireland Sustainable Development Strategy and associated implementation plans.

The Sustainable Development Steering Group will continue to facilitate the Office of the First Minister and deputy First Minister to take account of local authority perspectives in the development and implementation of the Sustainable Development Strategy and associated Implementation Plans through its representation on the OFMdfM led Sustainable Development Strategy Implementation Plan Steering Group. This may include assisting OFMdfM to develop local authority guidance on complying with the statutory duty on sustainable development. The council has agreed already that that any compliance reporting mechanism should be straightforward and proportionate.

The Group will also assist council departments to identify and contribute towards the priority action areas of the Sustainable Development Strategy for Northern Ireland and Implementation Plans and to comply with the requirements of the statutory duty on sustainable development.

The Sustainable Development Steering Group will continue to promote sustainable development throughout the council and further afield by the use of printed media such as City Matters and Intercom and via the council's intranet and website. The Group will recognise, promote and replicate good practice where it is appropriate and practical to do so.

Increasing the number of jobs in the low carbon economy

The Sustainable Development Steering Group will seek opportunities to develop low carbon jobs through diversion of waste from landfill and recycling. Already, the council has taken steps to improve the environmental performance of local businesses through initiatives such as Business Improvement through Environmental Solutions (BITES) and the Green Business Enterprise Network (BEN) alongside programmes to "green" the council's supply chain by providing assistance in introducing environmental management systems for

contractors. This has involved a number of services, such as Waste Management and Economic Initiative Services working together, and the Procurement Unit developing new guidance. The Sustainable Development Steering Group will consider how it can feed into the regional “Green New Deal”²² and provide guidance, assistance and support on a sectoral and city-wide basis.

Driving sustainable, long-term investment in key infrastructure to support economic and social development.

The Sustainable Development Steering Group will help the council to apply the principles of sustainable development to development of the city and to the council’s regeneration and community planning initiatives, as well as to specific projects such as development of the Belfast City Masterplan and North Foreshore site.

The Belfast City Masterplan was developed by the council in 2003 to provide a framework for the development of Belfast until 2020. It was reviewed in 2009 to maximise opportunities for engagement with external strategies and stakeholders with regard to investment in the city. Accordingly, the council now wishes to integrate the objectives of the Masterplan with its initiatives on capital investment and economic development, including alignment with the City Investment Framework and the development of the Regional Economic Strategy.

Aligning our actions to ‘best practice’ European initiatives and objectives.

The Steering Group will ensure that sustainable development is progressed within a recognised ‘best practice’ performance framework and that our sustainable development initiatives are aligned to European ‘best practice’ through the implementation of the European Commission Reference Framework for Sustainable Cities (RFSC) for Belfast. The RFSC is a toolkit designed to assist those with responsibility for urban management and development to improve dialogue and action on sustainable development to secure long-term economic efficiency, environmental quality and social cohesion. Accordingly, it draws substantially upon the objectives of the Leipzig Charter on Sustainable European Cities²³ with the aim of improving policy-making on integrated urban development, with a particular focus on deprived neighbourhoods. By way of clarification, integrated urban development encompasses actions to create and ensure high quality public spaces, modernise infrastructure, improve energy efficiency and maintain a proactive approach towards innovation and lifelong learning.

²² The Green New Deal Group. www.greennewdealgroup.org

²³ Leipzig Charter. (2007). European Union Knowledge Network. www.eukn.org/E_library/Urban_Policy/Leipzig_Charter_on_Sustainable_European_Cities

The Sustainable Development Steering Group will continue to contribute towards the Eurocities Network²⁴ and to the activities of its working groups where appropriate. This includes leading on the implementation on the Eurocities Declaration on Climate Change for the city and other supporting initiatives such as the Green Digital Charter.

Funding for sustainable development projects

The Sustainable Development Steering Group will develop and submit annual applications to the council's Thematic and Capital Project budgets to support the delivery of its work activities and projects. All funding applications will be aligned to the council's corporate objectives and will demonstrate clearly the business case for each proposed project together with payback periods and any additional benefits.

The Group will also identify European and other funding streams to support the implementation of the action plan, for example, in the fields of energy conservation and sustainable transport, etc. Where required, the Group will identify suitable partners and develop and submit appropriate funding applications.

Monitoring progress with the Sustainable Development Action Plan

The Sustainable Development Steering Group has recommended that progress with this Action Plan will be dealt with through a standing agenda item at its monthly meetings. In addition, the council's CorVu strategic performance management system will be used to monitor contributions to corporate key performance indicators and to the council's strategic themes as identified in our Corporate Plan. Finally, the Sustainable Development Steering Group will provide progress reports to our Chief Officers' Management Team and Strategic Policy and Resources Committee as appropriate.

The Sustainable Development Steering Group will review and update the contents of this plan in response to emerging statutory or other sustainable development obligations.

²⁴ Eurocities is the network of major European cities which brings together local governments of more than 140 large cities in over 30 European countries.

Appendix A – Detailed Action Plan Project Proposals.

Environmental Management Systems.

<p align="center">Work Theme</p>	<p align="center">Implementation and refinement of environmental management systems.</p>
<p align="center">Objective. <i>(What we wish to achieve)</i></p>	<p>We will support Services and Units to develop and implement accredited environmental management systems including ISO 14001:2004 and BS8555:2003. We will provide auditing services to assist Services and Units to maintain their external accreditations, seeking to reduce external consultancy costs.</p>
<p align="center">Key tasks / milestones. <i>(Methodology)</i></p>	<ol style="list-style-type: none"> 1. Develop environmental policies. 2. Identify relevant environmental aspects of activities, products, and services under direct control, and those that can be influenced. 3. Ensure compliance with all legal and organisational requirements. 4. Establish, implement, and maintain environmental objectives and targets. 5. Ensure availability of appropriate resources to establish, implement, maintain, and improve environmental management systems. 6. Introduce procedures to monitor and measure key environmental characteristics. 7. Check for compliance and non-conformity. 8. Undertake periodic reviews of the environmental management system to ensure that it continues to be relevant.
<p align="center">Action By <i>(Including required contributions from other Departments / Services)</i></p>	<p align="center">Sustainable Development Manager, Service and Unit representatives.</p>
<p align="center">Timeframe <i>(Completion date for task)</i></p>	<p>This project will be ongoing in accordance with environmental management system accreditation schedules.</p>
<p align="center">Key performance questions. <i>(Measure of success)</i></p>	<p align="center">Are accredited environmental management systems in operation in Services and Business Units?</p>
<p align="center">Resources requirements. <i>(Financial / physical resource requirements)</i></p>	<p>Financial resources will be required if external consultancy support is required – the costs will be dependent on the complexity of the environmental management system. Staff time will also be required to develop environmental management system procedures and to assist in implementation. There will be periodic staff time requirements associated with training, communication and awareness raising initiatives.</p>
<p align="center">Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i></p>	<p>A lack of availability of appropriate financial resources to support the environmental management system. A lack of staff time or commitment. Need for extended external consultancy support. The environmental management system does not deliver the projected environmental and efficiency benefits.</p>

Communication requirements.
(How will the outcome of the process be communicated?)

EMS formal accreditation will be publicised both internally and externally when achieved. There will be ongoing promotion of environmental management system policies and procedures amongst staff. Progress towards the environmental management system objectives will be communicated to staff.

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Environmental Purchasing.

Work Theme	Green Procurement - 1
Objective. <i>(What we wish to achieve)</i>	We will encourage our staff to address the environmental impact of their procurement decisions. Where appropriate, we will encourage staff to assess the need to buy, assess if purchases are governed by environmental legislation, investigate the whole life costs of purchases incorporating operation and disposal costs and encourage departments to purchase environmentally friendly products where appropriate and economically feasible to do so.
Key tasks / milestones. <i>(Methodology)</i>	We will deliver a staff training programme to address green procurement issues, including assessing the environmental impact of purchases and addressing these impacts through 'green' specifications and the use of environmental evaluation criteria.
Action By <i>(Including required contributions from other Departments / Services)</i>	The Procurement Unit will source an external service provider to deliver the bespoke 'green' procurement training programme. We will require support from departments to embed green practices into their operations. Departments may have to make a financial contribution towards the cost of the course.
Timeframe <i>(Completion date for task)</i>	We will deliver two full-day environmental purchasing training courses. It is envisaged that each course will cater for around 10 council officers. The course will be offered on an annual basis.
Key performance questions. <i>(Measure of success)</i>	The number of officers attending procurement training. The number of course attendees who have put into practice the course training.
Resources requirements. <i>(Financial / physical resource requirements)</i>	The cost of an external service provider has been estimated at around £3,000 per annum. The Procurement Unit will be required to provide project management resources in order to support delivery of the courses.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	A lack of external funding will impact upon the delivery of the course.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	We will monitor and report on the number of staff attending courses. We will also promote the use of green procurement criteria in tenders and quotations.

