

Appendix 1



Belfast City Council
Sustainable Development Steering Group
Action Plan - 2009-2011.

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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 recent years, government has realised that we are living way beyond our means. We are using up too many natural resources, generating too much waste and pollution and our reliance upon fossil fuels is worsening the effects of climate change. Northern Ireland has been described as leading a three-planet lifestyle, meaning that if everyone in the world lived the way we do, it would take the resources of three planets to support us. Government has stated therefore, that we must develop a strong and stable economy but in doing so we must, above all, make sure it is a sustainable economy that balances environmental, social and economic concerns.

United Kingdom Sustainable Development Strategy.

In March 2005, government published the United Kingdom Sustainable Development Strategy entitled 'Securing the future - delivering UK sustainable development strategy' which commits to a strategic framework for sustainable development covering the period up to 2020. The framework is based upon a shared understanding of sustainable development, a vision of what needs to be achieved and the guiding principles needed to achieve it, sustainable development priorities, and indicators to monitor progress towards key objectives.

Guiding principles of the UK strategy include living within environmental limits and ensuring a strong, healthy, and just society, which are to be achieved by creating a sustainable economy, promoting good governance, and using sound science responsibly.

Priority action areas include sustainable consumption and production, climate change and energy, natural resource protection and environmental enhancement and building sustainable communities.

A key requirement of the UK national strategy is that each of the devolved administrations should develop its own prioritised sustainable development strategy, which builds upon existing sustainable development processes and translates the national strategy into actions, based upon local responsibilities, needs, and views.

Northern Ireland Sustainable Development Strategy.

In May 2006, the then Secretary of State, Peter Hain introduced the first Northern Ireland Sustainable Development Strategy entitled 'First Steps Towards Sustainability' which placed responsibility for sustainable development with the Office of the First and Deputy First Minister and built upon the UK Strategy by identifying six regional priority action areas.

1. Sustainable consumption and production
2. Natural resource protection and environmental enhancement.
3. Sustainable communities
4. Climate change and energy.
5. Learning and communication.
6. Governance and sustainable development.

1. Sustainable Consumption and Production.

Sustainable consumption and production is about achieving more with less. Traditionally, the focus of improvement initiatives has been to improve the quality of services and products but sustainable development requires that this emphasis be widened to consider the impacts of products and materials throughout their lifecycles. By changing how products and services are evaluated, inefficiencies can be minimised, thereby improving levels of organisational innovation, efficiency, and competitiveness. Actions for achieving sustainable consumption include making the Northern Ireland public sector a leader in sustainable procurement.

2. Natural resource protection and environmental enhancement.

The earth has finite levels of natural resources in both the marine and terrestrial environments that are vital to our survival. Sustainable development principles require that these resources are effectively managed and protected, and helped to recover where contamination or damage has occurred. Actions for improving our natural environment include conserving our landscape and managing it in a more sustainable way, protecting and enhancing the freshwater and

marine environment, improving our air quality, conserving, protecting, enhancing and sustainably re-using our historic environment and protecting and enhancing biodiversity.

3. Sustainable communities.

In seeking to create sustainable communities, the government objective is to have the principles of sustainable development embedded at a local democratic level. This is to be achieved by creating well designed, well built, fair, inclusive and safe communities that have a say in the decisions that affect them and that engage in partnership working at the appropriate level to get things done.

4. Climate Change and Energy.

The effects of climate change and global warming on the environment have become more pronounced over recent years with rising sea levels, higher ambient temperatures, and more frequent extreme weather events. The Intergovernmental Panel on Climate Change (IPCC) 4th Report has concluded that global atmospheric concentrations of carbon dioxide (CO₂), methane (CH₄) and nitrous oxide (N₂O) have increased markedly as a result of human activities and now far exceed pre-industrial levels. Carbon dioxide has been identified as the most important anthropogenic greenhouse gas with ambient monitoring indicating that global atmospheric concentrations have increased from a pre-industrial value of around 280 ppm to current levels of 380 ppm. Accordingly, government has introduced a range of statutory and other carbon dioxide reduction targets including:-

- The net UK carbon account for the year 2050 is to be at least 80% lower than the 1990 baseline - Climate Change Act 2008.
- Greenhouse gas emissions are to be reduced by 25%, below 1990 baseline levels by 2025 – Building a Better Future – Draft Programme for Government 2008-2011.

Furthermore, from April 2010, non-intensive energy users (including local authorities) may be statutorily required to participate in the DEFRA Carbon Reduction Commitment emissions trading scheme, which seeks to reduce sectoral emissions by at least 4MtCO₂ per year by 2020. Entry into the scheme will be determined by an organisation's electricity consumption.

5. Learning and communication.

Research has indicated that the concept of sustainable development is not well understood and consequently government has committed to raising awareness levels via appropriate educational and promotional campaigns.

The Office of the First and Deputy First Minister has issued guidance as to how local and central government policies can incorporate 'sustainability' considerations. The Policy Toolkit, developed by the Policy Innovation Unit of the Office of the First and Deputy First Minister provides a framework for sustainable development impact assessment and is available to download from the OFMDFM website via the following web link:-

www.ofmdfmi.gov.uk/index/improving-public-services/policylink/policy-toolkit.htm

DEFRA has also published a sustainability assessment tool as part of its 'Thinksustainable' campaign with the objective of helping to raise awareness and understanding of sustainable development and helping policy makers to embed sustainable development within their project or programme work. *The 'Stretching the Web' tool generates a visual representation of a sustainability appraisal using the Specific Impact Tests checklist, derived from the Better Regulation Executive Impact Assessment. The Stretching the Web toolkit is available to download from the sustainable development section of the DEFRA website as follows:-*

www.defra.gov.uk/sustainable/think/stretch/index.htm or <http://stretchingtheweb.defra.gov.uk>

6. Governance and Sustainable Development.

Governance provides for citizens to have the opportunity to influence those decisions, which either directly affect them or are of general public concern. From a sustainable development context, such decisions include those impacting upon social, environmental, and economic issues. Government has sought to mainstream sustainable development principles throughout local government by introducing a statutory duty upon relevant public bodies to contribute to the achievement of sustainable development.

