Public Document Pack

Democratic Services Section
Legal and Civic Services Department
Belfast City Council
City Hall
Belfast
BT1 5GS



7th November, 2023

MEETING OF THE CLIMATE AND CITY RESILIENCE COMMITTEE

Dear Alderman/Councillor,

The above-named Committee will meet in the Lavery Room - City Hall on Thursday, 9th November, 2023 at 5.15 pm, for the transaction of the business noted below.

You are requested to attend.

Yours faithfully,

John Walsh

Chief Executive

AGENDA:

- 1. Routine Matters
 - (a) Apologies
 - (b) Minutes
 - (c) Declarations of Interest
 - (d) Schedule of Meetings 2024 (Pages 1 2)
- 2. <u>Kerbside EV proposal from BT (Presentation Paul Fyfe, Project Manager, BT Openreach)</u> (Pages 3 16)
- 3. <u>Update Belfast Sustainable Food Partnership (Presentation- Beth Bell, Co-Chair of the Belfast Sustainable Food Partnership/ Mura Quigley- Adaptation and Resilience Advisor</u> (Pages 17 42)
- 4. Local Development Plan Presentation Kate Bentley. (Pages 43 68)
- 5. <u>Update Belfast Retrofit Delivery Hub Brenda Roddy, Project Support Officer (Climate)</u> (Pages 69 86)

6. **Date of Next Meeting**

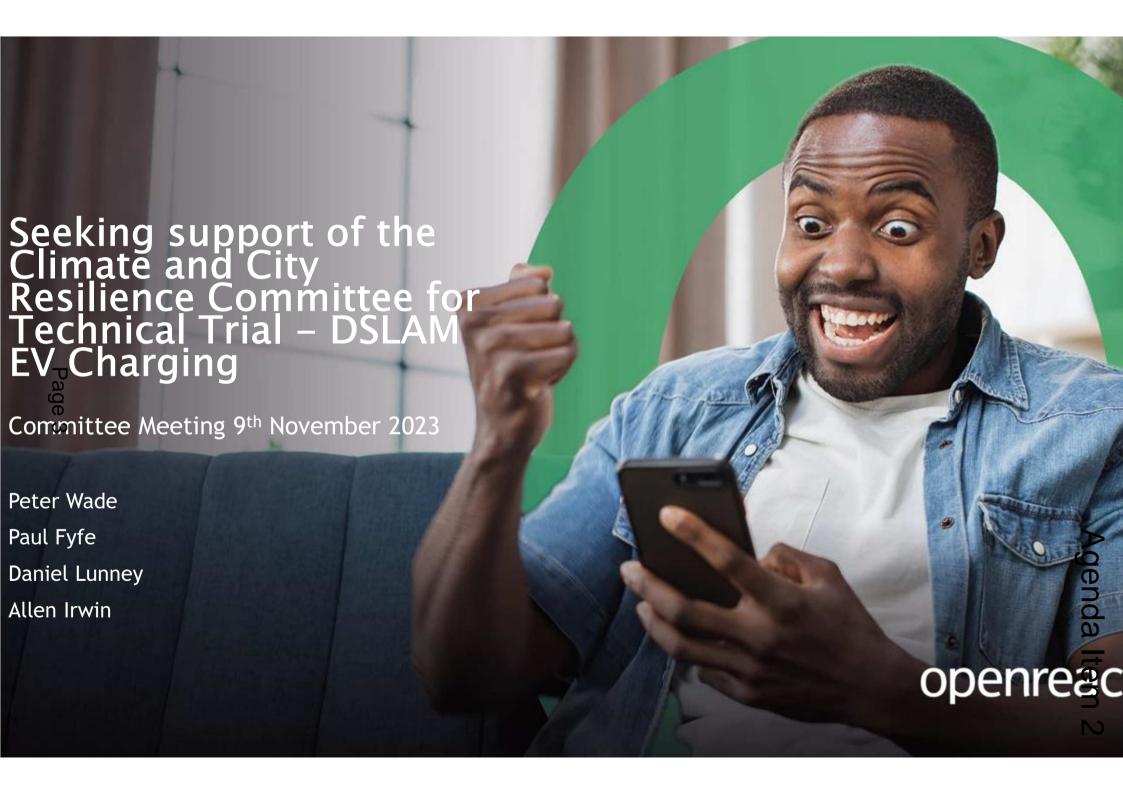
Agenda Item 1d



CLIMATE AND CITY RESILIENCE COMMITTEE

Subject:	Committee Schedule Report
Date:	9th November 2023
Reporting Officer:	Gareth Graham, Democratic Services Assistant
Contact Officer:	Gareth Graham, Democratic Services Assistant
Restricted Reports	
Is this report restricted?	Yes No x
	ption, as listed in Schedule 6, of the exempt information by virtue of emed this report restricted.
Insert number	
 3. Information relating to council holding that if the council holding that if the council holding that if the council holding in connection in relation in relation showing person; or (b) to make the council holding in the council holding in the council holding is not considered. 	reveal the identity of an individual to the financial or business affairs of any particular person (including the
If Yes, when will the repor	t become unrestricted?
After Committe After Council I Sometime in th Never	Decision
Call-in	
Is the decision eligible for	Call-in? Yes X No

1.0	Purpose of Report or Summary of main Issues
	To advise the Committee of the dates and times of the meetings of the Climate and City Resilience Committee between January and December, 2024.
2.0	Recommendations
	The Committee is requested to approve the schedule of meetings for the Climate and City Resilience Committee as outlined.
3.0	Main report
	Key Issues
3.1	The monthly meeting of the Client and City Resilience Committee is normally held at 5.15 p.m. on the 2nd Thursday of each month.
3.2	However, due to holiday periods and the timing of the monthly Council meetings and, in order to assist with the decision-making process, it has been necessary on occasions to move some of the meetings to later in the month.
3.3	Accordingly, the following dates have been identified for meetings of the Climate and City Resilience Committee for the period from January to December, 2024:
	 Thursday 11th January at 5.15 pm Thursday 8th February at 5.15 pm Thursday 14th March at 5.15 pm Thursday 11th April at 5.15 pm Thursday 9th May at 5.15 pm Thursday 13th June at 5.15 pm Thursday 8th August at 5.15 pm Thursday 12th September at 5.15 pm Thursday 10th October at 5.15 pm Thursday 7th November at 5.15 pm Thursday 5th December at 5.15 pm (All meetings will commence at 5.15 p.m.)
3.4	Financial and Resource Implications None associated with this report.
3.5	Equality or Good Relations Implications / Rural Needs Assessment
4.0	None associated with this report. Appendices – Documents Attached
T.U	
	None associated with this report.



posed Design & Infrastructure

1x 7.4kW AC charge point with 2 sockets 32A each socket, 230V (63A total) Note: additional 7.4kW, two socket charge point can be **DSLAM Cabinet** Charge point added dependent upon cab fit out Power bollard model Pillar Distribution Reserved/restricted parking (optional) Sub circuit wiring and ducting Final circuit wiring and ducting

Up to 15 miles for a 1 hour charge Up to 30 miles for a 1 hour charge Up to 90 miles for a 1 hour charge Up to 90 miles for a 30 minute charge Up to 90 miles for a 30 minute charge Up to 200 miles for a 30 minute charge



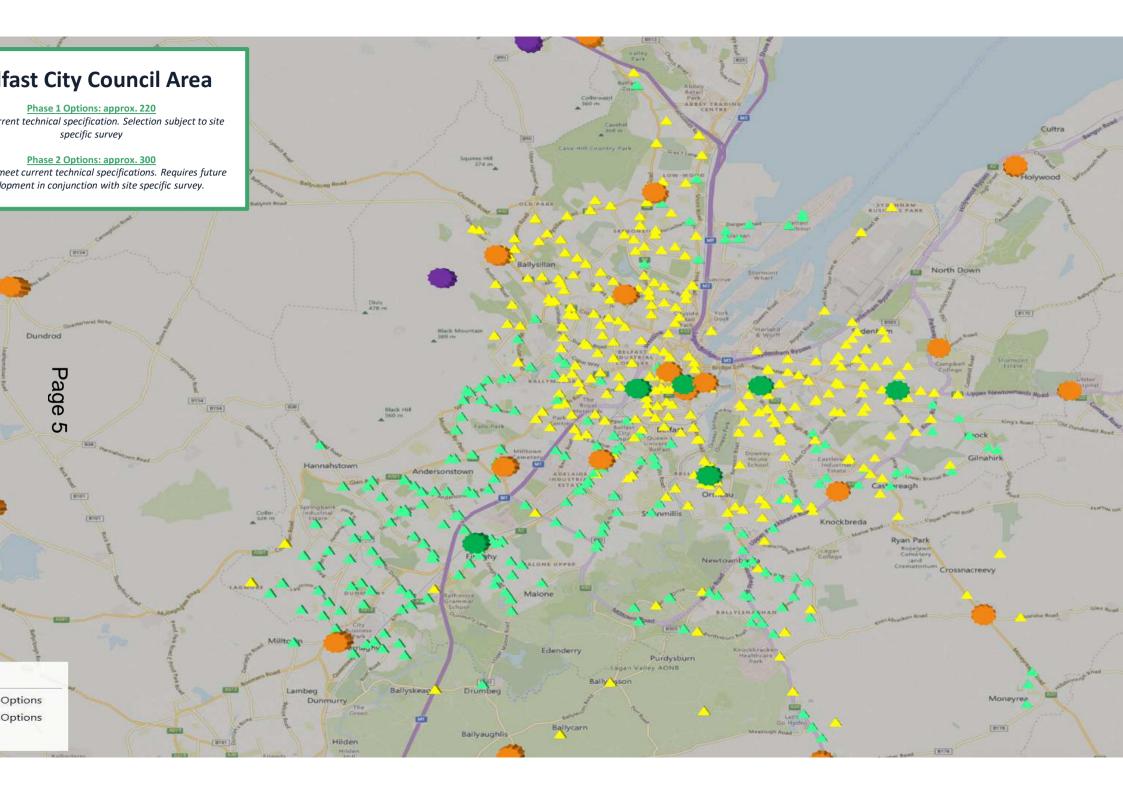
Chargepoint bollard style proposed for trial