Work Theme	Green Procurement - 2
Objective. <i>(What we wish to achieve)</i>	We will ensure that the council's Green Procurement Policy continues to be appropriate to the needs of council departments and units.
Key tasks / milestones. <i>(Methodology)</i>	The Procurement Unit will undertake a periodic review and update of our procurement policy.
Action By <i>(Including required contributions from other Departments / Services)</i>	A periodic review and update of the policy is to be completed by the Procurement Unit.
Timeframe <i>(Completion date for task)</i>	Ongoing throughout the duration of this plan.
Key performance questions. <i>(Measure of success)</i>	The updated Green Procurement Policy is accepted by Committee and adopted by council.
Resources requirements. <i>(Financial / physical resource requirements)</i>	There will be a Procurement Unit staff resource required to review and revise our Green Procurement Policy.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	None
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	The revised Green Procurement Policy will be promoted by the Sustainable Development Steering Group via Intercom, the Core Brief and Green Procurement Training.

Work Theme	Green Procurement - 3
Objective. <i>(What we wish to achieve)</i>	The Procurement Unit will maintain its externally accredited environmental management system – ISO 14001.
Key tasks / milestones. <i>(Methodology)</i>	The Procurement Unit will undergo periodic auditing in line with ISO 14001 requirements.
Action By <i>(Including required contributions from other Departments / Services)</i>	Procurement Unit / accredited ISO14001 auditors
Timeframe <i>(Completion date for task)</i>	Ongoing throughout the duration of this plan in accordance with ISO 14001 requirements.
Key performance questions. <i>(Measure of success)</i>	Is ISO 14001 accreditation maintained by the Procurement Unit?
Resources requirements. <i>(Financial / physical resource requirements)</i>	Procurement Unit staffing resources
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	None
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	Continuing ISO14001 accreditation will be highlighted via Intercom, the Core Brief and the council's external and internal websites.

Work Theme	Green Procurement - 4
Objective. <i>(What we wish to achieve)</i>	We will encourage and assist departments and services to identify any adverse environmental impacts of tenders issued through the Procurement Unit. We will help departments and services to reduce these impacts through the application of 'green' tender criteria as appropriate.
Key tasks / milestones. <i>(Methodology)</i>	The Procurement Unit will ensure that appropriate environmental evaluation criteria are considered during the tender process through developing appropriate specifications and encouraging suppliers to address their environmental impact.
Action By <i>(Including required contributions from other Departments / Services)</i>	The Procurement Unit will provide expert advice to departments / services input to help them develop 'green' tenders. Departmental and Service level resources will be required to research and specify environmentally friendly alternatives.
Timeframe <i>(Completion date for task)</i>	Ongoing throughout the duration of this plan
Key performance questions. <i>(Measure of success)</i>	Number of suppliers addressing their environmental impact.
Resources requirements. <i>(Financial / physical resource requirements)</i>	Procurement Unit and buying Department staff resources.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	There may be a lack of commitment from departments and services towards developing green tender specifications.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	Communicated through the ISO 14001 environmental management system

Work Theme	Green Procurement - 5
Objective. <i>(What we wish to achieve)</i>	We will reduce any adverse environmental impacts associated with doing business with Belfast City Council
Key tasks / milestones. <i>(Methodology)</i>	We will help our suppliers to reduce their adverse environmental impacts and costs associated with doing business with the council by reducing the number of paper invoices suppliers have to issue through the introduction of electronic purchase cards.
Action By <i>(Including required contributions from other Departments / Services)</i>	The Procurement Unit will identify an appropriate purchase card and accounting reconciliation processes. We will require guidance from the Finance and Resources Department and business support from the Strategic Finance Group. We will also undertake a review of our suppliers in order to develop appropriate targets for introduction of purchase of cards and the number of paper invoices to be removed. Cross-departmental teams comprising of representatives from Corporate Finance, the Procurement Unit as well as departmental business managers and contract managers will carry out this task.
Timeframe <i>(Completion date for task)</i>	1 st April 2012
Key performance questions. <i>(Measure of success)</i>	% reduction in number of paper based invoices produced by suppliers.
Resources requirements. <i>(Financial / physical resource requirements)</i>	There will be cost associated with the use of purchase cards. The Procurement Unit will determine the costs implications of the cards as well as completing an analysis of our supplier base to identify those suppliers willing to trial the purchase cards. The Procurement Unit and Financial Services Unit will introduce purchase cards to the tendering system and throughout the life of the contract. Financial Services will also manage the roll out of purchase cards to council departments, There will be a Financial Services resource in administering the reconciliation of invoices, the identification or purchase card users and the delivery of appropriate training.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	Business Managers' may be unwillingness to use purchase cards. Financial Services resistance to carrying out invoice reconciliation processes. A lack of resources within Financial Services and the Procurement Unit may result in the unit being unable to project manage the implementation of the purchase cards.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	The implementation of purchase cards will be promoted through the Business Managers' Group and via the Financial Services Section.

Work Theme	Green Procurement - 6
Objective. <i>(What we wish to achieve)</i>	We will help our suppliers to reduce any adverse environmental impacts associate with of doing business with Belfast City Council
Key tasks / milestones. <i>(Methodology)</i>	We will reduce the environmental impact, levels of paper use and cost to suppliers of tendering for Belfast City Council contracts.
Action By <i>(Including required contributions from other Departments / Services)</i>	The Procurement Unit will introduce the use of an e-sourcing system throughout council departments
Timeframe <i>(Completion date for task)</i>	April 2012
Key performance questions. <i>(Measure of success)</i>	% of council tenders sourced through e-tendering system. The number of quotations sourced through the e-sourcing system.
Resources requirements. <i>(Financial / physical resource requirements)</i>	There is a financial cost of approximately £90,000 associated with introducing and operating the e-tendering system. Procurement Unit and departmental resources will be required to configure the system for departmental use. A project manager will be required for corporate project delivery and implementation of the e-tendering system. Procurement officers and individual departments will need to provide sufficient resources to undertake electronic sourcing.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	At present, no resources have been identified within departments to undertake electronic sourcing. There may also be a lack of Procurement Unit resources to project manage the implementation of this e-tendering system.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	Briefing sessions will be provided by the e-sourcing supplier. Training sessions will be provided by the project manager.

Work Theme	Green Procurement - 7
Objective. <i>(What we wish to achieve)</i>	We will help to our suppliers to reduce their adverse environmental impacts.
Key tasks / milestones. <i>(Methodology)</i>	In the first two years of this plan, we will investigate and develop a series of environmental action plans supported with appropriate environmental key performance indicators (eKPIs) for a sample of our long-term contracts in order to help our suppliers to reduce their adverse environmental impacts. This will initially involve devising a methodology for selecting contracts, devising a programme for developing environmental action plans and eKPIs and implementing supplier development. Departmental contract managers will implement the actions.
Action By <i>(Including required contributions from other Departments / Services)</i>	The Procurement Unit will develop a methodology for selecting appropriate suppliers. It will also develop the methodology for developing environmental action plans and ensuring supplier commitment. The Procurement Unit will consult with departments on a pilot of this scheme with a view to securing appropriate buy in, obtaining input into the methodology and developing contract eKPIs.
Timeframe <i>(Completion date for task)</i>	April 2013
Key performance questions. <i>(Measure of success)</i>	There will be two measures of success for this project: 1. From the sample of contracts identified, the number of contracts implementing environmental action plans. 2. Of the contracts implementing environmental action plans / eKPIs, the number of eKPIs attained.
Resources requirements. <i>(Financial / physical resource requirements)</i>	Procurement Unit and departmental contract managers will be develop the pilot methodology and identify, implement and monitor contract eKPIs. Third party consultancy support may be required to devise, implement and monitor the pilot phase.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	Lack of departmental buy in. No resources identified in departments to manage such a process. Lack of procurement unit resources to implement such an initiative Lack of 3 rd party financial resources to support the pilot phase.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	The outcome from the pilot will be incorporated into the council's environmental purchasing course. The course will incorporate case studies from the pilot. In addition, the environmental purchasing course will be updated to incorporate exercises that encourage participants to devise environmental contract eKPIs that can be applied to existing departmental contracts.