The Northern Ireland Sustainable Development Strategy and supporting documentation is available to download from the OFMDFM Sustainable Development Unit via the following web link:-

www.ofmdfmi.gov.uk/index/economic-policy/economic-policy-sustainable-development.htm

Local Authority Statutory Duty on Sustainable Development.

Section 25 of the Northern Ireland (Miscellaneous Provisions) Act 2006 imposes a statutory duty requiring public authorities to act to promote sustainable development in the exercise of their functions. The Act received Royal Assent on 25th July 2006 and commenced on the 31st March 2007. The statutory obligation is articulated as follows:-.

‘A public authority must, in exercising its functions, act in the way it considers best calculated to contribute to the achievement of sustainable development in Northern Ireland, except to the extent that it considers that any such action is not reasonably practicable in all the circumstances of the case.

For this purpose— a public authority must have regard to any strategy or guidance relating to sustainable development issued by the Department of the Environment, and a public authority other than a Northern Ireland department must have regard to any guidance relating to sustainable development issued by a Northern Ireland department other than the Department of the Environment.’

The Office of the First and Deputy First Minister has indicated that local authorities may be required to provide annual documentary evidence demonstrating compliance with the sustainable development statutory duty, including publishing a list of all decisions subject to a sustainability assessment together with an explanatory statement on their websites by 1st May of each year. This obligation has not been enacted to date.

Monitoring Northern Ireland’s Progress towards Sustainable Development.

The Office of the First and Deputy First Minister is responsible for establishing appropriate performance indicators and monitoring progress towards achieving Northern Ireland’s sustainable development objectives.

Additionally, the Department for Environment, Food, and Rural Affairs (DEFRA) also collates national data in order to measure appropriate progress towards the UK Sustainable Development Strategy objectives. The UK Strategy includes 68 indicators by which to monitor progress including 20 Framework indicators, which reflect the priority areas shared across the UK including greenhouse gas emissions, resource usage, waste generation, and air pollution. The Sustainable Development Indicators in Your Pocket summary publication is available to download from the DEFRA website via the following web link:-

www.defra.gov.uk/sustainable/government/progress

Further Development of the Northern Ireland Sustainable Development Strategy.

The Northern Ireland Sustainable Development Strategy contains a commitment that the Office of the First and Deputy First Minister will publish an accompanying Implementation Plan, which describes how organisations can contribute towards sustainable development within Northern Ireland. 'A Positive Step – Northern Ireland – A Sustainable Development Implementation Plan' was published in November 2006 however; the Office of the First and Deputy First Minister has indicated that it is only an interim implementation plan to coincide with the current government budgetary cycle. Accordingly, the plan addresses only three spotlight sustainability themes – sustainable communities, energy, and procurement from a central government perspective.

Furthermore, the Office of the First and Deputy First Minister has stated that the Sustainable Development Strategy will be subject to a complete review at an appropriate stage, possibly around 2010. The OFMDFM Sustainable Development Unit has recently indicated that the aforementioned review is currently underway with the objective of producing a new Sustainable Development Strategy for Northern Ireland. OFMDFM has stated that the new strategy will function as an enabling mechanism for the wider sustainable development agenda and, in particular, to inform and assist the development of the second and more inclusive Sustainable Development Implementation Plan.

The 2008 – 2011 Programme for Government, entitled 'Building a Better Future', highlights that building a sustainable future is a key requirement for economic, social and environmental policies and programmes. Government has committed that development, which meets the needs of the present without compromising the ability of future generations to meet their own needs, will underpin the approach to all of its activities.