Key Points

- 1. Seeking support of the Committee to run a 3 6 month technical trial
- 2. Commitment that should any of the sites not meet the goals of the trial these can / will be removed at no cost to Council
- 3. A successful trial forms the basis of a wider rollout, subject to commercial sign off in BT Group
- 4. No cost to End users during trial
- 5. Reservation of space is optional not required for Pilot



Concept example



ection of the Pilot Sites

inder available in Appendix

ORMEAU ROAD, ORMEAU, BELFAST, BT7 3FS

nin short walk
Homes / MDUs
Shops / Cafes / Restaurants
Businesses





SKEGONEILL STREET, BELFAST, BT15 3JL

nin short when the sh



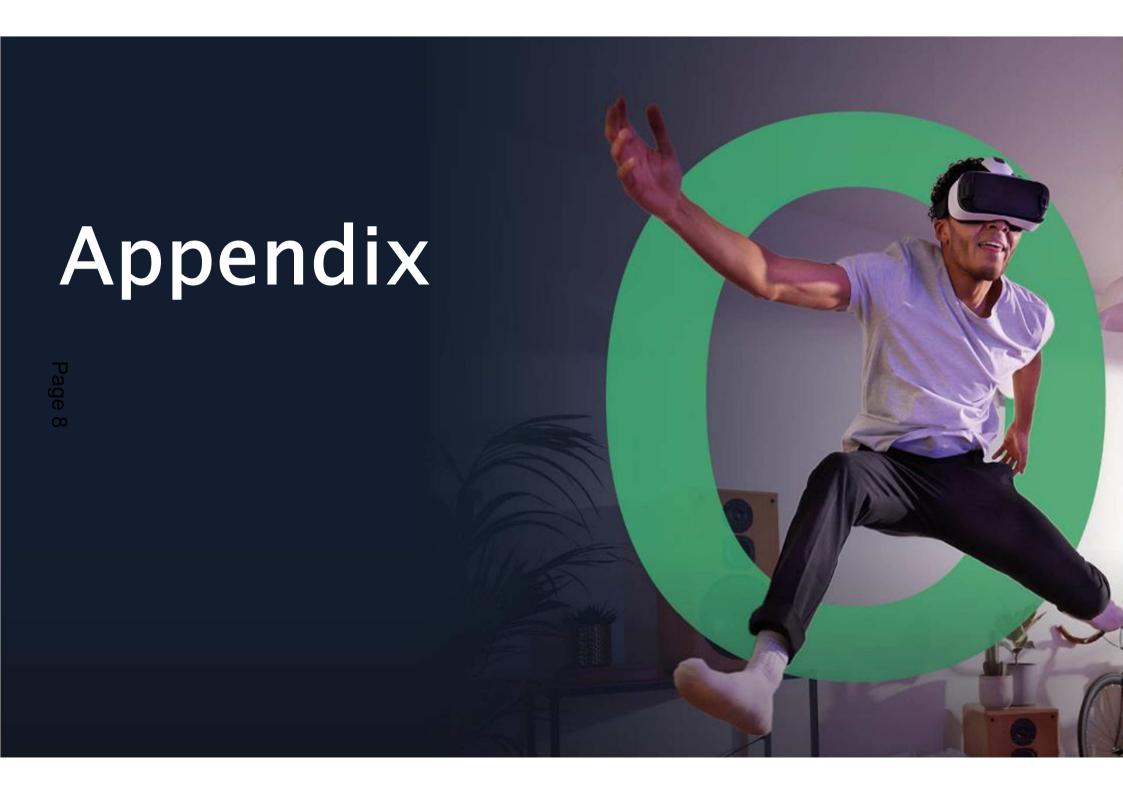


ICTION LANDSEER STREET/STRANMILLIS ROAD, FAST, BT9

nin short walk
Homes / MDUs
Queen's University buildings
Ulster Museum
Shops / Cafes / Restaurants
Businesses
Botanic Park