Energy and carbon management.

Work Theme	Energy management - 1
Objective. <i>(What we wish to achieve)</i>	We will review the manner in which we procure our utilities including electricity and natural gas to achieve the best possible price and maximise support from our utility providers.
Key tasks / milestones. <i>(Methodology)</i>	We will develop and issue a competitive tender for the supply of natural gas to our premises. We will also collaboratively develop with other Northern Ireland local authorities a tender for the supply of electricity to our premises to ensure that we secure the best possible price.
Action By <i>(Including required contributions from other Departments / Services)</i>	Energy Manager and Procurement Manager.
Timeframe <i>(Completion date for task)</i>	Depending upon the duration of the contracts, we will develop and issue subsequent tenders in April either annually or biannually.
Key performance questions. <i>(Measure of success)</i>	Have we been able to source and secure an appropriate supply of green electricity at a competitive price?
Resources requirements. <i>(Financial / physical resource requirements)</i>	Officer time to undertake market research, develop tender specifications, issue tender documents and evaluate responses.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	Tendering will have to be scheduled to ensure that there is continuity of energy supply for council premises.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	We will publicise the outcome of our tendering exercises, including cost savings, via City Matters.

Work Theme	Energy Management - 2
Objective. <i>(What we wish to achieve)</i>	To improve the accuracy of our monitoring and reporting of energy use, we will install automatic meters at our larger sites. We will also work with our suppliers to put in place arrangements for accessing our energy usage.
Key tasks / milestones. <i>(Methodology)</i>	We will work to install automatic meter readings at our larger sites.
Action By <i>(Including required contributions from other Departments / Services)</i>	Energy Manager and Central Transactions Unit with support from ISB as required.
Timeframe <i>(Completion date for task)</i>	We will have completed this monitoring project by December 2011 however, monitoring and reporting of energy usage will continue throughout the duration of this plan. Reporting of energy may also be determined by government schedules.
Key performance questions. <i>(Measure of success)</i>	Are we able to gather information on our building energy usage via our procurement software? Are we able to obtain accurate and timely energy consumption data from our suppliers? Is the number of estimated bills falling, as the automatic reading process takes over?
Resources requirements. <i>(Financial / physical resource requirements)</i>	There will be time requirements from both the Energy Manager and the Central Transactions Unit. We will also have to liaise with our utility suppliers.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	There is a risk that energy monitoring may be duplicated by various sections of the council that collate the same information but for different purposes.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	We will use our energy consumption data to advise managers and staff how effectively they are using energy.

Work Theme	Energy management - 3
Objective. <i>(What we wish to achieve)</i>	We will continue to identify and put forward for funding a prioritised range of energy projects that will help cut our energy usage, reduce our carbon emissions and save us money,
Key tasks / milestones. <i>(Methodology)</i>	We will research, develop and put forward a range of prioritised energy conservation projects. The project proposals will, as a minimum, specify costs, payback periods and carbon savings.
Action By <i>(Including required contributions from other Departments / Services)</i>	Energy Manager.
Timeframe <i>(Completion date for task)</i>	We will typically develop projects on an annual basis to coincide with our budgetary processes and the availability of external sources of funding.
Key performance questions. <i>(Measure of success)</i>	Has a range of energy conservation projects been developed on an annual basis?
Resources requirements. <i>(Financial / physical resource requirements)</i>	Staff time will be required to research and develop a range of energy conservation projects. In some circumstances, we may require specialist external consultancy support to help undertake technical feasibility studies.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	We may not be able to secure appropriate levels of funding to take forward projects.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	Where appropriate, we will publicise innovative energy conservation projects through City Matters, Intercom, the council's intranet and our external website.

Work Theme	Energy management - 4
<p>Objective. <i>(What we wish to achieve)</i></p>	<p>To ensure that the council complies with the requirements of the Energy Performance of Buildings (Certificates and Inspections) Regulations (Northern Ireland) 2008 and its amendments, the requirements of the Department of Climate Change (DECC) Carbon Reduction Commitment Energy Efficiency Scheme (CRC EES) and the reporting requirements of the Department of Finance and Personnel Public Sector Energy Campaign.</p>
<p>Key tasks / milestones. <i>(Methodology)</i></p>	<p>We will ensure that we display and update Display Energy Certificates (DECs) in qualifying premises. We will maintain an overview of the Energy Performance of Buildings Regulations to prepare for a strengthening of the requirements for DECs.</p> <p>We will ensure that the council complies with the statutory requirements of the CRC EES. This will include calculating annual carbon emissions associated with our building energy consumption, reporting this data and purchasing an appropriate number of carbon allowances.</p> <p>We will continue to provide building energy consumption data to the Department of Finance and Personnel under the provisions of the Public Sector Energy Campaign.</p>
<p>Action By <i>(Including required contributions from other Departments / Services)</i></p>	<p>Energy Manager, Sustainable Development Manager, and other registered CRC EES participants</p>
<p>Timeframe <i>(Completion date for task)</i></p>	<p>At present, DECs must be updated on an annual basis. A detailed timetable for CRC EES participation is contained within the User Guide. Building energy consumption data is submitted to DFP on an annual basis.</p>
<p>Key performance questions. <i>(Measure of success)</i></p>	<p>Are DECs recalculated on an annual basis for qualifying premises? Are DECs displayed in prominent locations in accordance with the legislation? Are carbon emissions reported and allowances purchased in accordance with the CRC EES timetable?</p>
<p>Resources requirements. <i>(Financial / physical resource requirements)</i></p>	<p>Staff time. To continue to issue DECs, our Energy Manager must maintain formal assessor accreditation.</p>
<p>Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i></p>	<p>Energy consumption data is not submitted to the DFP or DECC in accordance with the legislative timetables.</p>
<p>Communication requirements. <i>(How will the outcome of the process be communicated?)</i></p>	<p>Government has indicated that it will publish an annual performance leagues table for the CRC EES. Our place in that table will be determined by year on year improvements in our energy efficiency.</p>

Work Theme	Energy Management - 5
<p>Objective. <i>(What we wish to achieve)</i></p>	<p>We will conduct an assessment of the economic impact of European and United Kingdom climate change legislation on Belfast city. The review will assess the potential impacts of legislation, regulation and policies on Belfast in order to help develop a coherent framework of measures to minimise our corporate impact on the climate and to investigate how adopting a climate change focus for the city could support existing businesses and help to create new opportunities.</p>
<p>Key tasks / milestones. <i>(Methodology)</i></p>	<p>A formal review of the economic impact of European and United Kingdom climate change legislation on Belfast City has been completed. The review has been used to inform the council's climate change mitigation and adaptation initiatives. The review has also been used to support existing environmental industries and identify new business opportunities.</p>
<p>Action By <i>(Including required contributions from other Departments / Services)</i></p>	<p>Sustainable Development Steering Group members in collaboration with the council's Economic Development Unit.</p>
<p>Timeframe <i>(Completion date for task)</i></p>	<p>April 2013</p>
<p>Key performance questions. <i>(Measure of success)</i></p>	<p>Has a review of the economic impact of climate change legislation on Belfast been completed? Have the council's climate change mitigation and adaptation initiatives been informed by the review? Have business opportunities identified via the review been pursued?</p>
<p>Resources requirements. <i>(Financial / physical resource requirements)</i></p>	<p>Staff time. Financial resources will be required if an external consultant is required to assist with the review,</p>
<p>Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i></p>	<p>Appropriate financial and staff resources are not available to conduct the review.</p>
<p>Communication requirements. <i>(How will the outcome of the process be communicated?)</i></p>	<p>The outcome of the review will be publicised via our website and Citymatters magazine as appropriate.</p>

Waste Management.