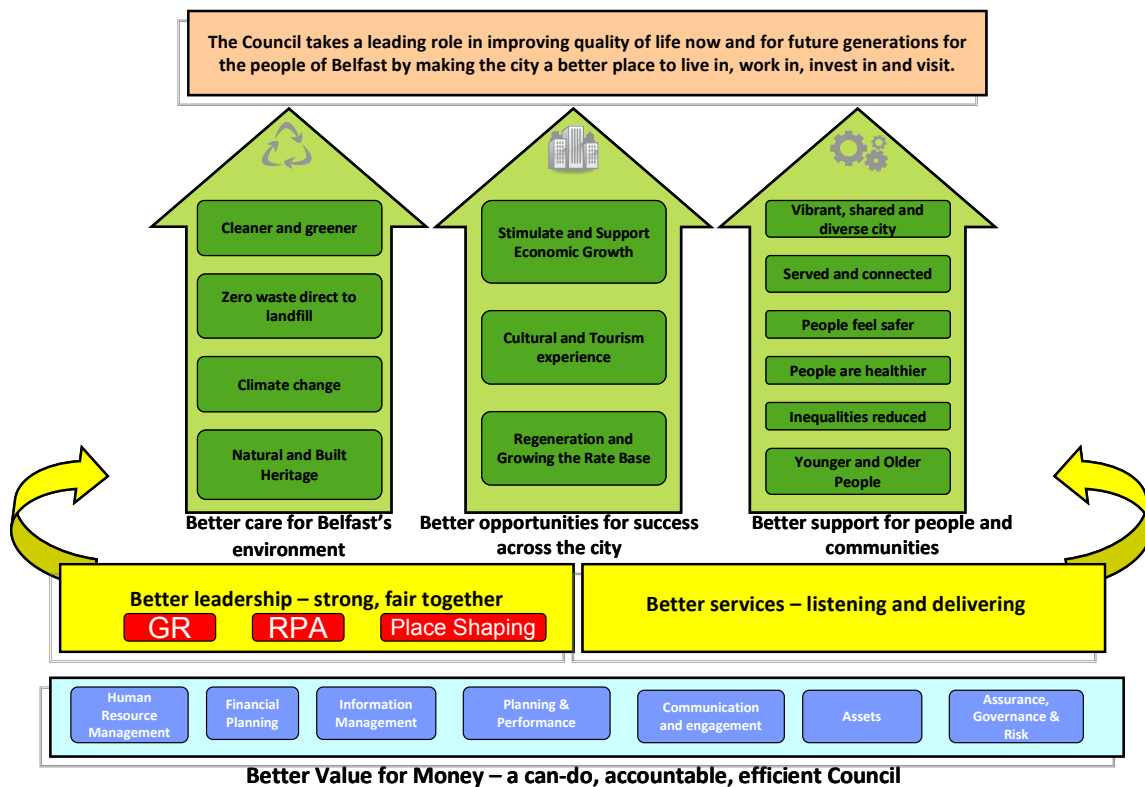
Accordingly, within the accompanying Public Service Agreements, government has committed to integrate sustainable development priorities within public procurement, achieve the Sustainable Development Strategy objectives on sustainable consumption and production and climate change and energy, conserve Northern Ireland's bio-diversity, and deliver a modern, efficient, and sustainable transportation system.

Belfast City Council and Sustainable Development.

Belfast City Council places significant emphasis on delivering its overriding corporate objective of taking a leading role in improving quality of life now and for future generations for the people of Belfast by making the city a better place to live in, work in, invest in, and visit.

The Council's Corporate Plan 2008-2011 contributes towards the achievement of this objective by setting out the values that the Council wants to create in the city and the key issues that it wants to address over coming years. Strategic themes include better leadership, better opportunities for success across the city, better care for Belfast's environment, better support for people and communities, better services and better value for money. Therefore, it is considered that the Belfast City Council Corporate Plan and its updates represent the primary instrument of policy and accordingly, the overarching Sustainable Development Plan for the organisation.

The Corporate Plan 2008 -2011 is implemented throughout Departments and Services via the Council's Value Creation Map as follows:-



Belfast City Council Sustainable Development Steering Group.

Within Belfast City Council, sustainable development is managed by the Sustainable Development Manager and the Sustainable Development Steering Group, which comprises a range of representatives from council Departments. The Sustainable Development Steering Group will continue to lead on sustainable development within Belfast City Council, with a principal focus upon environmental initiatives, but will also advise on those actions that enable Belfast City Council to fulfil its obligations under the Northern Ireland Sustainable Development Strategy and statutory obligation. From October 2008, the Sustainable Development Steering Group subsumed the functions and membership of the council's Energy Task Force. Membership and terms of reference for the Sustainable Development Steering Group are detailed in appendices B & C.

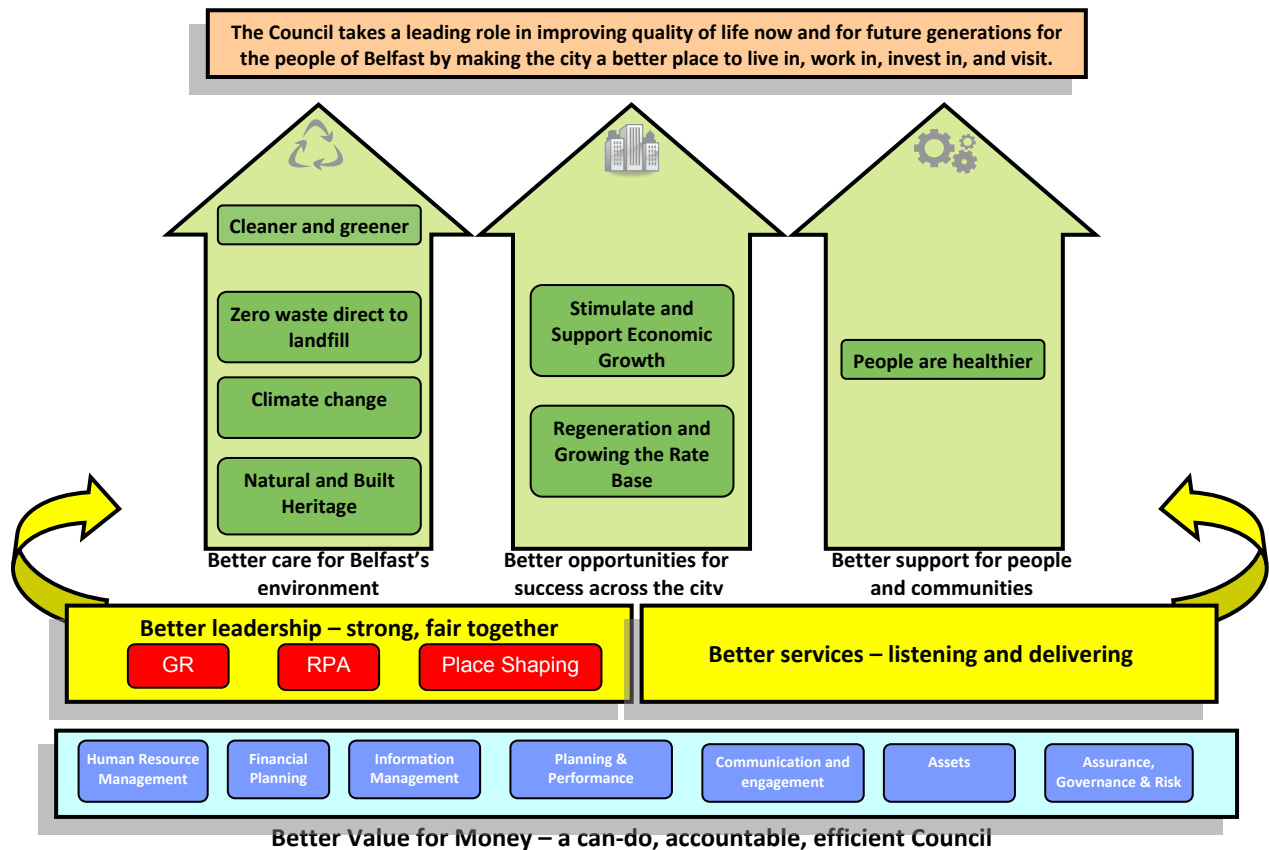
Of particular pertinence to the work of the Sustainable Development Steering Group is Strategic Element 2 of the Value Creation Map relating to *'Better care for Belfast's environment – a clean, green city now and for the future'*, which commits the Council to reduce the city's impact upon climate change and protect, promote and enhance the city's natural and built heritage and open spaces.