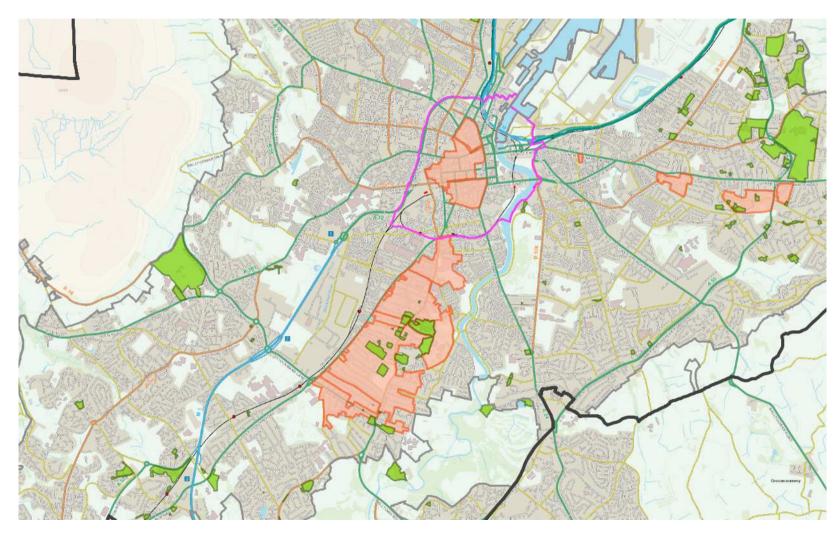






ree Preservation Order (TPO) and Conservation Area Map

Ifast City Council Area

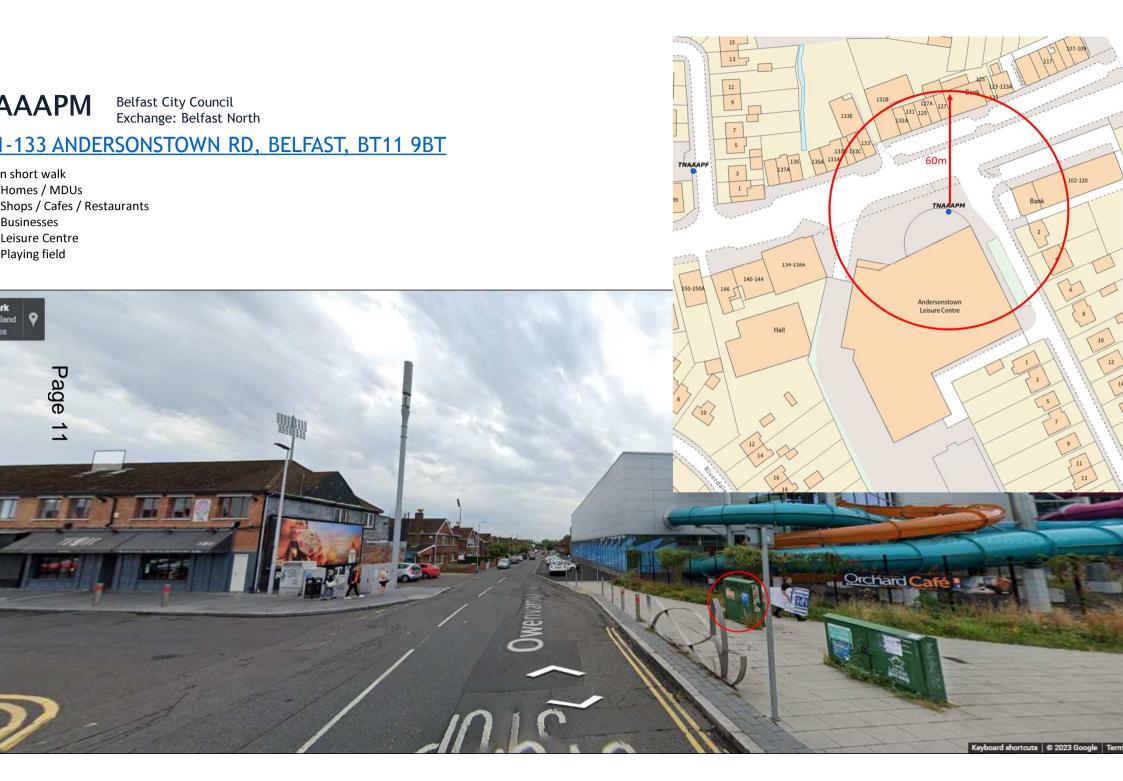


Source: Tree Preservation Order (TPO) and Conservation Area Map

MBJAP

Belfast City Council Exchange: CREGAGH





MAUFV

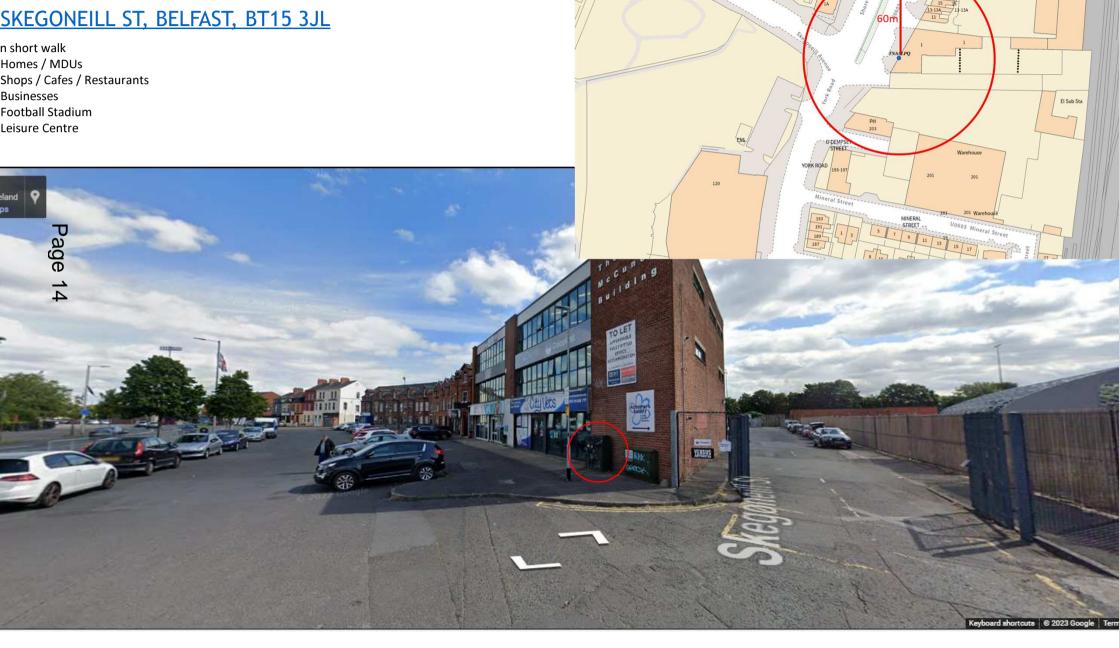
Belfast City Council Exchange: Malone





AALPQ

Belfast City Council Exchange: Fortwilliam





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Agenda Item 3



CLIMATE AND CITY RESILIENCE COMMITTEE

Subje	ct:	Update on the Belfast Sustainable Food Partners	ship		
Date:		9 November 2023			
Repor	rting Officer:	John Tully, Director of City and Organisation	al Stra	tegy	
Conta	ect Officers:	Debbie Caldwell, Climate Commissioner Mura Quigley, Adaptation and Resilience Advisor	r		
Restri	cted Reports				
Is this	report restricted?	Ye	es	No	Х
1	If Yes, when will the After Commit	e report become unrestricted? tee Decision			
	After Council				
	Some time in Never	tne tuture			
Call-in	1				
Is the	decision eligible fo	r Call-in? Ye	es	No.	•
1.0	Purpose of Repor	t or Summary of Main Issues			
1.1	The purpose of this Sustainable Food I	s report is to update Members on the development of Partnership.	of the E	Selfast	
2.0	Recommendation	s			
2.1	The Committee is a	asked to:			
		e report documenting the progress of the Sustainab he Belfast Resilience Strategy; and	le Food	d Ambiti	ion as
	_	o allocate £30,000 of existing City and Organisation a 3 year Sustainable Food Strategy for Belfast.	al Stra	tegy bu	dget to
3.0	Main report				

3.1 Background

This report gives Members an update on work that has been taking place on the development of a Sustainable Food Partnership for the city and seeks members support for the development of a city-wide food strategy for Belfast.

In 2020, the Belfast Resilience Strategy identified Sustainable Food as an ambition for the city, stating that there is a need to examine the climate impacts and opportunities for an ongoing and city-wide programme of healthy and sustainable food, which will be critical to Belfast's resilience as a city.

- 3.2 In 2021 Belfast signed up to the Glasgow Food and Climate Declaration which is a commitment by local and regional governments to tackle the climate emergency through integrated food policies and a call on national governments to act. There is a recognition of the need to integrate climate issues and join up sustainable food working across the city in order to address some of the issues faced by Belfast and the region in terms of access to fresh, nutritious food, reversing biodiversity loss and reaching carbon net zero.
- 3.3 Belfast City Council's Climate Team appointed a consultant team in 2022 to undertake engagement and research to review the existing Sustainable Food Places Bronze accreditation and propose a framework that would allow for the renewal of the Bronze Award and potential progression to Silver and Gold. The Council was also successful in June 2022 in securing funding from SFP for a 1.5 day per week Food Coordinator role to support this work for 2 years. The findings of the research conducted by Social Farms and Gardens, Dr Sinead Furey, Ulster University and Beth Bell, Food Ethics Council have been developed into a series of recommendations:
 - There is a need to join up food work across through the establishment of a Sustainable Food Partnership for Belfast which should be supported by the Climate and Inclusive Growth Teams in Belfast City Council. The proposed governance structure for this is shown in Appendix 1.
 - The new Sustainable Food Partnership should report into the Resilience and Sustainability Board, and be advised by the Living Here Board, to strategically align its work across the city with the priorities of the Belfast Agenda and build greater sustainability around the network.
 - 3. A priority for SFP is the need to address the cost-of-living crisis and food poverty in the city by taking a holistic approach to building more sustainable, affordable and healthy food system for Belfast. It is recommended that work on food security should therefore sit within the SFP structures to ensure an integrated and sustainable approach to addressing these issues.

3.4 Belfast Sustainable Food Partnership and progressing from Bronze to Silver status

The Sustainable Food Partnership was re-established in August 2023 and is made up of a range of multi-sectoral partners, with secretariat support provided by the BCC Sustainable Food Coordinator. Further coordination internally across BCC is currently being considered, with an officer workshop planned in November to map sustainable food work in the Council and identify where value can be best created by coordinating across Council workstreams.

In September 2023, an application was made for the city to renew its Sustainable Food Places Bronze Award. In order to progress to Silver, the Sustainable Food Partnership will need to develop a Sustainable Food Strategy for the City which should be co-designed by the partners and develop workstreams across six key areas of the food system:

- 1. Taking a strategic and collaborative approach to good food governance and action;
- 2. Building public awareness, active food citizenship and a local good food movement;
- 3. Tackling food poverty and diet related ill-health and increasing access to affordable healthy food;
- 4. Creating a vibrant, prosperous and diverse sustainable food economy;
- 5. Transforming catering and procurement and revitalizing local and sustainable food supply chains;
- 6. Tackling the climate and nature emergency through sustainable food & farming and an end to food waste.

A sustainable food strategy for Belfast would allow the Partnership to map the current baseline of sustainable food activity in the city, align current workstreams that are underway, create a shared vision for sustainable food and what it looks like for the city, and develop a series of strategic themes that will catalyse collaboration and action in these areas for added value and to the benefit of residents, businesses and government.

A Sustainable Food Strategy for Belfast would also support the achievement of the city's climate and resilience goals which include reducing carbon emissions, reducing waste going to landfill, promoting positive behaviour change, helping grow the community and urban growing sector to produce and supply more fresh, local healthy produce in areas of need, and improve biodiversity through promotion of more sustainable food production methods.

3.5 **Next steps**

There is a substantial body of evidence and engagement which now needs to be collated and synthesised, along with wider public engagement and collaboration to develop a 3-year Sustainable Food Strategy for the city. This will include relevant impact screenings and assessments where identified.

It is estimated that the development of a 3 year Sustainable Food Strategy for Belfast will cost £30,000. This covers the cost of a suitably qualified consultant to carry out desktop research, engagement, develop a vision and strategic themes for the city, as well as identify a costed action plan for taking forward and securing investment and funding. It also covers the development of a Communications Strategy, and participation at key events taking place across the city such as the Imagine Festival to raise awareness, interest, and engage people on a sustainable food vision for the city

3.6 Financial & Resource Implications

Approval is sought to allocate £30,000 of existing City and Organisational Strategy budget for the development of a City Wide Strategy for Sustainable Food in Belfast in this financial year.

3.7	Equality or Good Relations Implications/Rural Needs Implications
	Any good relations or equality implications will be identified as part of the Council's screening process.
4.0	Appendices – Documents Attached



organises maps

Work Programmes and Task and Finish Groups on:

Key Issue 1:

Taking a strategic and collaborative approach to good food governance and action

<u>Belfast</u> Growers Group

Building public awareness, active food citizenship and a local good food movement

Food Justice Working Group

Tackling food poverty and diet related ill-health and increasing access to affordable healthy food

Key Issue 4:

Local food production Creating a vibrant, prosperous and diverse sustainable food economy

Key Issue 5:

Transforming catering and procurement & revitalizing local and sustainable food supply chains

Key Issue 6:

Tackling the climate & nature emergency through sustainable food & farming, & an end to food waste

Task and Finish/Working
Groups established
comprising a number of
statutory bodies (often
community planning
partners), VCSE and
business bodies. Each
provides staff time directly
or in the form of aligned
work programmes, and
financial resources in the
form of aligned or pooled
budgets. Reports on
activity in each Key Theme
area to the Partnership.

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Belfast Sustainable Food Partnership

Beth Bell

Co-Chair of the Belfast Sustainable Food Partnership

Mura Quigley
Sustainable Food Coordinator for Belfast City Council

Equivalent to

35%

of the UK's GHG emissions comes from our food and drink.*

wrap

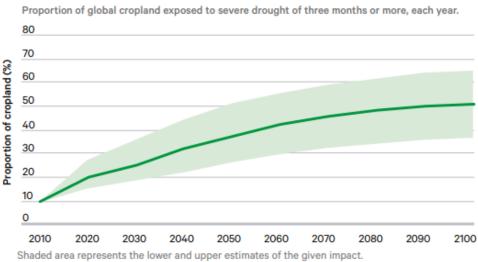
*includes emissions overseas from imported food.

wrap.org.uk/GHGPathway

50% more food needed

To meet global demand, agriculture will need to produce

almost 50 per cent more food by 2050. But yields could decline by o per cent in the absence of Caramatic emission reductions.



Solid line represents the central estimate.

Droughts 3 x worse

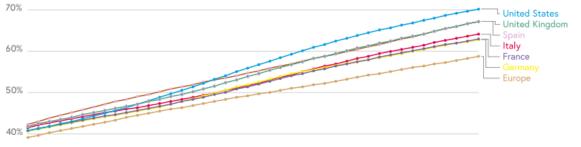
By 2040, the proportion of global cropland affected by severe drought – equivalent to that experienced in Central Europe in 2018 (50 per cent yield reductions) – will likely rise to 32 per cent each year, more than three times the historic average.