Work Theme	Waste management – 1
Objective. <i>(What we wish to achieve)</i>	We will develop and implement an internal waste action plan to instil good practice for waste management for council services.
Key tasks / milestones. <i>(Methodology)</i>	We will prepare and adopt an internal waste action plan. To ensure that implementation of individual actions is owned; they will be planned and tracked within relevant services. The key milestone is that actions are completed.
Action By <i>(Including required contributions from other Departments / Services)</i>	Development and implementation of the action plan will be supervised by Waste Management staff and overseen by the Sustainable Development Steering Group. Individual actions will be owned and implemented by agreed parties. Chief Officers Management Team support will be required to ensure that actions are accepted and successful.
Timeframe <i>(Completion date for task)</i>	The action plan will be prepared by August 2011 A high-level project plan incorporating all actions will be in place by November 2011. Actions will be planned and tracked on an individual basis.
Key performance questions. <i>(Measure of success)</i>	Does the Action Plan provide a practical and measurable approach to improving waste management within the council? Has ownership been agreed for the individual actions? Are individual actions being progressed according to plan? Are our wastes being handled in accordance with legislative requirements? Are good waste management practices widely in place throughout the council? Are our wastes being measurably reduced? Are our levels of reuse and recycling measurably increasing?
Resources requirements. <i>(Financial / physical resource requirements)</i>	Waste management staff and members of the SDSG will be required to oversee development and implementation of the action plan. Resources for individual actions will be scoped during detailed planning.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	Departments, services and employees may be unwilling to take responsibility for managing their wastes.

Communication requirements.
(How will the outcome of the process be communicated?)

The internal waste action plan will be promoted via Intercom, the Core Brief and the council's intranet. Some actions may need to be incorporated into Service and Departmental plans. Training may be required for council Departments and Services.

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Work Theme	Waste management – 2
Objective. <i>(What we wish to achieve)</i>	We will provide good practice guidance to assist council staff to manage their wastes effectively and in accordance with relevant legislation, such as the Duty of Care.
Key tasks / milestones. <i>(Methodology)</i>	The guidance is published. The guidance has been promoted throughout the council. The guidance is widely in use throughout the council.
Action By <i>(Including required contributions from other Departments / Services)</i>	Development of the good practice guidance will be supervised by Waste Management Service Staff and the Sustainable Development Steering Group. COMT support will be required to ensure that the guidance is heeded.
Timeframe <i>(Completion date for task)</i>	The waste management guidance will be published by August 2011. Active initial promotion of the guidance will be completed by January 2012. The waste management guidance will be promoted to staff on an ongoing basis.
Key performance questions. <i>(Measure of success)</i>	Is the guidance simple, practical and easy to use? Is the guidance easily available to all staff? Is the guidance widely used? Do staff find the guidance beneficial?
Resources requirements. <i>(Financial / physical resource requirements)</i>	Waste management staff and members of the Sustainable Development Steering Group will be required to oversee development and promotion of the best practice guidance.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	Departments, Services and employees may be unwilling to take responsibility for managing their wastes. Supplementary training may be required for council Departments and Services.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	The good practice guidance will be promoted via Intercom, the Core Brief and the council's intranet. Supplementary training may be required for council Departments and Services.

Work Theme	Waste management – 3
Objective. <i>(What we wish to achieve)</i>	We will develop a standard system of monitoring waste to assist managers across the organisation to record, report and take action on managing their waste performance on an ongoing basis. The system will incorporate an interface with Audit, Governance & Risk Services.
Key tasks / milestones. <i>(Methodology)</i>	Improve the reliability of the current system and increase awareness and use of the data. Develop a more sophisticated, standardised system to account for all supply and waste streams arising across the organisation. Rollout of a pilot and training to a limited number of Services. Council-wide rollout and training.
Action By <i>(Including required contributions from other Departments / Services)</i>	Development of the system will be supervised by Waste Management Service Staff and the Sustainable Development Steering Group. Audit, Governance & Risk Services staff will be consulted with respect to specification of the system/process. ISB are likely to be involved with respect to specification, design and build of the system. COMT support will be required to ensure that the system is used.
Timeframe <i>(Completion date for task)</i>	The new system will be in widespread use by autumn 2013.
Key performance questions. <i>(Measure of success)</i>	Does the system provide an easy-to-interpret picture of waste management performance across the organisation? Is the system reliable and easy to use? Is the system in council-wide use?
Resources requirements. <i>(Financial / physical resource requirements)</i>	Development of the system will require consultation with a range of council Services. Cost needs to be scoped, but it is expected that the system will consist primarily of a simple database...
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	Development of an appropriate system may be more complex, involved or costly than expected. Departments, Services and employees may be unwilling to take responsibility for managing their wastes. Supplementary processes may need to be put in place to support the new system.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	Waste management performance data will be publicised via Intercom and the council's intranet

Work Theme	Waste management – 4
Objective. <i>(What we wish to achieve)</i>	We will undertake a procurement exercise for the next waste characterisation study in 2012 at a representative sample of our premises in order to assess legislative compliance and progress in waste reduction, reuse and recycling.
Key tasks / milestones. <i>(Methodology)</i>	Collect all waste from a range of premises during a summer and winter week. Separate and weigh the waste to identify the separate waste streams, weights of each produced, and levels of reuse and recycling. Identify locations where waste is not being handled in accordance with legislative requirements
Action By <i>(Including required contributions from other Departments / Services)</i>	Waste Management Staff, Sustainable Development Manager and consultative support.
Timeframe <i>(Completion date for task)</i>	April 2013
Key performance questions. <i>(Measure of success)</i>	Does the study provide a clear picture of the character of the council's waste?
Resources requirements. <i>(Financial / physical resource requirements)</i>	The waste characterisation study will require the assistance of Waste Management and Facilities Management staff and the support of managers at those sites to be sampled. It is anticipated that a consultant will be appointed to undertake the waste characterisation study.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	Previous waste characterisation studies have been supported by the council's thematic budget. It is unclear whether this funding will continue to be available throughout the duration of this action plan.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	The outcome of the waste characterisation study will be presented to the Chief Officers' Management Team for consideration. A summary of the study will be provided also to the council for note.

Work Theme	Waste management – 5
Objective. <i>(What we wish to achieve)</i>	To investigate options for extending the range of materials that can be recycled at council premises.
Key tasks / milestones. <i>(Methodology)</i>	We will research options for extending the range of materials that can be recycled at council premises to include for example, waste food, glass and batteries. The research will consider economic and other operational resource requirements for providing additional collections. It will take account also of the requirements of the revised Waste Framework Directive (2008/98/EC).
Action By <i>(Including required contributions from other Departments / Services)</i>	Waste Management, Cleansing Services and Facilities Management staff.
Timeframe <i>(Completion date for task)</i>	Ongoing throughout the plan period.
Key performance questions. <i>(Measure of success)</i>	Have we extended the range of materials that it is economically and operationally appropriate to recycle? Do our internal waste management practices take account of the revised provisions of the Waste Framework Directive?
Resources requirements. <i>(Financial / physical resource requirements)</i>	Provision of additional waste storage receptacles to council premises. Facilities management staff will be required to handle the additional waste streams at each of our premises. Cleansing Services staff and/or external contractors may be required to provide additional collections. Staff at our premises will be required to segregate additional waste streams for recycling.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	The Waste Management Service may have insufficient capacity to research and administer the changes.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	Proposals will be presented initially to the Chief Officers' Management Team for consideration. If appropriate, recommendations will be provided to the council for adoption.

Work Theme	Waste management – 6
Objective. <i>(What we wish to achieve)</i>	To promote the benefits of ISO14001, ISO9001 and OHSAS 18001 accreditations, and assist other interested Services in obtaining them, depending upon resource availability.
Key tasks / milestones. <i>(Methodology)</i>	To help reduce the council's adverse environmental impacts and those of its suppliers, the Waste Management Service will maintain its own health and safety, environmental management and quality systems accreditations and assist other Services in obtaining same. This objective links to the Procurement Unit's commitment to reducing the adverse environmental impacts associated with doing business with the council.
Action By <i>(Including required contributions from other Departments / Services)</i>	Waste Management Service and other interested Services; contractors; auditors.
Timeframe <i>(Completion date for task)</i>	Ongoing throughout the plan period.
Key performance questions. <i>(Measure of success)</i>	Are the council's number of ISO14001, ISO 9001 and OHSAS 18001 accreditations increased? Are the provisions of council Services' environmental and other management systems being applied to both internal and external contractors?
Resources requirements. <i>(Financial / physical resource requirements)</i>	Waste Management and other interested Services' staff time. Internal and external systems auditing will be required in accordance with ISO and OHSAS requirements
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	Existing accreditations are not maintained. Lack of interest from other Services. Environmental and other management systems are not applied to internal and external contractors.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	All Services' accreditations will be promoted at their operational locations and via the council's external website and its procurement documents.