In order to achieve these objectives, the Sustainable Development Steering Group has proposed a number of indicative projects including:-

- Reviewing and updating the Council's Sustainable Development Action Plan 2006-09.
- Developing and implementing a Sustainable Transport Strategy for the Council.
- Participating in the adoption of a Northern Ireland Local Government declaration on climate change with a view to developing a prioritised action plan to address the causes of climate change within Belfast in collaboration with outside bodies and local communities.
- Protecting, promoting, and enhancing open spaces.
- Implementing the Local Biodiversity Action Plan for Belfast.
- Supporting better urban design and accessible public areas within the city.

Therefore, taking account of all projects to be delivered via the 2009-2011 Action Plan and their associated economic and health benefits, the Sustainable Development Steering Group Value Creation Map may be illustrated as follows:-

Sustainable Development Steering Group Value Creation Map.



Additional powers to be placed with Councils under the Review of Public Administration Implementation and both emerging national and international concerns regarding the environment will inevitably also bring greater responsibilities and expectations. Accordingly, the Sustainable Development Steering Group will continue to enable Belfast City Council to champion the principle of sustainable development and demonstrate sound environmental stewardship in all aspects of its service delivery.

Overview of the Belfast City Council Sustainable Development Action Plan.

Having considered the implications of the Northern Ireland Sustainable Development Strategy and the Council's Corporate Plan 2008-2011, the Sustainable Development Steering Group has developed this action plan in response to the priority action areas. This is the third Sustainable Development Action Plan for Belfast City Council, covering the period April 2009 – March 2011. The plan seeks to build upon existing environmental initiatives and will focus therefore upon seven key work areas, namely:-

1. Implementation and refinement of environmental management systems.

Belfast City Council has recognised that in order to deliver a diverse range of services to the residents of Belfast in accordance with its corporate objectives, it needs to consume natural resources, use energy, and correspondingly, generate waste. However, the Council has given a commitment to minimise environmental inefficiencies and wastage in its processes by implementing structured environmental management systems underpinned by appropriate environmental, energy conservation and waste reduction policies. Belfast City Council has elected to implement BS 8555:2003 'Environmental management systems — guide to the phased implementation of an environmental management system including the use of environmental performance evaluation' which prepares for formal environmental management system accreditation under ISO14000. A number of Services and Business Units have already achieved ISO14001 accreditation including the Waste Management Service, Procurement Unit and Fleet management Unit. The ongoing promotion of environmental management systems across Departments will be augmented by the development of a 'Green Conferencing' offering for the Waterfront Hall and an environmental strategy for the newly refurbished Ulster Hall.

Belfast City Council has introduced a programme designed to assist Small and Medium Enterprises and larger organisations to introduce accredited environmental management systems. The Business Improvements through Environmental Solutions (BITES) programme will be jointly delivered by the Development Department and Waste Management Service.

Moreover, the Development Department's Economic Development Unit is seeking to develop environmental businesses and new technologies by facilitating the Queens University Environmental Science, Technology and Research (QUESTOR) Centre to develop business improvement plans for a local environmental range of business.

Theme Leader - Alastair Curran, Sustainable Development Manager (ext. 3309).

2. Environmental Purchasing.

The Sustainable Development Action Plan details measures to mainstream environmental purchasing procedures throughout all Council Departments and to ensure that appropriate environmental evaluation criteria are routinely considered during tendering and other procurement processes. The Environmental Purchasing component of the action Plan is delivered by the Procurement Unit, which is located within the Core Improvement Department and functions as an internal consultancy service for Departments concerning their tenders. In

addition to these activities, the Economic Development Unit and Waste Management Service are scheduled to deliver jointly sustainable procurement awareness events during Waste Week.
Theme Leader – Julie McShane, Assistant Procurement Manager (ext. 3626).