WHY IT MATTERS

National Food Strategy

The UK has one of the highest rates of obesity in Europe

SHARE OF ADULTS THAT ARE OVERWEIGHT OR OBESE, 1975 TO 2016



Being overweight is defined as having a body-mass index (BMI) greater than or equal to 25. Obesity is defined by a BMI greater than or equal to 30. BMI is a person's weight in kilograms divided by his or her height in metres squared.



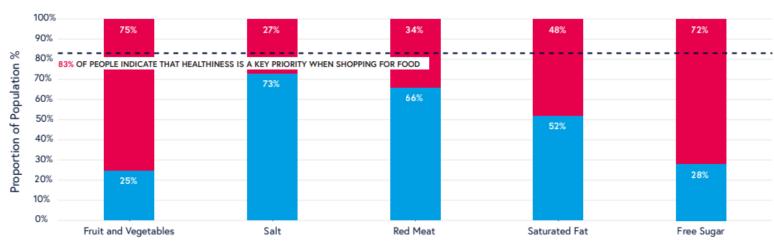
Page 26

IMPACT OF THE JUNK FOOD CYCLE ON OUR DIETS

National Food Strategy

We mostly fail to meet dietary recommendations

⊃age 27



Under / Over Consumption of Key Nutrients

We eat too little fruit and veg, fibre and oily fish.

We eat too much salt, saturated fat, sugar and red meat.

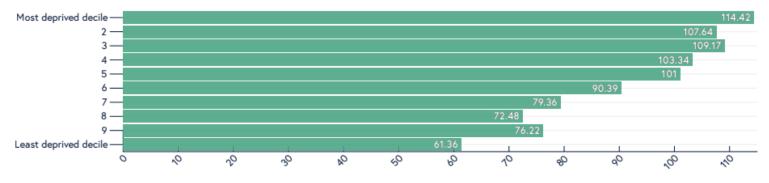
Less than 0.1% of the population meet all elements of the Eatwell Guide recommendations.

IMPACT OF THE JUNK FOOD CYCLE ON OUR DIETS

National Food Strategy

Unhealthy food is easier to access: deprived areas have a higher density of fast-food outlets

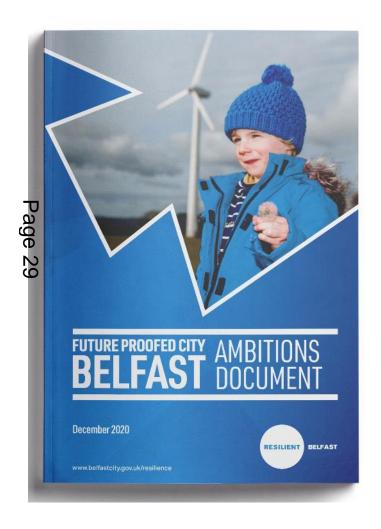
DENSITY OF FAST-FOOD OUTLETS PER 100,000 POPULATION, BY IMD DECILES, ENGLAND, 2014



Fast food outlets per 100,000 of the population

The number of fast food shops also increased by eight perc ent between 2014 and 2017.

What are we doing about it?





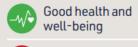
city, a workstream examining the climate impacts

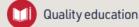
and opportunities for an ongoing and city wide programme of healthy and sustainable food will be





critical to Belfast's resilience.







production





GLASGOW FOOD AND CLIMATE DECLARATION

In 2021 Belfast signed up to the Glasgow Food and Climate Declaration.

A commitment by local and regional governments to tackle the climate emergency through integrated food policies and a call on national governments to act.

Run by IPES.

List of Signatories







Background in Belfast

Belfast Food Network was run through Northern Ireland Environment Link with support from Belfast City Council until recently.

Belfast achieved Bronze in 2016 recognising the coordination of efforts across the city.

BCC is being asked to lead on the setting up and coordination of a new Sustainable Food Partnership.

Opportunity for Climate Team & Inclusive Growth and Anti-poverty teams to co-lead.

Agreed and adopted by Community Planning Partners in March 2023.









What is The Sustainable Food Partnership?

A cross sectoral partnership of organisations that work across the food system in Belfast.



Strategic and collaborative approach



Active food citizenship & good food movement

Page 3

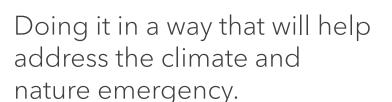
Driven by a passion to improve access to healthy, local, fresh food in Belfast, and build community wealth.



Tackling food poverty and diet related ill health



Vibrant, prosperous and diverse food economy





Transforming catering, procurement & sustainable supply chains



Tackling climate, nature emergency and end to food waste



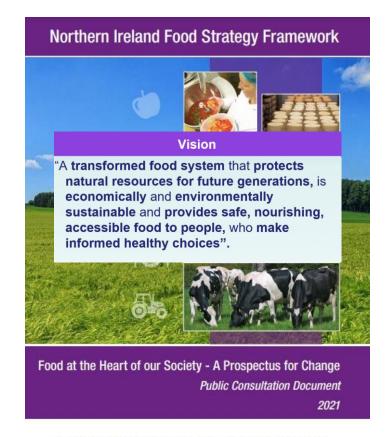
1. Food Governance & Strategy

Taking a strategic and collaborative approach to good food governance and action

DAERA Draft Food Strategy Framework Priorities

Public sector food

procurement (hospitals,
prisons, schools, councils,
universities etc.)



Sustainability at the heart of a living, working, active landscape valued by everyone.







2. Good Food Movement

Building public awareness, active food citizenship and a local good food movement

Promoting good food citizenship

Mapping what currently exists to identify gaps

Developing an urban growing/farming movement

Connecting people back to where their food comes from









3 Healthy Food for All

Tackling food poverty and diet related ill-health and increasing access to affordable healthy food

Need for better nutritional standards

Page 35

Food Justice and ethics

Need to find an economic model that works around feeding people in food poverty.

Transformation of system rather than increasing the number of food banks.

In NI, **94% children aged 11 to 18 not getting their 5 a day.** 80% aged 65+ are not.

National diet and nutrition survey



4 Sustainable Food Economy

Creating a vibrant, prosperous and diverse sustainable food

economy

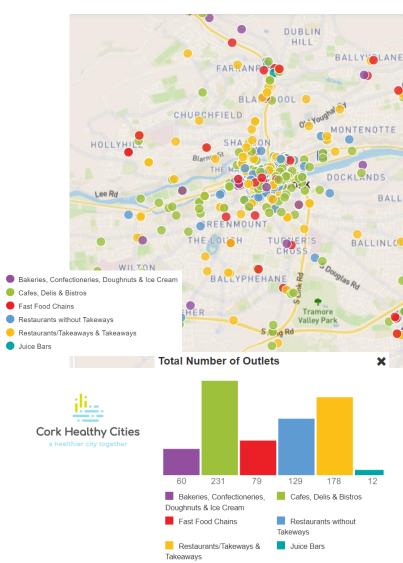
Increasing access to good food

Tunderstanding the food economy of Belfast and where the gaps are (physically and what sectors need strengthened)

Bridging the Gap - partners hoping to pilot more effective models of working









5. Catering and Procurement

Transforming catering and procurement and revitalising local and sustainable food supply chains

Supporting, promoting businesses trying to source more sustainably

Responding to greater plant-based diet choices by public ω

Key institutions and public expenditure in the city providing leadership on this



No meat please, we're British: now a third of us approve of vegan diet

A boom in plant-based diets means next year's Veganuary will attract more uptake than ever





6 Food for the Planet

Tackling the climate and nature emergency through sustainable food & farming and an end to food waste

Opportunities to reduce and recycle food waste better

Sustainable Procurement Policy

Need to ensure a just transition so that no one gets left behind

Climate demonstrators underway in soils and biodiversity improvements as well as community growing,

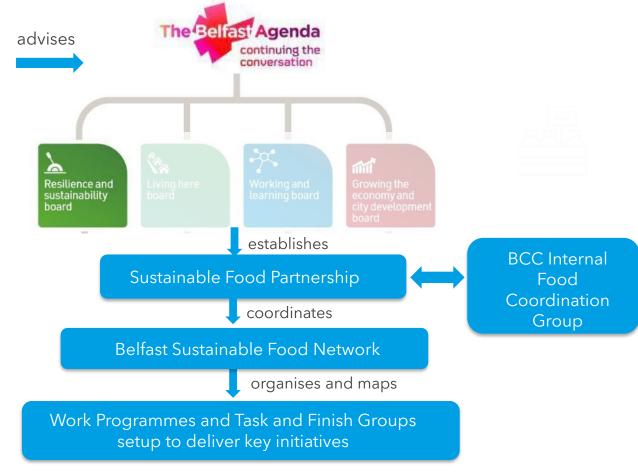














Strategic and collaborative approach



Active food citizenship & good food movement



Tackling food poverty and diet related ill health



Vibrant, prosperous and diverse food economy



Transforming catering, procurement & sustainable supply chains



Tackling climate, nature emergency and end to food waste

What we have achieved so far...

- 1 public event in City Hall in June
- 2 partner workshops in 2022/2023



Page :

1 Partnership with 19 partners to date

An open Food Network for sharing ideas, learning, opportunities etc.

Application for City's Bronze Award from Sustainable Food Places

Supporting the development of a number of climate demonstrators

Thank You

Beth Bell

Co-Chair of the Belfast Sustainable Food Partnership

Mura Quigley
Sustainable Food Coordinator for Belfast City Council



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Local Development Plan

- Key element of council's new planning powers
- Long term spatial plan for 15-20 yrs
- Primary basis of all planning decisions
- Will shape and guide future development / growth
- Helps provide certainty & framework for investment
- Replaces BMAP & most regional planning policies



The Plan-Led System

- Section 6 (4) of the Planning Act (2011) directs that in making any determination under its provisions, regard is to be had to the LDP and that determination must be made in accordance with the plan unless material considerations indicate otherwise.
- This establishes the primacy of the LDP in the plan-led system as acknowledged by paragraph 5.11 of the SPPS



LDP - Transitional Arrangements

- Any conflict between the policy contained in a departmental development plan and those of the PS must be resolved in favour of the PS.
- A departmental development plan will therefore remain in effect for the area for which it was made until the council adopts the Local Policies Plan.