Work Theme	Waste management – 7
Objective. <i>(What we wish to achieve)</i>	To assess whether the objective of reducing our waste to 90% of 2006 levels by 2012 has been met.
Key tasks / milestones. <i>(Methodology)</i>	Plot the council's waste performance, using the various sources of information.
Action By <i>(Including required contributions from other Departments / Services)</i>	Waste Management Service.
Timeframe <i>(Completion date for task)</i>	Complete by April 2013.
Key performance questions. <i>(Measure of success)</i>	Has the council's waste been reduced to 90% of 2006 levels by 2012?
Resources requirements. <i>(Financial / physical resource requirements)</i>	Waste Management staff.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	Inadequate data for a definitive outcome. The target is not met.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	The result will be reported to COMT and council. The result will be communicated via Intercom and the council's intranet.

Sustainable transport.

Work Theme	Sustainable transport - 1
<p>Objective. <i>(What we wish to achieve)</i></p>	<p>We will promote the concept of sustainable transport to stakeholders and government departments in line with the council's Transport Policy. We will also apply the provisions of our Transport Policy to the council's emerging community planning and development control functions.</p>
<p>Key tasks / milestones. <i>(Methodology)</i></p>	<p>We will use the council's transport policy to help inform the development of government policy and documents such as the regional development and planning documents, as well as to other transport initiatives including, for example, the rapid transit system and city centre traffic management proposals.</p>
<p>Action By <i>(Including required contributions from other Departments / Services)</i></p>	<p>Sustainable Development Steering Group members in collaboration with the Planning and Transport Manager.</p>
<p>Timeframe <i>(Completion date for task)</i></p>	<p>Ongoing throughout the duration of this plan but linked to government consultation schedules.</p>
<p>Key performance questions. <i>(Measure of success)</i></p>	<p>Are the provisions of the Transport Policy informing the development of council and government policies?</p>
<p>Resources requirements. <i>(Financial / physical resource requirements)</i></p>	<p>Staff time from members of the Sustainable Development Steering Group.</p>
<p>Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i></p>	<p>There is a risk that the council's objectives for sustainable transport will not be integrated into government policy. Also, there is a need to continue to promote the policy internally to ensure that council staff are aware of our objectives and integrate them into work activities where appropriate to do so.</p>
<p>Communication requirements. <i>(How will the outcome of the process be communicated?)</i></p>	<p>Our Transport Policy is available in paper format from the Development Department Planning and Transport Unit and via the council's external website.</p>

Work Theme	Sustainable transport - 2
Objective. <i>(What we wish to achieve)</i>	Assist the Planning and Transport Manager to develop a workplace travel plan for council staff that will identify also sustainable transport options for our vehicle fleet and for workplace parking provision.
Key tasks / milestones. <i>(Methodology)</i>	A Workplace Travel Plan has been developed, adopted and implemented by the council. It is likely that the plan will include references to the cycle to work, TaxSmart, car share and train travel schemes. The workplace travel plan is used to inform management of the council's property assets.
Action By <i>(Including required contributions from other Departments / Services)</i>	Sustainable Development Manager.
Timeframe <i>(Completion date for task)</i>	August 2011
Key performance questions. <i>(Measure of success)</i>	Has a workplace travel plan been developed and implemented for council staff?
Resources requirements. <i>(Financial / physical resource requirements)</i>	A dedicated member of staff may be required for a limited period to assist with promoting the content, objectives and targets of the workplace Travel Plan.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	Staff may not wish to adopt more sustainable forms of transport and continue to rely substantially upon the private car for workplace travel.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	The workplace travel plan will be promoted via intercom, the Core Brief and our intranet.

Work Theme	Sustainable transport - 3
Objective. <i>(What we wish to achieve)</i>	To continue to operate and manage the council's cycle to work scheme.
Key tasks / milestones. <i>(Methodology)</i>	We will resume the council's cycle to work scheme having regarding to Her Majesty's Revenue and Customs guidance regarding residual cycle values.
Action By <i>(Including required contributions from other Departments / Services)</i>	Sustainable Development Manager and Finance and Resources Department staff.
Timeframe <i>(Completion date for task)</i>	Updating of the scheme terms and conditions May 2011 Commencement of the scheme June 2011 The cycle to work scheme will operate throughout the duration of this plan
Key performance questions. <i>(Measure of success)</i>	Number of council staff participating in the cycle to work scheme. Number of organisations assisted to introduce a cycle to work scheme.
Resources requirements. <i>(Financial / physical resource requirements)</i>	Financial resources to support the purchase of the cycles. Staff time.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	Staff may be discouraged from joining the bike to work scheme as a result the revised terms and conditions and the more complex treatment of the residual value of the equipment.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	The scheme will be promoted via Intercom, the Core Brief and the council's intranet.

Work Theme	Sustainable transport - 4
Objective. <i>(What we wish to achieve)</i>	To continue to operate and manage the council's TaxSmart annual bus travel scheme.
Key tasks / milestones. <i>(Methodology)</i>	Continue to process and authorise TaxSmart applications for our staff in collaboration with Translink.
Action By <i>(Including required contributions from other Departments / Services)</i>	Sustainable Development Manager and Finance and Resources Department staff. Partner working with Translink.
Timeframe <i>(Completion date for task)</i>	The TaxSmart scheme will operate throughout the duration of this plan
Key performance questions. <i>(Measure of success)</i>	Number of council staff participating in the TaxSmart scheme.
Resources requirements. <i>(Financial / physical resource requirements)</i>	Financial resources to support the purchase of the cycles. Staff time.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	Staff may choose not to participate in the TaxSmart scheme.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	The scheme will be promoted via Intercom, the Core Brief and the council's intranet.

Work Theme	Sustainable transport - 5
Objective. <i>(What we wish to achieve)</i>	To investigate options for the introduction of a salary advance scheme to support the purchase of annual train commuter tickets.
Key tasks / milestones. <i>(Methodology)</i>	Liaise with the Department for the Environment regarding the legal vires to introduce a salary advance scheme for the purchase of annual train commuter tickets. Agree terms and conditions for the scheme in collaboration with the Human Resources and Finance and Resources Departments.
Action By <i>(Including required contributions from other Departments / Services)</i>	Sustainable Development Manager and Finance and Resources Department staff. Partner working with Translink.
Timeframe <i>(Completion date for task)</i>	May 2011 - Establish vires to operate the scheme. August 2011 – Subject to the appropriate vires, introduce a salary advance scheme to support the purchase of annual train commuter tickets.
Key performance questions. <i>(Measure of success)</i>	Number of council staff participating in the salary advance scheme.
Resources requirements. <i>(Financial / physical resource requirements)</i>	Staff time. Financial resources to support the purchase of the annual train commuter tickets.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	Legal constraints may prevent the council from introducing the scheme Staff may choose not to participate in the annual train commuter ticket scheme.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	The scheme will be promoted via Intercom, the Core Brief and the council's intranet.

Work Theme	Sustainable transport - 6
Objective. <i>(What we wish to achieve)</i>	To continue to operate and manage the council's TravelWise NI / Liftshare car share scheme.
Key tasks / milestones. <i>(Methodology)</i>	Continue to encourage staff to register and utilise the council's web-based car share scheme in order to reduce single car occupancy and levels of traffic congestion.
Action By <i>(Including required contributions from other Departments / Services)</i>	Sustainable Development Manager Partner working with the Department for Regional Development TravelWise Unit.
Timeframe <i>(Completion date for task)</i>	The car share scheme will continue to operate throughout the duration of this action plan.
Key performance questions. <i>(Measure of success)</i>	Number of council staff registered and using the car share scheme
Resources requirements. <i>(Financial / physical resource requirements)</i>	Staff time. Financial resources to support the purchase of the annual software licence.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	Staff may choose not to register and to utilise the car share scheme.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	The scheme will be promoted via Intercom, the Core Brief and the council's intranet.