3. Energy and Carbon Management.

The Sustainable Development Action Plan describes a range of initiatives designed to improve the energy efficiency of, and reduce carbon dioxide (CO₂) emissions from, ‘poorly’ performing Council buildings by identifying causes of excessive energy consumption, developing and implementing tailored energy reduction action plans and by providing regular performance feedback to Facilities Managers. Within the Corporate Plan 2008-2011, the Council has adopted a key priority action of reducing the city’s impact on climate change and improving air quality. This is to be principally achieved by developing a prioritised action plan to address the causes and consequences of climate change and progress will be measured via the primary performance indicator “% reduction in greenhouse gas emissions from Council premises”.

The Department of Finance and Personnel is tasked with promoting the efficient use of energy by Northern Ireland public sector organisations to ensure that government targets for energy efficiency and the reduction of emissions to the atmosphere are achieved. Under the Public Sector Energy Campaign, Belfast City Council is required to provide annual energy consumption data to the Department of Finance and Personnel, which benchmarks our energy efficiency against other public sector organisations. The energy efficiency of the public sector estate in Northern Ireland is measured against the following targets:

- To increase the energy efficiency of the 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 public sector estate buildings by 12.5% by 2010/11, relative to a base year of 1999/2000; and
- To reduce electricity consumption across the entire public sector estate by 1% annually from 2007 to 2012 against a base year of 2006/07.

Furthermore, the provisions of the Energy Performance of Buildings Directive require public sector organisations such as Belfast City Council to display Energy Certificates in buildings with a total useful floor area greater than 1000 m². Although multiple small buildings on a site where each building is less than 1000 m² are excluded, if these buildings are linked to one another by

a heated space or are served by the same heating or cooling system then a Display Energy Certificate is required. Qualifying buildings must be occupied by a public authority or an institution providing a public service to a large number of people and must be frequently visited by the public. Display Energy Certificates show the energy efficiency of a building in the form of a rating (A-G rating, where A is the most efficient) and must also list cost effective measures to improve the energy rating of the building.

Belfast City Council presently operates 17 buildings, which require Display Energy Certificates however; the European Parliament Committee on Industry, Research, and Energy is presently considering proposals to recast the Energy Performance of Buildings Directive. The proposed revisions to the Directive will tighten existing public sector organisation provisions, requiring Display Energy Certificates in buildings with a total useful floor area greater than 250 m². Moreover, an amendment to ensure that by 2015, new public sector buildings with a total useful floor area greater than 250m² must have low or zero carbon dioxide emissions and primary energy consumption has also been proposed.

The Sustainable Development Steering Group notes that if the provisions of the Energy Performance of Buildings Directive are extended to buildings of greater than 250m² floor space, then the majority of Council premises will require a Display Energy Certificate. It is considered therefore, that an energy rating (within the range A-G) could be adopted as an energy efficiency target by the Council. As part of this Action Plan therefore, the Sustainable Development Steering Group will consider whether it is appropriate for a particular energy-rating target to be adopted by Belfast City Council.

From April 2010, large non-intensive energy users, including local authorities, will be statutorily required to participate in the Department of Energy and Climate Change (DECC) / Northern Ireland Environment Agency (NIEA) Carbon Reduction Scheme emissions trading programme. Participants will be required to estimate their annual carbon emissions arising from their building energy consumption and then purchase carbon allocations covering those emissions. At the end of each year, participants will be required to compare actual with predicted emissions and where any shortfall occurs, they will be required to purchase additional allocations at the market rate. In the initial years of the scheme, there will be an unlimited number of emission allocations available for purchase however from year three; government will apply a declining cap to ensure that the required energy conservation measures are implemented by participants. Government

has also indicated that it intends to publish an annual energy performance league table and apply penalties to poorly performing organisations. The Department of the Environment for Northern Ireland has advised Belfast City Council that it will be required to participate in the Carbon Reduction Scheme from April 2010.

Theme Leader – Ciaran McGrath, Energy Conservation Manager (ext. 5722).

4. Waste Management.

Belfast City Council employs approximately 2,500 staff at around 102 operational centres across Belfast delivering a diverse range of services and functions. Accordingly, these operational centres have the capacity to generate numerous types of waste, which must be handled, stored, and disposed off in accordance with waste management legislation.

The Controlled Waste Duty of Care Regulations (Northern Ireland) 2002 and amendments, establish 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 that they pass their waste on to, such as a waste contractor, scrap metal merchant, recycler or skip hire company, is authorised to take it. If this does not occur, and the waste is illegally disposed of, the organisation can be held responsible. The Regulations also require that a Duty of Care Transfer Note identifies the waste by reference to the appropriate six-figure code in the European Waste Catalogue. The Hazardous Waste (Northern Ireland) Regulations 2005 and amendment prescribe the collection, storage, and transport of hazardous waste. In the course of its collection, transport, and temporary storage, the consignor 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 waste.

Belfast City Council's 'In House' Waste Strategy is delivered via the Sustainable Development Action Plan and outlines measures to reduce waste production to 90% of 2006 levels by 2012 by principally by reducing waste generation and increasing both reuse and recycling levels.

Theme Leader – Tim Walker, Head of Waste Management Service (ext. 3311).

5. Sustainable Transportation.

During 2009, Belfast City Council will publish a revised and updated Transport Policy, which will articulate the Council's transport vision both for the City and for its staff and fleet. In order to encourage staff to adopt more sustainable forms of transport, the Council will need to develop, resource and adopt a workplace travel plan, which is promoted to all staff, elected members, and general public. Workplace travel plans typically include commitments to conduct annual staff travel surveys, introduce car sharing, negotiate public transport service and infrastructure improvements, install cycle and walking facilities, set up incentive schemes to encourage sustainable travel, and introduce car park management procedures.