Strategic Policies

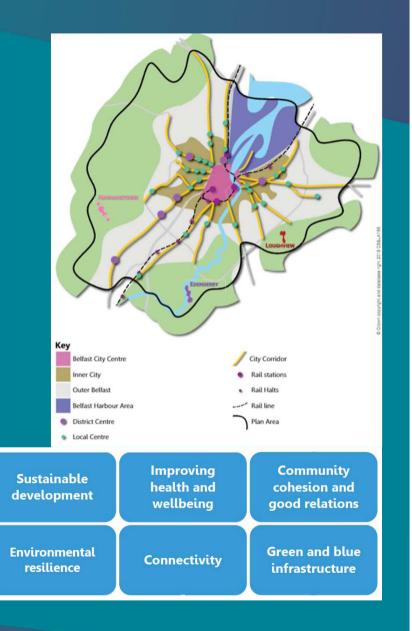
- Growth Strategy
- Sustainable Development
- Improving Health and Wellbeing
- Community Cohesion
- Positive placemaking
- Environmental Resilience
- Connectivity
- Green and Blue Infrastructure

Growth

strategy

Positive

placemaking





Growth & Sustainable Development

Policy SP1 – Growth strategy

The growth strategy for the LDP can be summarised as follows:





Our city is home to an additional **66,000** people



550,000m² of employment

floor space (B-Use Class) 2020-2035



31,600 additional homes 2020-2035

Policy SP2 – Sustainable development

The council will have an overarching presumption in favour of sustainable development where it accords with the LDP, unless material considerations indicate otherwise.

Policy SP1 – Growth strategy
Policy SP1A – Managing
growth and supporting
infrastructure delivery
Policy SP2 – Sustainable
development

The LDP is one of the key spatial tools to shape the physical form of Belfast through a sustainable approach that delivers the growth aspirations of the Belfast Agenda and RDS.



Resilience and Green & Blue Infrastructure

SP6 - Environmental resilience

The council will support development where it helps to reduce greenhouse gas emissions and is adaptable in a changing climate to build environmental resilience.

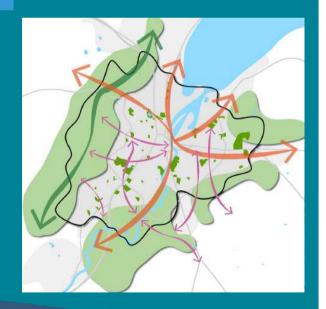
Policy SP8 – Green and blue infrastructure network

The council will support the development of a green and blue infrastructure network, designating and safeguarding sites and accesses required for the green and blue infrastructure network across the plan area.

Recognises the multi-benefits of green and blue infrastructure, including for climate resilience, biodiversity, wellbeing and community cohesion.

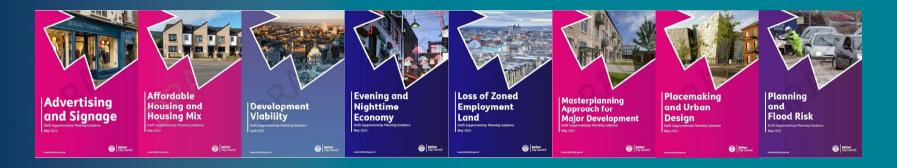
SP6 - Environmental resilience

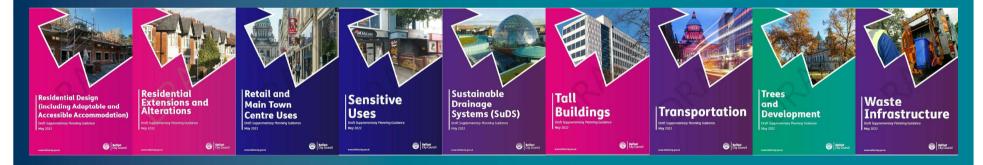
Policy SP8 – Green & blue infrastructure network





107 Operational Plan Strategy Policies 17 Supplementary Planning Guidance Documents







Growth: Policy HOU1– Accommodating new homes

There is a requirement for 31,660 new homes in Belfast over the period 2020-2035. This will be delivered in accordance with the requirements set out in the following table.

Settlement / Area	2020-2025	2026-2030	2031-2035	Total
Belfast city centre	1,600	2,800	3,600	8,000
Belfast Harbour estate	600	1,300	1,600	3,500
Rest of Belfast city	3,600	6,400	8,100	18,100
Small settlements total	=	30	30	60
Windfall	400	700	900	2,000
Total	6,200	11,230	14,230	31,660
Indicative Annual	1,100-1,300	2,100-2,300	2,700-2,900	2,000-2,200
Average Rates				





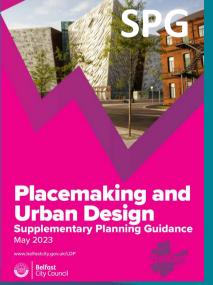




31,600 additional homes 2020-2035









Policy ENV2 – Mitigating environmental change

Planning permission will be granted for development that incorporates measures to mitigate environmental change and reduce GHG by promoting sustainable patterns of development.

Development proposals should, where feasible, seek to avoid demolition and should consider how existing buildings or their main structures could be reused. Development proposals that include the demolition of existing buildings should demonstrate that reuse is not appropriate or feasible. Where demolition is proposed, measures should be included to minimise any waste through the reuse of as much building material as possible.

All new development proposals (including changes of use) will maximise opportunities to incorporate sustainable design features where feasible (such as grey water recycling, green roofs, maximising use of recycled materials, orientating buildings to optimise solar gain, energy efficiency).

Development proposals should, where appropriate, demonstrate the highest feasible and viable sustainability standards in the design, construction, operation and "end of life" phases of development in line with the 'nearly zero carbon buildings' strategy set out in the EU energy performance and buildings directive, where all new buildings are required to be 'nearly zero carbon' by 2020.

New policy to help mitigate climate change.

Sustainable patterns of development that reduce the need to travel, private car use, congestion, carbon emissions and air pollution.

Demolition of buildings should be last resort – such proposals must demonstrate why and reuse as much as possible.

Promote innovative building technologies and passive design.

Possible Statement of Sustainability – future guidance proposed.



ENV3 – Adapting to environmental change

Planning permission will be granted for development that incorporates measures to adapt to environmental change, in order to support sustainable and enduring development.

Measures to help adapt to the potential impacts may include the following:

- a. Managing coastal erosion, land instability, flood risk and promoting SuDS;
- b. Protecting and enhancing a green and blue infrastructure network in the city, including enhancing biodiversity and ecosystem services;
- c. Encouraging greater resilience to extreme weather conditions in the built environment and in transport, energy and other infrastructure; and
- d. Demonstrating how the design of the development minimises overheating and reduces reliance on air conditioning systems.

In order to minimise the impact of extreme weather conditions, new developments should also embed resilience to current and future climates, including:

- e. Where feasible, viable and sustainable, provide an accessible green roof to aid cooling, insulation and enhance biodiversity;
- f. Incorporate SuDS, including landscaping and tree planting;
- g. Demonstrate what measures have been included to ensure the safety of people and the protection of the development during extreme weather events;
- h. Demonstrate how the development integrates passive design and green infrastructure as part of the design process; and
- i. Demonstrate how the development is resilient to flood events.

New policy to help climate change adaptation.

Adaptation measures to ensure resilience, endurance and safety.

Demonstration of resilience measures for new development.

Green measures, passive design, public safety and severe weather/ flood resistance.

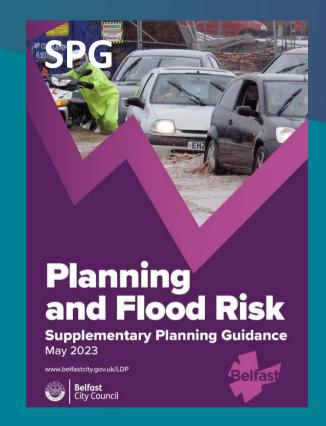


Policy: ENV4 – Flood risk

Planning applications in flood risk areas must be accompanied by an assessment of the flood risk in the form of a Flood Risk Assessment (FRA). The council will have regard to guidance publications produced by other authorities and prospective developers/applicants are advised to liaise early in the formulation of their proposals with DfI Rivers to clarify flooding or flood plain issues that may affect particular sites.

In all circumstances, the council will adopt a precautionary approach in assessing development proposals in areas that may be subject to flood risk presently or in the future as a result of environmental change predictions. All planning applications will be determined with reference to the most up to date flood risk information²⁴ available and in consultation with DfI Rivers and other relevant bodies as appropriate.

The SPPS sets out the planning policies for flood risk to minimise flood risk to people, property and the environment. The council will take full account of these in assessing development proposals.

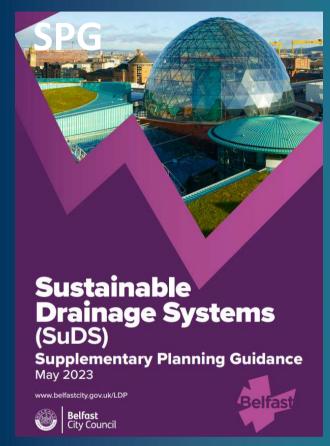


Short policy based on the precautionary approach, cross referencing policies in SPPS. Accompanied by SPG to provide technical guidance.

Taken together, generally in accordance with current flood risk policy — updated to take account of Dfl Rivers guidance. Dfl Rivers remains statutory consultee. No significant change in approach.



Policy: ENV5 – Sustainable drainage systems (SuDS)



All built development should include, where appropriate, SuDS measures to manage surface water effectively on site, to reduce surface water runoff and to ensure flooding is not increased elsewhere. A two stage SuDS treatment should be used, where possible, in order to improve water quality. An appropriate maintenance and management plan for all SuDS will require to be agreed with the council and a s76 planning agreement may also be sought.