Work Theme	Sustainable transport - 7
Objective. <i>(What we wish to achieve)</i>	Continue to support the Northern Ireland 'Plugged in Places' zero emission vehicle (ZEV) consortium funding bid.
Key tasks / milestones. <i>(Methodology)</i>	To conduct research into the feasibility of purchasing zero emission vehicles for the council's vehicle fleet. To consider options for providing publicly accessible zero emission vehicle recharging points at council owned sites.
Action By <i>(Including required contributions from other Departments / Services)</i>	Sustainable Development Manager, Fleet Management Unit.
Timeframe <i>(Completion date for task)</i>	October 2011 – Subject to commercial availability, conduct research into the feasibility of purchasing zero emission vehicles including, for example, the Renault Kangoo ZEV for the council's vehicle fleet. In accordance with the Department for Transport funding schedule, consider options for providing publicly accessible zero emission vehicle recharging points at council owned sites.
Key performance questions. <i>(Measure of success)</i>	Has research being completed into options for purchasing of zero emission vehicles for our fleet? Has the council reached a decision regarding the siting of publicly accessible recharging points at council owned sites?
Resources requirements. <i>(Financial / physical resource requirements)</i>	Depending upon the configuration of the vehicle and operating conditions, the council may be required to install dedicated recharging points for its fleet vehicles. The Sustainable Development Manager will assist the Fleet Management Unit to identify vehicles that are subject to the government's zero emission vehicle retail incentive.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	At present, the cost of zero emission vehicles is typically greater than their diesel and petrol counterparts. The market for such vehicles may not develop in line with government expectations and therefore, retail costs may not reduce significantly over the lifetime of this plan. Zero emissions vehicles may not be appropriate to the council's operational requirements.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	If Zero Emission Vehicles or charging points are introduced, we will publicise them through Interlink, City Matters and through our intranet and external website.

Work Theme	Sustainable transport - 8
<p>Objective. <i>(What we wish to achieve)</i></p>	<p>Sustainable Development Steering Group members will assist a Strategic Investment Board and Belfast City Council convened Advisory Team to carry out an options review of the current proposals for improved connectivity between East Belfast and Belfast Harbour Estate/Titanic Quarter to include pedestrian and cycle linkages.</p>
<p>Key tasks / milestones. <i>(Methodology)</i></p>	<p>The Advisory Team will undertake an options review of the current proposals for improved connectivity between East Belfast and Belfast Harbour Estate/Titanic Quarter. The Advisory Team will be also required to develop a risk register that identifies the potential risks that could impact on the viability and deliverability of the project, and the mitigation measures necessary to manage those risks. The Review will also identify what further conditions or actions may be required to improve the feasibility and/or deliverability of the optimised solution, or that could provide greater accessibility/benefit.</p>
<p>Action By <i>(Including required contributions from other Departments / Services)</i></p>	<p>Director of Property and Projects. Sustainable Development Steering Group members</p>
<p>Timeframe <i>(Completion date for task)</i></p>	<p>June 2011</p>
<p>Key performance questions. <i>(Measure of success)</i></p>	<p>Have relevant stakeholders had the opportunity to contribute towards the review process? Has a review report been prepared to the agreed project timetable?</p>
<p>Resources requirements. <i>(Financial / physical resource requirements)</i></p>	<p>Staff time A consultant is to be appointed to undertake the review.</p>
<p>Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i></p>	<p>It is important to ensure that appropriate stakeholders have the opportunity to contribute towards the review process. A range of key stakeholders have already been identified.</p>
<p>Communication requirements. <i>(How will the outcome of the process be communicated?)</i></p>	<p>Copies of the final report are to be provided in both hard and soft copy format.</p>

Natural resource protection and environmental enhancement.

Work Theme	Natural resource protection and environmental enhancement - 1
Objective. <i>(What we wish to achieve)</i>	To conserve national and local priority species and habitats in Belfast. For example, red squirrel is a priority species and open water a priority habitat.
Key tasks / milestones. <i>(Methodology)</i>	We will complete actions identified in the 2011 – 2014 section of our Local Biodiversity Action Plan objective 1, including: <ul style="list-style-type: none"> • Completing a baseline habitat survey of prioritised sites across Belfast, • Working with council and external land managers to protect and enhance biodiversity in sites across Belfast • Where appropriate, designate sites as Local Nature Reserves
Action By <i>(Including required contributions from other Departments / Services)</i>	Biodiversity Officer and external partners
Timeframe <i>(Completion date for task)</i>	Ongoing throughout the plan period.
Key performance questions. <i>(Measure of success)</i>	Has a baseline habitat survey of prioritised sites across Belfast been completed? Has biodiversity been protected and enhanced through site management?
Resources requirements. <i>(Financial / physical resource requirements)</i>	Staff time, financial resources and specialist external consultancy support.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	There is a risk that the restructuring of the Parks and Leisure Department may impact upon delivery of projects. In addition, a failure to secure funding and a lack of engagement and support from external partners may affect completion of the actions within this objective. Funding has been secured to initiate the baseline habitat surveys but additional funding will be required to establish a comprehensive baseline.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	We will publicise information regarding our biodiversity projects on our website and through external partner communication channels.

Work Theme	Natural resource protection and environmental enhancement - 2
Objective. <i>(What we wish to achieve)</i>	To raise awareness of Biodiversity across Belfast.
Key tasks / milestones. <i>(Methodology)</i>	We will complete actions identified in the 2011 – 2014 section of our Local Biodiversity Action Plan objective 2, including: <ul style="list-style-type: none"> • Commissioning a report on the economic benefits of biodiversity in Belfast. • Establishing a baseline survey of biodiversity awareness in Belfast. • Producing an educational DVD on biodiversity for schools.
Action By <i>(Including required contributions from other Departments / Services)</i>	Biodiversity Officer and external partners.
Timeframe <i>(Completion date for task)</i>	Ongoing throughout the plan period.
Key performance questions. <i>(Measure of success)</i>	Has the percentage of residents with an understanding of biodiversity increased? Have the numbers of people attending promotional events increased? Are schools using the biodiversity DVD and how much awareness and interest has been generated?
Resources requirements. <i>(Financial / physical resource requirements)</i>	Staff time and availability of funding.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	There is a risk that the restructuring of the Parks and Leisure Department may impact upon delivery. In addition, a failure to secure funding and a lack of engagement and support from external partners may affect completion of the actions within this objective.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	We will publicise new biodiversity information on our website, via press releases and through external partner communication channels. We will also publicise our biodiversity initiatives through our Wild Belfast programme of events.

Work theme	Natural resource protection and environmental enhancement - 3
Objective <i>(What we wish to achieve)</i>	To get more people involved with biodiversity in Belfast and to develop effective partnerships across the city.
Key tasks or milestones <i>(Methodology)</i>	Completion of actions identified in 2011 – 2014 section of our Local Biodiversity Action Plan objective 3 including: <ul style="list-style-type: none"> • Ensuring continual links between the LBAP and the Sustainable Development Action Plan. • Working with other external organisations delivering training and increasing awareness both internally and externally.
Action by <i>(Including required contributions from other Departments and Services)</i>	Biodiversity Officer and external partners.
Timeframe <i>(Completion date for task)</i>	Ongoing throughout the plan period.
Key performance questions <i>(Measure of success)</i>	Are existing partnerships working effectively? Have new partnerships been developed? Have partnership projects been completed?
Resource requirements <i>(Financial and physical resource requirements)</i>	Belfast City Council staff time, external funding and external staff time.
Risks <i>(Issues affecting completion of the task to the agreed schedule)</i>	There is a risk that the restructuring of the Parks and Leisure Department may impact upon delivery of our biodiversity projects. In addition, a failure to secure funding and a lack of engagement and support from external partners may affect completion of the actions within this objective.
Communication requirements <i>(How will the outcome of the process be communicated?)</i>	We will publicise new biodiversity information on our website, via press releases and through external partner communication channels.

Work theme	Natural resource protection and environmental enhancement - 4
Objective <i>(What we wish to achieve)</i>	Produce an Urban Forestry Strategy for Belfast.
Key tasks or milestones <i>(Methodology)</i>	Completion of the strategy.
Action by <i>(Including required contributions from other Departments and Services)</i>	Woodland and Recreation Manager.
Timeframe <i>(Completion date for task)</i>	The strategy is to be completed by the end of 2012.
Key performance questions <i>(Measure of success)</i>	Production of the strategy and the adoption of appropriate targets.
Resource requirements <i>(Financial and physical resource requirements)</i>	Staff time.
Risks <i>(Issues affecting completion of the task to the agreed schedule)</i>	There is a risk that the restructuring of the Parks and Leisure Department may impact upon delivery of this project. A lack of effective consultation and engagement with external partners may impact upon the content of the strategy.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	We will publicise new information on our website and through press releases.