Additionally, the Council will also need to identify opportunities for reducing emissions from its vehicle fleet including updating its fuel management procedures, investigating opportunities to introduce biofuels or emerging vehicle engine technologies, and continuing exhaust emissions testing. Within Northern Ireland, approximately 33% of carbon dioxide emissions come from transportation sources. Moreover, road transport is also a key source of ambient air pollutants such as particulate matter and nitrogen dioxide. Consequently, initiatives to encourage a modal shift towards more sustainable forms of transport will also help to address the Council's corporate priority action of reducing the city's impact on climate change and improving air quality.

The Council will also utilise the revised and updated Transport Policy to develop further its partnership working with the Department for Regional Development and to influence implementation of the Belfast Metropolitan Transport Plan and other governmental transport initiatives, including improvements to Belfast's public realm.

Theme Leader – Terry Mitchell, Operations Manager Waste Collection & Recycling (ext. 5274)
Alastair Curran, Sustainable Development Manager (ext. 3309).

6. Natural Resource Protection and Environmental Enhancement.

The Sustainable Development Action Plan contains measures to enhance the urban environment within 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, Belfast City Council published its three year Biodiversity Action Plan in April 2007. The Biodiversity Action Plan will help 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, involve as many bodies and individuals within the city as possible, refocus conservation work already underway within nationally agreed objectives, and provide information on biodiversity to assist politicians and policy makers to make informed biodiversity management choices. Actions to be delivered via the Biodiversity Action Plan and Sustainable Development Action Plan include undertaking a review of the Council's Open Space Strategy entitled 'Your City, Your Space', completing initiatives to conserve national and local priority species and habitats within Belfast, raising awareness of biodiversity issues across Belfast, encouraging more people to become involved in conserving biodiversity via the formation of effective partnerships, and producing an urban forestry strategy. The Biodiversity Action Plan can be downloaded from the Council's website via the following link:-

www.belfastcity.gov.uk/biodiversity/index.asp

The Biodiversity Action Plan will be also augmented by the development of an 'Access to Heritage' strategy for the Ulster Hall, which will maximise education and outreach opportunities. Additionally, the Development Department will also help to improve environmental awareness at a local level by supporting environmental projects at neighbourhood level such as recycling, creation of park murals; community clean ups and waste week activities.

Theme Leader – Robert Scott, Conservationist and Education Officer (ext. 4827).

7. Communicating Sustainable Development.

The government has already identified that the concept of sustainable development is not well understood and therefore, in order to address awareness issues and to build capacity within Belfast City Council and within the wider public, the Sustainable Development Steering Group will continue to promote its initiatives via the Team Brief, City Matters and Intercom publications, Interlink, the Council's website and external media. Moreover, the Sustainable Development Steering Group will also seek to develop partnership working with external bodies such as the Carbon trust, Energy Savings Trust, Department for Regional Development Travelwise Group, etc. in order to promote or deliver sustainable development projects across the city.

It has been recognised that managers require timely, accurate, and meaningful information in order to implement effective sustainable development management practices that will deliver economic, operational, and environmental efficiencies to the Council, particularly in the fields of

energy conservation and waste management. Therefore, as part of its communication commitments, the Sustainable Development Steering Group will develop monitoring and reporting practices in order to provide appropriate performance data to managers.

Belfast is currently the only city within the United Kingdom to hold dual Fairtrade City accreditation from the UK Fairtrade Foundation and Fairtrade Mark Ireland. In order to maintain this accreditation, Belfast City Council is required to support the concept of Fairtrade and serve Fairtrade tea and coffee at its meetings and in its offices and canteens. It must also play an active role in the Belfast Fairtrade Steering Group, which has to attract media coverage and popular support for the Fairtrade campaign, increase the availability of Fairtrade products in retail outlets, and encourage local employers to support the Fairtrade campaign. Belfast City will be required to renew its Fairtrade accreditation in 2011. Belfast City Council is principally represented on the Belfast Fairtrade Steering Group by the Sustainable Development Manager. More information on Fairtrade can be found on the Fairtrade Belfast website - www.fairtradebelfast.org

The Office of the First and Deputy First Minister has indicated that local authorities may be required to provide annual documentary evidence demonstrating compliance with the sustainable development statutory duty, including publishing a list of all decisions subject to a sustainability assessment together with an explanatory statement, on their websites by 1st May of each year. The Sustainable Development Steering Group will coordinate the collation and publication of compliance data for Belfast City Council should be this reporting requirement be enacted.

Theme Leader - Alastair Curran, Sustainable Development Manager (ext. 3309).

Actions and Projects proposed within the Sustainable Development Action Plan.

Appendix A of this document describes in detail those actions and projects to be delivered during the 2009 - 2011 Action Plan in terms of objectives, milestones, timeframes, key performance questions, resource requirements and risks. Where it has not been possible to characterise fully the resource requirements associated with a particular action or project at the time of plan publication, the Sustainable Development Steering Group seeks Elected Member adoption of that proposal in principle, subject to the submission and consideration of a detailed report by Committee prior to the project's commencement. Such reports will include a detailed assessment of financial, human resource and asset resource requirements.

Reporting on Progress with the Sustainable Development Action Plan 2009 - 2011.

Members of the Sustainable Development Steering Group have recommended that progress with the 2009 - 2011 Action Plan will be dealt with via a standing quarterly agenda item at Sustainable Development Steering Group meetings. Individual project progress will be monitored using Microsoft Project and SharePoint software packages whereas the CorVu performance management system will monitor contributions to corporate key performance indicators. Additionally, the Sustainable Development Steering Group will also provide an annual progress report to the Chief Officers' Management Team and Strategic Policy and Resources Committee.