Developers should consider the following SuDS measures to assist in minimising flood risk:

- a. Green roofs (intensive and/or extensive systems);
- b. Swales:
- c. Filter strips and filter drains;
- d. Permeable or porous paving;
- e. Detention basins;
- f. Open areas, ponds and wetlands; and
- g. Trees and landscaping.



Now an LDP requirement based on multiple benefits of 'soft SuDS'. The policy requires SuDS for most new developments.

Aligns with Green and Blue Infrastructure Plan (GBIP) and accompanied by SPG to provide additional context and guidance.



Policy: GB1 – Green & blue infrastructure network

Planning permission will be granted for proposals that protect, augment, complement and/or improve the network and connectivity of green and blue infrastructure across the district. This includes the development of a network of community paths and greenways across the district, including those designated in the LDP, as well as the provision and improvement of public access to open space and other green and blue infrastructure resources, where this does not conflict with natural heritage interests or other matters, including amenity and public safety.

New development should incorporate green infrastructure features as part of the design, including green roofs and walls, SuDS, tree and hedgerow planting, and creating safe accessible links with neighbouring open space, in addition to providing open space on site, where appropriate.

The LDP will seek to secure improvements and expansion of the green and blue infrastructure network, including those identified in the LDP and/or the council's GBIP and associated strategies/action plans, as a result of new development. This may include the carrying out of agreed works by the developer or a financial contribution from the developer in lieu, having regard to the scale, nature and location of the proposed development and to the terms of supplementary guidance on these matters as published by the council.

The LDP will seek to safeguard designated and potential sites and corridors that form part of the network of green and blue infrastructure across the district and will only permit development either within or adjacent to such sites and corridors where it does not prejudice the retention, use, enhancement or further development of the network. Such development proposals should, where appropriate, incorporate access to the green and blue infrastructure network.

New policy to help create and protect network of G&B infrastructure across Belfast to help deliver multiple benefits.

Aligns with GBIP and brings it (and associated plans/ strategies) into LDP.
Generally informs other operational policies, including open space, trees, resilience.





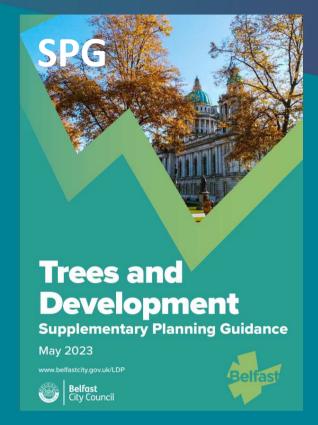
Policy NH1-Protection of natural heritage resources

The council will adopt the precautionary principle when considering the impacts of a proposed development on local, national or international natural heritage resources, including designated sites, protected species and the other important interests of biodiversity and geodiversity.

In assessing new development proposals, the council will seek to ensure the protection of the district's natural heritage and biodiversity. New development will not have an unacceptable effect, either directly, indirectly, or cumulatively, on sites, habitats, species or ecosystems and networks that are important for their nature conservation, biodiversity or geodiversity value. This includes designated sites, habitats and species protected by law, priority habitats & species and other important nature conservation and biodiversity interests and ecological networks.

The council will have due regard to the relative importance and levels of protection afforded to the hierarchy of international, national and local designated sites and to habitats and species in considering development proposals. In this regard, proposals that have, or could have, a significant effect on an international site will not be supported by the council. Proposals that have an adverse effect on a national site or a significant adverse effect on a local site will not be supported.

The council will require developers to undertake appropriate site surveys and assessments for consideration prior to planning applications being determined.



- The careful design of new development should ensure that there is no damage to nature conservation interests.
 - Through the application of this policy the precautionary principle approach seeks to ensure the protection of important natural heritage interests.



17 x Supplementary Planning Guidance







Supplementary Planning Guidance (SPG)

- Advertising and Signage
- Affordable Housing and Housing Mix
- Development Viability
- Evening & Night time Economy
- Loss of Zoned Employment Land
- Masterplanning Approach for Major Development
- Placemaking and Urban Design
- Planning and Flood Risk

- Residential Design (including Adaptable and Accessible Accommodation)
- Residential Extensions and Alterations
- Retail & Main Town Centre Uses
- Sensitive Uses
- Sustainable Drainage Systems (SuDS)
- Tall Buildings
- Transportation
- Trees and Development
- Waste Infrastructure



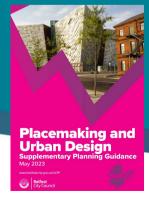
Supplementary Planning Guidance (SPG)

- Non statutory planning guidance that support clarifies and illustrates by example policies included in the proposed planning policy framework
- It is a material consideration in determining planning applications but must be read in conjunction with the LDP
- In addition to local SPG produced by the council, the Dfl may produce regional SPG in relation to regional planning policies.
- Commitment at Independent Examination (Consultation and parallel adoption with Plan Strategy)



SPG - Placemaking and Urban Design

- Supports development that maximises core principles of good placemaking
- Emphasis on the importance of design as a strategic consideration
- Understanding how local context and character influences built form including heritage, layout, scale, height, materials and architectural language
- Reinforces a sense of place by emphasising locally distinctive features









SPG – Masterplanning Approach

- Promotes a holistic approach to site assembly, layout and design that is mindful of adjacent sites
- Encourages higher densities appropriate for city living and a growing economy
- Maximises solutions to deliver energy efficiencies (BREEAM 'excellent')

Promotes opportunities for urban repair and greater connectivity



Masterplanning
Approach for Major
Development
Supplementary Planning Guidance
May 2023

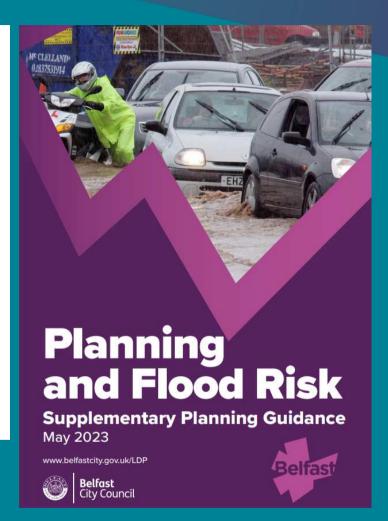


Holistic



SPG – Planning and flood risk

4	Flooding Guidelines			
4.1	Flooding Guidelines			
4.2	Development in Flood Plains			
	Exceptions in defended areas13			
	Exceptions in undefended areas			
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Appe	ndix D: Sustainable Drainage56			
Appe	ndix E: Assessing Flood Risk and Drainage Impact59			
Appendix F: Flood Proofing - Resistance & Resilience Construction65				





SPG – Sustainable drainage systems (SuDS)

Sets out context of traditional drainage arrangements and implications for Belfast.

Includes "Myth-busting" section.

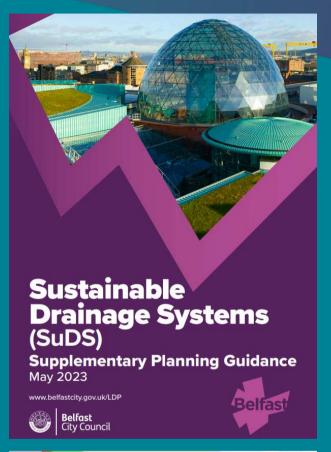
Aimed at all scales of development.

Non-technical design guidance - illustrated with photos of examples and simple diagrams.

Provides practical solutions for a range of typical types, scales and locations of

development.









SPG – Trees and Development

Replaces best practice guide by former DoE.

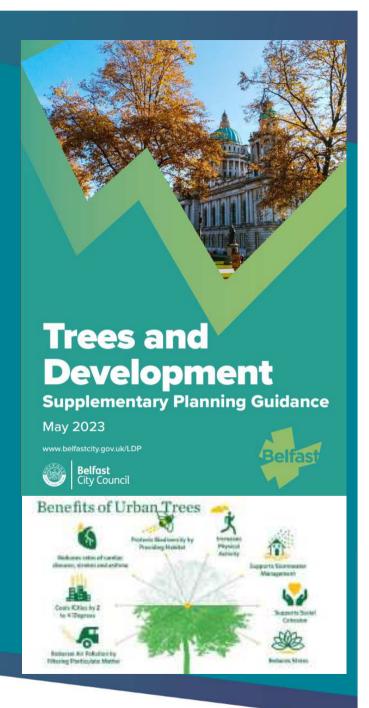
Sets out multiple benefits and value of trees - links to other environmental policy aims.

Advice on incorporating existing and new trees in development.

Advice on how to carry out works around trees.

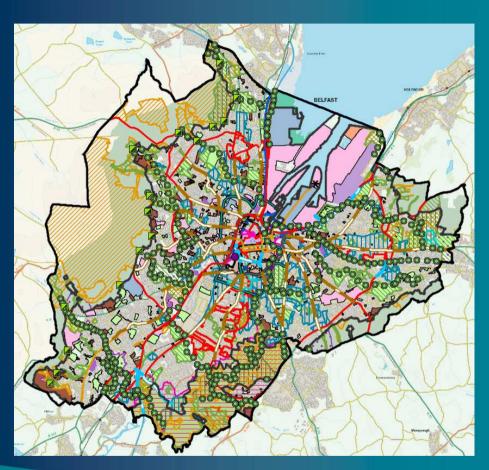
Photos and illustrations of best practice.

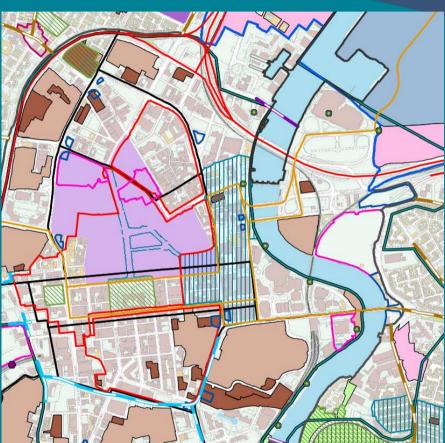
Outlines some technical terms and further sources of information.