Work theme	Natural resource protection and environmental enhancement - 5
Objective <i>(What we wish to achieve)</i>	Increased ownership and utilisation of our parks; raised awareness of their value and environmental benefits through continued delivery of the 'Watch This Space' project.
Key tasks or milestones <i>(Methodology)</i>	We will work to meet our participation targets for 2011/2012, including working with primary schools, secondary or youth group level, summer events, Saturday clubs, and online worksheets. Appropriate strategy to sustain environmental education work in future years
Action by <i>(Including required contributions from other Departments and Services)</i>	Open Spaces and Active Living Manager External Service Provider
Timeframe <i>(Completion date for task)</i>	Ongoing throughout the plan period.
Key performance questions <i>(Measure of success)</i>	Numbers of pupils involved in scheme, number of schools targeted, attendances at events, Saturday clubs, and number of hits on website.
Resource requirements <i>(Financial and physical resource requirements)</i>	A budget of approximately £60,000 per year is required in order to continue the programme.
Risks <i>(Issues affecting completion of the task to the agreed schedule)</i>	Insufficient buy-in from secondary level, inability to sustain project beyond 2010.
Communication requirements <i>(How will the outcome of the process be communicated?)</i>	We will publicise new biodiversity information on our website and through press releases.

Work theme	Natural resource protection and environmental enhancement - 6
Objective <i>(What we wish to achieve)</i>	To ensure that the Council complies with any statutory duty on biodiversity
Key tasks or milestones <i>(Methodology)</i>	We will develop a Biodiversity Implementation Plan (BIP) for the council which will further the conservation of biodiversity. We will ensure that the Biodiversity Implementation Plan is delivered in accordance with any guidance produced by the Department of Environment.
Action by <i>(Including required contributions from other Departments and Services)</i>	Development and implementation of the Biodiversity Implementation Plan will be overseen by the Biodiversity Officer. Chief Officers Management Team support and Departmental commitment will be required to ensure that actions are accepted and successful.
Timeframe <i>(Completion date for task)</i>	This will be determined by the legislation.
Key performance questions <i>(Measure of success)</i>	Has a Biodiversity Implementation Plan been developed? Is the Biodiversity Implementation Plan being implemented across all Departments?
Resource requirements <i>(Financial and physical resource requirements)</i>	Staff time will be required to oversee the development and implementation of the Biodiversity Implementation Plan. Resources for individual actions will be scoped during the detailed planning process.
Risks <i>(Issues affecting completion of the task to the agreed schedule)</i>	There may be a lack of initial support within council departments.
Communication requirements <i>(How will the outcome of the process be communicated?)</i>	The Biodiversity Implementation Plan will be promoted via Intercom, the Core Brief and the council's intranet. Training may be required for individual council departments and services.

Advocating and communicating sustainable development.

Work Theme	Advocating and communicating - 1
<p>Objective. <i>(What we wish to achieve)</i></p>	<p>The Sustainable Development Steering Group will act as a main point of contact within the council for sustainable development issues arising from government, community and private sectors. The Group will seek also to advocate and promote sustainable development actions as a core underpinning to the council's added value proposition to the city, taking account of any emerging obligations arising from the 2nd Northern Ireland Sustainable Development Strategy and associated Implementation Plan.</p>
<p>Key tasks / milestones. <i>(Methodology)</i></p>	<p>Where appropriate and in accordance with the statutory duty on sustainable development, the Group will assist council departments to identify and contribute towards the priority action areas of the Sustainable Development Strategy for Northern Ireland and Implementation Plans and to comply with the requirements of the statutory duty on sustainable development.</p>
<p>Action By <i>(Including required contributions from other Departments / Services)</i></p>	<p>Sustainable Development Steering Group members.</p>
<p>Timeframe <i>(Completion date for task)</i></p>	<p>Ongoing throughout the duration of the plan but in accordance with OFMdfM requirements.</p>
<p>Key performance questions. <i>(Measure of success)</i></p>	<p>Are Departments and Services embedding the principles of sustainable development within their Value Creation Maps and within their day to day decision making processes?</p>
<p>Resources requirements. <i>(Financial / physical resource requirements)</i></p>	<p>Staff time</p>
<p>Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i></p>	<p>Departments and Services may be unable to embed the principles of sustainable development within their functions and activities without ongoing detailed support.</p>
<p>Communication requirements. <i>(How will the outcome of the process be communicated?)</i></p>	<p>The Sustainable Development Steering Group will continue to provide information regarding sustainable development initiatives via intercom, City Matters and the council's intranet and external websites.</p>

Work Theme	Advocating and communicating - 2
Objective. <i>(What we wish to achieve)</i>	To facilitate the Office of the First Minister and Deputy First Minister (OFMdfM) to take account of local authority perspectives in the development of the Northern Ireland Strategy and supporting Implementations Plans.
Key tasks / milestones. <i>(Methodology)</i>	The Sustainable Development Manager will continue to represent the Northern Ireland Local Government Association (NILGA) and the Society of Local Authority Chief Executives (SOLACE) on the OFMdfM led Sustainable Development Strategy Implementation Plan Steering Group.
Action By <i>(Including required contributions from other Departments / Services)</i>	Sustainable Development Manager
Timeframe <i>(Completion date for task)</i>	Ongoing throughout the duration of this action plan but in accordance with OFMdfM requirements.
Key performance questions. <i>(Measure of success)</i>	Does the Northern Ireland Strategy and supporting Implementations Plans accurately reflect local authority functions and contributions towards the Northern Ireland sustainable development agenda?
Resources requirements. <i>(Financial / physical resource requirements)</i>	Staff time
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	None
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	Communication will be undertaken principally by OFMdfM. The Sustainable Development Manager will continue to liaise with NILGA and SOLACE.

Work Theme	Advocating and communicating - 3
Objective. <i>(What we wish to achieve)</i>	To support, inform and expand the work of the Tidy Northern Ireland Eco-Schools initiative in within Belfast City Council area.
Key tasks / milestones. <i>(Methodology)</i>	<ol style="list-style-type: none"> 1. In Year 1, deliver a ~30% increase in Eco-Schools registrations from the current 70 Belfast schools to a new total of 90 schools participating by the end of March 2012. 2. Administer the programme for all schools within the Belfast City Council area including registrations, telephone support, production of six monthly council reports, production of regular newsletters, arrangement and completion of schools assessments, feedback, international reporting, general web maintenance, financial management, promotion, etc. 3. Target new schools in areas with low participation in household recycling schemes identified in consultation with Belfast City Council. 4. Support identified schools in working on the waste as their first Eco-Schools topic. 5. Promote the services available from Belfast City Council including the Resource Education and Promotions Team, and explain how this will assist schools in achieving Eco-Schools status. 6. Provide targeted actions via the school to encourage families to reduce waste going to landfill. 7. Provide information to schools to carry out waste audits, develop action plans on waste and obtain data on waste reduction in Eco-Schools. 8. Seek progression through the awards over a period of two years and encourage biennial re-application for Green Flag status. 9. Annually organise two cluster group meetings to promote Eco-Schools to new schools to assist in reaching the target registrations and to support registered schools in progressing through the awards
Action By <i>(Including required contributions from other Departments / Services)</i>	Tidy Northern Ireland, Biodiversity Officer, Cleansing Services and Waste Management staff, Sustainable Development Manager and Sustainable Development Steering Group staff.
Timeframe <i>(Completion date for task)</i>	This project proposal is initially for the financial year 2011-2012 however, it would be possible to extend it for a further two years at a commensurate rate.
Key performance questions. <i>(Measure of success)</i>	Has a 30% increase in Eco-Schools registrations from the current 70 schools to a new total of 90 schools participating by the end of March 2012 been achieved?
Resources requirements. <i>(Financial / physical resource requirements)</i>	Primarily, financial support for an Eco-Schools Project Officer, provision of project and promotional materials. The annual cost is estimated at £14,000 although this is a scaleable cost.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	Schools are disinterested in participating on the Eco-Schools initiative and consequently the 30% target is not achieved.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	The project proposal includes a requirement to provide six monthly progress reports to the council. We will publicise the programme and its outcomes via our City Matters Magazine and via our external website.