The Sustainable Development Steering Group may review or update the content of the Sustainable Development Action Plan 2009-2011 in response to emerging statutory or other sustainable development obligations.

Belfast City Council has participated in the Business in the Community Arena Network Environmental Benchmarking Survey, where 250 of Northern Ireland's largest organisations are invited to take part in an environmental stewardship survey that evaluates how well they are managing their environmental impacts. Participants are scored according to their performance and ranked within quintiles, those scoring 80-100% being placed within the 1st quintile. Belfast City Council has been placed within the 1st quintile since 2006 however, since 2008, the emphasis of the survey has altered to focus upon demonstrating continuous improvement. Therefore, the Sustainable Development Steering Group will determine the Council's participation in future surveys and prepare submissions where appropriate.

Appendix A.

Sustainable Development Action Plan

1 - Implementation and refinement of environmental management systems.

Work Theme	Ensure that Environmental Management Systems (EMS) are effectively implemented throughout Council Departments.
Objective. <i>(What we wish to achieve)</i>	Facilitate the introduction and ongoing maintenance of environmental management systems such as BS8555:2003 and ISO14001 throughout Council Departments.
Key tasks / milestones. <i>(Methodology)</i>	<ol style="list-style-type: none"> 1. Development of environmental policies. 2. Identification of 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 EMS to ensure continued appropriateness.
Action By <i>(Including required contributions from other Departments / Services)</i>	Sustainable Development Manager, Departmental, Service, and Unit representatives.
Timeframe <i>(Completion date for task)</i>	Ongoing as per environmental management system accreditation requirements.
Key performance questions. <i>(Measure of success)</i>	Environmental Management Systems in operation throughout the Council.
Resources requirements. <i>(Financial / physical resource requirements)</i>	Financial resources will be required if external consultancy support is sought – this will be dependent upon the complexity of the environmental impacts managed via the EMS. Staff time will also be required to develop EMS procedures and assist in implementation. There will be periodic staff time requirements associated with training and awareness raising initiatives.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	Lack of availability of appropriate financial resources. Lack of staff time or commitment. Inability to deliver training. Need for extended external consultancy support. The EMS does not deliver the projected benefits.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	EMS formal accreditation will be publicised when achieved. Ongoing promotion of EMS policies and procedures amongst staff. Promotion of progress towards objectives to be communicated to staff.

Work Theme	Ensure that Environmental Management Systems (EMS) are effectively implemented throughout Council Departments.
Objective. <i>(What we wish to achieve)</i>	Develop 'Green Conferencing' at the Waterfront and Ulster Hall.
Key tasks / milestones. <i>(Methodology)</i>	Develop a 'green' conferencing business strategy for the Waterfront and Ulster Hall. Communicate it throughout the Development Department and implement it. Develop a differentiated marketing concept to promote the 'Green Conferencing' offering at both the Waterfront and Ulster Hall.
Action By <i>(Including required contributions from other Departments / Services)</i>	Development Department
Timeframe <i>(Completion date for task)</i>	March 2010
Key performance questions. <i>(Measure of success)</i>	Has a Green Conferencing Strategy been developed and implemented at the Waterfront and Ulster Hall? What additional revenue has been generated via the 'green' conferencing business strategy? Has there been a reduction in waste generated and energy consumed at these locations?
Resources requirements. <i>(Financial / physical resource requirements)</i>	Staff resources to develop the 'green' conferencing business strategy. Possible marketing / advertising support required.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	A 'Green Conferencing' offering does not generate any additional revenue at the venues. There may be increased short-term costs associated with implementation of this initiative.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	Inclusion within industry marketing and promotional activities / Waterfront website and Ulster Hall section of the Council's website / City Matters / Commercial advertising and promotion.

Work Theme	Promote Sustainable Business Practices.
Objective. <i>(What we wish to achieve)</i>	The BITES (Business Improvement Through Environmental Solutions) Programme is aimed at promoting awareness of the beneficial effects of environmental practices on both the environment and the competitiveness of the business.
Key tasks / milestones. <i>(Methodology)</i>	It is proposed that BITES will run between September 2009 and June 2010 and it is anticipated that the programme will recruit 8 Small and Medium Enterprises (SME), and 4 larger organisations.
Action By <i>(Including required contributions from other Departments / Services)</i>	Development Department & Waste Management Service.
Timeframe <i>(Completion date for task)</i>	Between September 2009 and June 2010
Key performance questions. <i>(Measure of success)</i>	Have the key messages relating to waste management, water, resources and supply chain efficiency started to embed themselves in the strategic plans of the business community? What efficiency savings have the businesses made as a result of participation in the scheme?
Resources requirements. <i>(Financial / physical resource requirements)</i>	The programme has been included in the Economic Development Business Plan for 2009-2010 and will be financed by the Economic Development Unit with matched funding support from the European Sustainable Competitiveness Programme.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	Non-participation or withdrawal by SMEs or larger organisations.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	A communication plan has been drawn up with the support of Corporate Communications who will lead on publicity for the programme.