Next Stage: Local Policies Plan







www.belfastcity.gov.uk/ldp

Adoption of LDP Plan Strategy



Home Planning and building control Planning Local Development Plan

Adoption of LDP Plan Strategy

▶ Adoption of LDP Plan

Strategy

Adoption of LDP Plan Strategy Belfast Local Development Plan – Plan Strategy (May 2023) is formally adopted

Belfast City Council's Local Development Plan Strategy has been agreed for formal adoption on the 2 May 2023.

The Belfast Local Development Plan – Plan Strategy (May 2023) and supporting documentation is <u>available in our LDP Library</u>.

<u>Supplementary planning guidance documents</u> associated with a number of the policies in the new Plan Strategy (May 2023) are now available.

All documentation is also available to view at the Planning Service reception during normal public opening hours in Cecil Ward Building, Linenhall Street.

View the Adoption of LDP Plan Strategy documents •

Supplementary Planning Guidance - May 2023

These SPG documents were subject to public consultation at draft stage from 12 May 2022 to 4 August 2022.

Document title	File format and size
Affordable housing and housing mix	HTML
Download SPG001 Affordable Housing and Housing Mix	PDF - 3.3MB
Development viability	HTML
Download SPG002 Development Viability	PDF - 3MB
Download SPG002A Viability Key Assumptions	PDF - 1.5MB
Residential design (including adaptable and accessible accommodation).	HTML
Download SPG003 Residential Design (including Adaptable and Accessible Accommodation).	PDF - 9.9MB
Residential extensions and alterations	HTML
Download SPG004 Residential Extensions and Alterations	PDF - 6.5MB
Placemaking and urban design	HTML
Download SPG005 Placemaking Urban Design	PDF - 9.6MB
Tall buildings	HTML
Download SPG006 Tall Buildings	PDF - 3.4MB

https://www.belfastcity.gov.uk/Plannin g-and-building-control/Planning/Localdevelopment-plan-(1)/Localdevelopment-plan/Adoption-of-Plan-Strategy-documents



Thank You





Subject:

Date:

CLIMATE AND CITY RESILIENCE COMMITTEE

Repo	rting Officer:	John Tully, Director Or	ganisational and City S	strategy			
Contr	act Officers:	Debbie Caldwell, Belfa	st Climate Commission	ner			
Contact Officers:		Brenda Roddy, Project	Support Officer (Clima	ite),			
Restri	cted Reports						
Is this	report restricted?			Yes	No	х	
		ription, as listed in Sche	•	informati	on by vi	rtue of	
wnich	the council has de	emed this report restric	tea.				
Insert	number						
1.	Information relating	to any individual					
2.	Information likely to	reveal the identity of an i	ndividual				
3.	Information relating council holding that	to the financial or busines t information)	ss affairs of any particu	ılar persor	n (includir	ng the	
4.	Information in conn	ection with any labour rela	ations matter				
5.							
6.		g that the council propose ake an order or direction	s to (a) to give a notice	imposing	restriction	ons on a	
7.	Information on any	action in relation to the pr	evention, investigation	or prosec	ution of c	rime	
If Yes	, when will the repo	ort become unrestricted?					
	After Commit	tee Decision					
	After Council	Decision					
	Sometime in	the future					
	Never						
Call-ir	1						
Is the	s the decision eligible for Call-in?						

Update on Belfast Retrofit Delivery Hub

9 November 2023

1.0 Purpose of Report/Summary of Main Issues

1.1 The purpose of this report is to update Members on the Belfast Retrofit Delivery Hub

2.0 Recommendation

2.1 The Committee is asked to:

i) note the contents of the report

3.0 Main Report

3.1 Background

Belfast Retrofit Delivery Hub was established in November 2022 following publication of the Belfast Net Zero Carbon Roadmap which identified that emissions from domestic, public and commercial buildings account for 63% of the city's greenhouse gas emissions. The Hub recognises that the majority of buildings in Belfast in 2035 already exist, and as a result, there is a need to focus resources on improving energy efficiency and decarbonising the heat supply to these buildings in order to achieve emission reduction targets and reduce energy costs.

The Hub takes a consortium approach to catalyse retrofit activity across the public, commercial and private building sectors in Belfast, engaging stakeholders from across the construction supply chain, funders, academics, public bodies, housing providers and consumer bodies. Belfast City Council's Climate Team convenes and supports the Hub's activities as part of the wider support the team provides for the Belfast Community Planning Partnership. The Hub's work is informed by the National Retrofit Strategy produced by the Construction Leadership Council and is Chaired by Peter Roberts (previously chair of NIHE) with technical advisory support provided by Professor Alice Owen from Leeds University.

3.2 The Hub's principal duties are:

- To identify opportunities for retrofit across the city and bring together the partners who can realise those opportunities.
- To identify and endorse the required standards of building performance that retrofit in Belfast needs to achieve.
- To identify ways of supporting the economic activity, skills and jobs that achieving those standards requires
- To draw together partners to source and release funding, using a funding-ready rather than a funding-led approach.
- To promote a collaborative, solutions approach sharing knowledge across ownership and tenure.
- To ensure engagement with stakeholders across the city, and to support and promote complementary initiatives.
- To ensure that retrofit work considers climate resilience.
- To report on progress, initially to the Community Planning Partnership's Resilience and Sustainability Board

3.3 Achievements and process to date

Participants in the Belfast Retrofit Delivery Hub meetings over the past 12 months have confirmed the city's aspiration to transform the city's buildings in line with its carbon reduction commitments and discussions have generated a rich range of insights and potential interventions.

Belfast's approach so far has had some distinctive features compared to how other cities are tackling the retrofit challenge:

- Stakeholders from all aspects of retrofit delivery have been involved including installers, customers, housing providers, property owners, policymakers, researchers. The benefits of getting the 'whole system in a room' have been evident in the information that has been shared and the depth and breadth of ideas produced.
- Using the UK National Retrofit Strategy as a reference point has enabled discussions to reflect on how delivering retrofit, at scale, is a complex problem where many different elements all need to move at once. Skills, technical standards, funding, policy/regulation, market demand, supply chain capacity have to be progressed in parallel.
- Political constraints whilst there is frustration at the constraints imposed whilst the NI
 Assembly is not functioning, there is also the recognition that the city stakeholders need to do
 what they can rather than waiting for restoration of the Assembly's functioning.
- Aiming to be funding ready rather than funding led i.e. developing the projects that the
 city needs and then finding ways to fund those projects.
- Thinking through how to work across tenures most retrofit programmes focus on one tenure only.

Discussions have focussed mainly on the residential sector to date, in part because improving homes is an important social priority as well as being essential for carbon emissions reduction. This discussion has gone further than many other cities by including consideration of the private rented sector alongside social housing and owner-occupied homes. Hub participants have also identified a need to retrofit commercial and public buildings in parallel with upgrading the housing stock.

3.4 Next steps

Based on discussions to date, ten 'work packages' – clusters of actions – are proposed, to run in parallel:

Foundation Work	1.	Data and information
Packages – cross-cutting	2.	Co-ordination, learning and knowledge exchange.
activities that underpin all	3.	Ensuring the just transition – checking for equality of
the actions:		opportunity
Themed Work Packages	4.	Pipeline development & funding options
 clusters of actions 	5.	Creating customer demand – Improving understanding,
identified:		creating the market
	6.	Building energy performance assessment and monitoring
	7.	Supply chain development
New work packages –	8.	Commercial sector
filling important gaps:	9.	Local Area Energy Plan integration
	10	. Resilience assessment

A series of 43 actions was identified by Hub members, clustered into three work packages and ranked by a combination of potential level of impact, ease/difficulty of implementation, timescale to deliver and dependency on factors outwith the Hub. A full list of actions is included in Appendix A.

Task and finish groups are being set up for each work package with Hub members invited to lead and participate in those relating to their experience and expertise. The groups will examine the actions in detail, exploring if/how they can be taken forward and commencing work as appropriate. Workshops are scheduled to take place in late November 2023 with progress reported to the Hub consortium at its next quarterly meeting in January 2024.

Outputs of the task and finish groups will be integrated into and will serve as a delivery plan for the Draft Retrofit Strategy which will be a Hub consortium document. Plans are under development for a launch event of the strategy in February 2024.

4.0	Financial and Resource Implications
4.1	None
5.0	Equality or Good Relations Implications/Rural Needs Assessment
5.1	Corporate policies will be followed, and appropriate screening and mitigating actions for individual work packages delivered where necessary.
6.0	Appendices - Documents Attached
	Appendix A – Retrofit Hub Actions by Work Package (October 2023)

APPENDIX A: Belfast Retrofit Delivery Hub Actions by Work Package.