Work Theme	Advocating and communicating - 4
Objective. <i>(What we wish to achieve)</i>	We will assist the Fairtrade Belfast Steering Group to maintain Belfast's Fairtrade City accreditation by the Fairtrade Foundation and Fairtrade Mark Ireland. We will provide a venue for group meetings as well as administrative support to the Group. We will also provide council venues for Fairtrade promotional events. We will continue to host the Fairtrade Belfast website.
Key tasks / milestones. <i>(Methodology)</i>	Belfast's Fairtrade city accreditation is maintained.
Action By <i>(Including required contributions from other Departments / Services)</i>	Sustainable Development Manager and the Chief Executive's Department Corporate Communications Section.
Timeframe <i>(Completion date for task)</i>	Applications for continuing Fairtrade City Accreditation are required in January 2011 and biennially thereafter.
Key performance questions. <i>(Measure of success)</i>	Is Belfast's Fairtrade City accreditation maintained? Is the Fairtrade Belfast Steering group delivering promotional events throughout the year?
Resources requirements. <i>(Financial / physical resource requirements)</i>	Staff time, provision of venues for meetings and events and administrative support to the Group
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	The Fairtrade Belfast Group comprises representatives from commercial, retail, education and non governmental groups. In order to maintain Fairtrade City accreditation, contributions will be required from all group members.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	We will communicate information about our Fairtrade events via the Fairtrade Belfast website and via our City Matters magazine.

Aligning our actions to European best practice for sustainable development.

Work Theme	Participate in the development and implementation of the European Union Reference Framework for Sustainable Cities (RFSC) in Europe
Objective. <i>(What we wish to achieve)</i>	To assist the European Union to develop and test it's Reference Framework for Sustainable Cities in Europe. To implement the completed Reference Framework for Belfast to help align sustainable development initiatives for the city to the European Framework and to best practice.
Key tasks / milestones. <i>(Methodology)</i>	We will assist in the development and testing of the Reference Framework for Sustainable Cities in Europe. Once complete, we will use the Framework as a road map for delivering the council's sustainable development initiatives for the city.
Action By <i>(Including required contributions from other Departments / Services)</i>	Director of Health and Environmental Services, Director of the Property and Projects Department, European Officer and Sustainable Development Manager
Timeframe <i>(Completion date for task)</i>	The European Union has indicated that the initial development and testing phase is scheduled to be completed from February – June 2011. The Framework will then be used to inform council actions throughout the duration of this action plan.
Key performance questions. <i>(Measure of success)</i>	Has the council contributed effectively to the development and testing of the Reference Framework for Sustainable Cities in Europe? Has the Sustainable Development Steering Group assisted the council to implement the Framework for Belfast in order to help align sustainable development of the city to the European Framework and best practice?
Resources requirements. <i>(Financial / physical resource requirements)</i>	Staff time.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	Reference Framework for Sustainable Cities in Europe is not integrated effectively into the council's corporate processes and objectives.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	The Reference Framework for Sustainable Cities in Europe will be promoted and communicated via City Matters, Intercom and the council's intranet and external website as appropriate. Reports will also be provided to Committee where appropriate.

Work Theme	Lead on the Implementation of the Eurocities Declaration on Climate Change for the city.
Objective. <i>(What we wish to achieve)</i>	We will convene and lead a group of relevant local organisations to develop and implement a prioritised climate change plan for Belfast.
Key tasks / milestones. <i>(Methodology)</i>	Has a local working group been convened? Has a climate change action plan been developed for Belfast?
Action By <i>(Including required contributions from other Departments / Services)</i>	Sustainable Development Steering Group members.
Timeframe <i>(Completion date for task)</i>	We will commence promotion of this project via the Sustainable Communities Conference which is to be held in the City Hall on 10 th March 2011. The working group has been convened by September 2011.
Key performance questions. <i>(Measure of success)</i>	Has a local working group been convened? Has the development of a climate change action plan for the city been commenced with partner organisations?
Resources requirements. <i>(Financial / physical resource requirements)</i>	Staff time.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	Partner organisations may be unwilling to join a working group and to contribute towards the development of a climate change action plan.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	The Sustainable Communities Conference will function as a preliminary communications tool. Information about the action plan will be communicated via our City Matters magazine and via the council's website.

Work Theme	Subscribe to the European Commission ICT for sustainable growth 'Green Digital Charter'.
<p>Objective. <i>(What we wish to achieve)</i></p>	<p>We will subscribe to the Green Digital Charter to help us to exploit Information and Communications Technology (ICT) as a technical solution and enabler of behavioural change to reduce greenhouse gas emissions, including those from ICT themselves, encourage leadership from public authorities in adopting innovative technical solutions and building new partnerships to deliver on climate change commitments and to share public and private sector experience and expertise in deploying ICT to address climate change, in cooperation with national, European and international initiatives.</p>
<p>Key tasks / milestones. <i>(Methodology)</i></p>	<p>The provisions of the charter oblige us to:</p> <ul style="list-style-type: none"> • Deploy five large-scale pilot projects before 2015. • Decrease the direct carbon footprint of ICT by 30% by 2020. • Participate in a partnership of cities on ICT and energy efficiency. <p>Signatories will use the Eurocities network to coordinate their efforts, develop an implementation roadmap on the commitments above, exchange experiences and build benchmarks of good practice, as well as seeking external sources of funding to support their ambitions.</p>
<p>Action By <i>(Including required contributions from other Departments / Services)</i></p>	<p>European Officer, ISB and the Property and Projects Department</p>
<p>Timeframe <i>(Completion date for task)</i></p>	<p>The timeframe for participation will be determined by the compliance date for key tasks.</p>
<p>Key performance questions. <i>(Measure of success)</i></p>	<p>Have we subscribed to the Green Digital Charter? Have we deployed five large scale projects by 2015? Have we reduced our ICT carbon footprint by 30% by 2020? Are we participating actively in the partnership of cities on ICT and energy efficiency?</p>
<p>Resources requirements. <i>(Financial / physical resource requirements)</i></p>	<p>Staff time. Sources of funding sources will be made available to signatories to assist with delivering projects.</p>
<p>Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i></p>	<p>Northern Ireland governance arrangements do not support the deployment of large-scale pilot projects.</p>
<p>Communication requirements. <i>(How will the outcome of the process be communicated?)</i></p>	<p>We will publicise our Green Digital Charter actions via City Matters and our website. We will utilise the Eurocities network to co-ordinate our efforts and communicate with other signatories.</p>

Work Theme	Advocate and contribute towards the development of European Policy relevant to Northern Ireland.
Objective. <i>(What we wish to achieve)</i>	In collaboration with the European Unit, we will review, advocate and contribute towards the development of European Policy and funding instruments relevant to Northern Ireland.
Key tasks / milestones. <i>(Methodology)</i>	We will assist Northern Ireland government departments to determine local priority action areas for support by European Union structural and other funding streams. We will participate in consultations on the future European Union policies and financial instruments.
Action By <i>(Including required contributions from other Departments / Services)</i>	European Officer, Sustainable Development Steering Group Members.
Timeframe <i>(Completion date for task)</i>	Ongoing throughout the duration of this action plan but in accordance with European Union funding schedules.
Key performance questions. <i>(Measure of success)</i>	Have we submitted responses to European Union financial instrument consultations?
Resources requirements. <i>(Financial / physical resource requirements)</i>	Staff time.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	European Union funding streams will not be appropriate to local projects.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	Communication will be achieved primarily by responding to European Union consultations and through partner working with government departments.

Identifying and securing funding to support the delivery of Sustainable Development Projects.

Work Theme	To identify and secure funding to support the delivery of the council's sustainable development projects.
Objective. <i>(What we wish to achieve)</i>	To identify sources of funding to support the delivery of Sustainable Development Steering projects. Internal sources of funding will include Departmental, Capital and Thematic budgets. The European Unit will advise of the availability of European funding streams and assist in identifying partner organisations and developing and submitting funding applications.
Key tasks / milestones. <i>(Methodology)</i>	Steering Group members are aware of available funding streams and the priorities addressed by each stream.
Action By <i>(Including required contributions from other Departments / Services)</i>	European Officer, Sustainable Development Steering Group members.
Timeframe <i>(Completion date for task)</i>	Application for internal funding will be developed in accordance with the council's budgetary processes and timetables. The business case for projects, to include payback periods, will be clearly demonstrated.
Key performance questions. <i>(Measure of success)</i>	Has the Sustainable Development Steering Group leveraged appropriate levels of funding to support its action plan projects and commitments?
Resources requirements. <i>(Financial / physical resource requirements)</i>	Staff time to research and develop budget applications.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	Sustainable Development Steering Group members are unsuccessful in securing external funding due to increased levels of competition and financial constraints.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	Where appropriate, we will acknowledge funding support as part of our publicity activities for each project.