Subjective assessment of impact on delivering retrofit in Belfast
High
Medium
Low

1. FOUNDATION ACTIONS:

Foundation 1: data and information

Collate city wide data on housing in order to map housing stock and opportunities for domestic retrofit interventions - including wall type, potentially identifying pathfinder areas, tying in with LAEP.	High
Explore whether NISRA can collect more finely grained data around housing transactions to give a better sense of the impacts and potential for fiscal measures would be around creating the correct incentives.	Low

Foundation 2: Co-ordination, learning and knowledge exchange

Retrofit Hub to call for an NI retrofit strategy similar to the approach used by the Construction Leadership Council calling for one in England.	Medium
Public and private sector - explore support for intelligent client approach to help the Hub and members develop optimised funding and business cases.	Medium
Explore potential use of the UP2030 project area as a way to test how this might work, starting with borescope surveys of properties across the area.	Medium
Disseminate lessons from the Belfast Retrofit Hub process to the rest of NI interested parties to avoid duplication.	Low

Foundation 3: Ensuring the just transition – checking for equality of opportunity

Whole street / area approach: Develop criteria for area selection and establish principles for area	Low
based pathfinders	

2. WORK PACKAGES:

WP 1: Pipeline development and financing options

3Ci - discuss opportunity for setting up a Net Zero Neighbourhood model investor event to explore Belfast context. Invite Hub finance experts to attend. (UP2030 project plans to submit an application for inclusion in the pitch document).	High
Energy Efficiency – development of existing schemes - Understand Affordable Warmth programme plans/gaps/potential uplift by BCC/NIHE/DFC – links to the Energy Strategy Action Plan	High
Seek clarity on the amount of ECO+ equivalent funding that will come to NI, and to Belfast.	High
Document the range of funding mechanisms, the kinds of projects they are suited for, and the actions which would unlock different finance.	High

Meet with the Chartered Institute of Buildings to explore if there are fiscal measures, (such as deferring Stamp Duty on properties for improvement) that could be introduced in order to have a sustainable income financing scheme to fund retrofit	Medium
Meet with Dept for the Economy in their new role in leading the Energy Management Forum to explore opportunities for joined up approach to retrofit of public built estate	Medium
Meet with Dept of Infrastructure and Strategic Investment Board to explore how the Public Sector Investment Pipeline can be utilised to identify energy efficiency retrofit opportunities for public sector clients and construction sector bidders.	Medium
Green bank loans – follow up discussion with banks to check if the debt for businesses can relate to properties that the business doesn't own, if there are any vehicles for retrofit across multiple houses and different tenures (that they don't own) achieving the 30% reduction across the whole.	Medium
Spend to save energy investment funds – discuss in greater detail with QUB and explore as an option for Retrofit Hub and LAEP	Medium
Get an update from NI Federation of Housing Associations on potential joined up funding bids with banks to feed into the Hub's work.	Medium
Explore if/ how the public sector pipeline database provides an opportunity for developing a city wide approach to building energy efficiency retrofit into the procurement programme.	Medium
Explore potential for Developer Contributions to support uplift in relevant area/s	Medium
Explore how public sector assets are currently offloaded – the scale involved, processes such as duty of care and any opportunities/ current practices to incentivise retrofit at point of sale - in order to share good practice.	Low
Keep retrofit and energy efficiency/decarbonisation on the regular call for public sector procurement directors.	Low

WP 2: Creating customer demand - Improving understanding, creating the market -

Meet with Dept for the Economy to follow up on outcomes of the public consultation on the proposed NI One Stop Shop model.	High
Homeowners - explore potential for linking the new NI One Stop Shop approach with People Powered Retrofit and SEAI models for opportunities to support a domestic project pipeline for able to pay homeowners,	High
Project commissioners - identify those commissioning and procuring Repair/Maintenance/Improvement I built environment projects throughout the area, assess knowledge gaps and explore training required to raise skills.	High
Engage with Consumer Council on how best to increase consumer awareness of what they can do and access - Review good practice for both awareness campaigns and consumer support e.g. "Green Doctor" programmes	High
Carry out market testing around the level of grant/subsidy that would be required to get property owners to participate in a tenure based programme.	Medium
Learn from the Belfast Health Trust's use of Performance Management Contracts to reduce energy use in existing estate and determine the scope to apply this more widely across the public sector.	Medium
Identifying, using and learning – together – from best practice Dublin City Council info exchange ROI learning – ongoing links through Shared Island potentially. UK learning – through Core Cities and PCAN. Globally - Resilient Cities Network, ICLEI, Horizon Programmes etc.	Medium
NIHE have regular meetings about procurement including sustainable procurement—invitations could be extended to relevant Hub members as appropriate.	Low

WP 3: Building energy performance assessment and monitoring

Explore with the banking sector the potential for taking elements of the financial industry alignment with the EPC system (which currently doesn't factor in the carbon emissions or encourage a whole of house approach), enhancing it with the SAP technical strengths and perhaps elements of the BER system.	High
Professional quality management – discussions to be held with the professional body for Building Control officers to assess how capacity can be built across the sector.	High
Identify funding and market opportunities (c £200k) to support the provision of whole house surveys (possible private sector partnership), and create an aggregated plan for an area based retrofit programme.	High
Explore a replicable home survey method (and report) which complies with EPC requirements but provide homeowners with a clear menu of actions.	High
Create a panel of impartial assessors who can carry out the surveys and produce reports	High
Engage with RICS to discuss evaluation principles and guidance for evaluation to ensure that energy efficiency improvements of households are reflected in valuations with clear guidance for evaluation professionals and the financial services - UU keen to engage	Medium
Establish the protocols to share survey reports	Medium
Agree a level of energy efficiency to aspire to	Medium

WP4: Supply chain development

Trainers and manufacturer partnership training- work with the training colleges and manufacturers to explore potential for replicating the successful cavity wall insulation programme in other retrofit measures that are likely to be in demand in the Belfast area e.g. external wall insulation (EWI), internal wall insulation (IWI), loft insulation, doors and windows.	High
Building merchant credit lines – check with banks and 3ci if their models can accommodate to reflect the credit lines required for contractors.	Medium
Identify how existing skills can be accredited, and how smaller skills gaps and uplifts can be supported (role for CITB?)	Medium
Engage with colleges to explore how retrofit skills might be integrated into broader construction skills training programmes – recognising that effective retrofit is actually a way of increasing quality and value for construction firms - Ongoing work to encourage retrofit be included in existing training programmes	Medium

3. FUTURE WORK PACKAGES:

NWP1: Commercial sector - No actions identified beyond those implicit in WP1: Pipeline and financing

NWP2: LAEP integration

Scrutinise emerging LAEP data to identify opportunities for non-domestic retrofit programmes	Medium
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NWP3: Resilience assessment

Consider resilience checking the programme for adaptation purposes - Link to TALX project (Climate NI)	Medium
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Belfast Retrofit Delivery Hub Update to Climate & City Resilience Committee

Brenda Roddy, Climate Team

www.belfastcity.gov.uk/climate-change

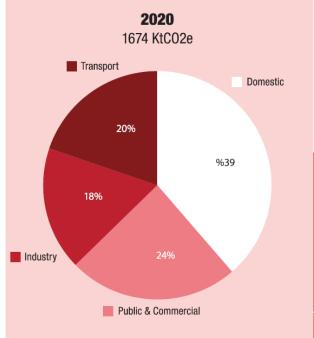
- Background reminder
- Journey so far
- Approach & key issues
- What we've learned in 1 year
- Turning ideas into actions
- Next steps





2. Background & context

- Grew out of the Carbon Road Map
- Consortium approach to catalyse retrofit activity across public and private building sectors
- Stakeholders across the supply chain
- Funding-ready approach
- National Retrofit Strategy UK









3. Timeline

- Nov 2022 -Terms of Ref & membership
- Dec 2022 & March 2023 identify issues & barriers
- May 2023 Draft strategy presented
- June 2023 round tables: actions needed to deliver
- Oct 2023 Draft options presented.
- Next steps under development.



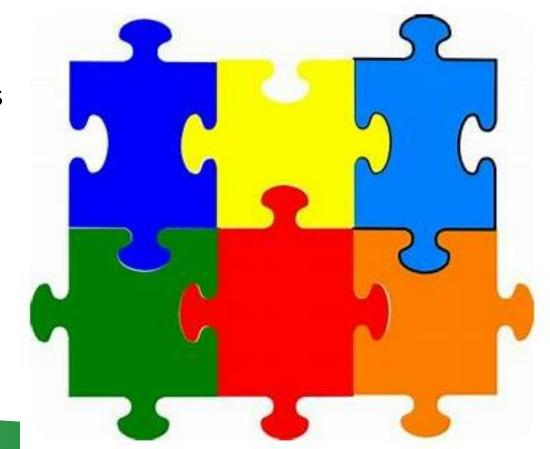


3. Key Issues & Approach

UK National Retrofit Strategy:

- Energy efficiency
- Area pathfinders
- Standards and skills
- ⊕ One stop shop for householders and for builders
 - Funding and finance
 - Public sector pipeline of retrofit work.







What we learned – barriers & opportunities

ENERGY EFFICIENY

- Understand stock & energy performance
- Assessments that inform action & measure results
- Educating householders

PATHFINDERS

- Low income & low energy performance homes
- Whole street
- Construction type
- Tenure type







STANDARDS & SKILLS

- Vital for quality, confidence & market building
- Limited appetite to investing from construction sector
- Construction sector challenges in skills & workforce
- Wide ranging solutions



- Support needed for all stakeholders
- Private sector hand holding model
- Wrap around service for householders







6. What we learned – barriers & opportunities FUNDING & FINANCING

- Retail & public financing
- Spend to save in-house investment
- Fiscal levers VAT & Stamp Duty



- Public Sector Infrastructure Pipeline
- Intelligent client approach







9. PUBLIC SECTOR PROJECT PIPELINE



Ten 'work packages' - clusters of actions - are proposed, to run in parallel (different timescales)

⊕			
	Foundation Work Packages	1.	Data and information
Page 85	 cross-cutting activities that 	2.	Co-ordination, learning and knowledge exchange
	underpin all the actions:	3.	Ensuring the just transition – checking for equality
			of opportunity
	Themed Work Packages –	4.	Pipeline development & funding options
	clusters of actions identified:	5.	Creating customer demand - Improving
			understanding, creating the market
		6.	Building energy performance assessment and
			monitoring
		7.	Supply chain development
	New work packages - filling	8.	Commercial sector
	important gaps:	9.	LAEP integration
		10.	Resilience assessment



10. Examples of potential actions

FUNDING & FINANCING

- Retail & public financing
- Spend to save in-house investment
- Fiscal levers VAT & Stamp Duty

PROJECT PIPELINE OF WORKS

- Public Sector Infrastructure Pipeline
- New models of procurement
- Intelligent client approach