Work Theme	Sustain and develop environmental businesses and new technologies
Objective. <i>(What we wish to achieve)</i>	Working with the sector and the relevant academic experts, the Economic Development Unit is trying to stimulate development of the environmental sector through new product development, innovation, and skills enhancement.
Key tasks / milestones. <i>(Methodology)</i>	10 environmental businesses were provided with a comprehensive training programme and assisted to develop a business improvement plan by the end of 2008. The Economic Development Unit is continuing to monitor the implementation of these improvement plans. In addition, 4 small environmental businesses are currently being provided with support from the Queen's University Environmental Science, Technology, and Research (QUESTOR) Centre to develop innovative environmental products and solutions.
Action By <i>(Including required contributions from other Departments / Services)</i>	Economic Development Unit
Timeframe <i>(Completion date for task)</i>	The environmental industries action plan is a two year plan of interventions in the sector running between 2008 and 2010
Key performance questions. <i>(Measure of success)</i>	As a result of participation, have the businesses developed the skills necessary to develop strategically their sales in new markets or through new product ranges? Has there been any increase in sales (including export sales)? Have innovative solutions to environmental issues been developed?
Resources requirements. <i>(Financial / physical resource requirements)</i>	All activities are included in the work programme of the Economic Development Unit and have been submitted for matched funding from the European Sustainable Competitiveness Programme.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	Non-participation or withdrawal by environmental businesses.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	A communication plan has been drawn up with the support of Corporate Communications who will lead on publicity for the activities.

2 - Environmental Purchasing.

Work Theme	Environmental Purchasing - 1
Objective. <i>(What we wish to achieve)</i>	Encourage officers to address the environmental impact of their business. Where appropriate, encourage Departments to assess the need to buy, assess if purchases are governed by environmental legislation, look at the whole life costs of purchases incorporating disposal costs, and encourage departments to purchase environmentally friendly alternative products.
Key tasks / milestones. <i>(Methodology)</i>	Deliver a training programme addressing green procurement issues – including training on identifying 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>	Procurement sourcing external service provider to deliver bespoke training programme. Involvement and buy-in from Council Departments will be required. Departments may also have to contribute towards the cost of the course.
Timeframe <i>(Completion date for task)</i>	Four full-day environmental purchasing training courses - it is envisaged that each course will cater for 15 Council officers. The course will be run on a per annum basis.
Key performance questions. <i>(Measure of success)</i>	Number of officers attending procurement training.
Resources requirements. <i>(Financial / physical resource requirements)</i>	Financial cost of external service provider- it is estimated that delivery of the course will cost £5,676 per annum. There will also be a requirement for a procurement project management resource required for organisation and management of the courses.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	Lack of resources within the Procurement Unit due to introduction of SAP/SRM and lack of capacity will result in the Unit being unable to devise and deliver training programme. Lack of training uptake by Council officers.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	Report on number of people attending courses. Communications programme to promote further green procurement issues.

Work Theme	Environmental Purchasing - 2
Objective. <i>(What we wish to achieve)</i>	Adoption and implementation of a 'Green Procurement' Policy for Belfast City Council.
Key tasks / milestones. <i>(Methodology)</i>	Periodically review and update the Council's 'Green Procurement' Policy in response to emerging environmental, legislative, or operational requirements.
Action By <i>(Including required contributions from other Departments / Services)</i>	Review and update to be completed by the Procurement Unit.
Timeframe <i>(Completion date for task)</i>	Ongoing
Key performance questions. <i>(Measure of success)</i>	Adoption by Committee and Council of revised Green Procurement Policy.
Resources requirements. <i>(Financial / physical resource requirements)</i>	Procurement staff resource required for the development and revision of the Council's Green Procurement Policy – to be delivered via existing staff resources.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	Failure to identify adequately emerging environmental, legislative, or operational requirements, which would materially impact upon the application of the Council's 'Green Procurement' Policy.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	Through the Sustainable Development Steering Group membership and via Green Procurement training.

Work Theme	Environmental Purchasing - 3
Objective. <i>(What we wish to achieve)</i>	Procurement Unit to maintain its externally accredited Environmental Management System – BS EN ISO 14001.
Key tasks / milestones. <i>(Methodology)</i>	Procurement Unit to undergo auditing in line with BS EN ISO 14001 requirements.
Action By <i>(Including required contributions from other Departments / Services)</i>	Procurement Unit staff.
Timeframe <i>(Completion date for task)</i>	Ongoing
Key performance questions. <i>(Measure of success)</i>	Is accreditation to BS EN ISO 14001 being maintained?
Resources requirements. <i>(Financial / physical resource requirements)</i>	Procurement Unit staff time resource.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	Responsibility for SRM / SAP reduces Unit capacity and ability to maintain continuing EMS accreditation.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	Principally via Intercom but also via the Council's external website, Interlink and City Matters.

Work Theme	Environmental Purchasing - 4
Objective. <i>(What we wish to achieve)</i>	Encourage Departments to identify the environmental impacts of all tenders issued through the Procurement Unit.
Key tasks / milestones. <i>(Methodology)</i>	Procurement Unit to ensure that appropriate environmental evaluation criteria are considered during the tender process through the development of appropriate specifications and by encouraging suppliers to identify and address their environmental impacts.
Action By <i>(Including required contributions from other Departments / Services)</i>	Procurement Unit members and Departments' / Services' input at tendering stage. Departments' resources required to assist in researching and specifying environmentally friendly alternatives.
Timeframe <i>(Completion date for task)</i>	Ongoing
Key performance questions. <i>(Measure of success)</i>	Number of suppliers addressing their environmental impact. (Calculate current % and apply an appropriate increase).
Resources requirements. <i>(Financial / physical resource requirements)</i>	Procurement Unit staff resource
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	Lack of commitment from Council Departments.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	Communicated through BS EN ISO 14001 environmental management system

Work Theme	Environmental Purchasing - 5
Objective. <i>(What we wish to achieve)</i>	Reduce the environmental impact associated with suppliers doing business with Belfast City Council.
Key tasks / milestones. <i>(Methodology)</i>	Reduce suppliers' environmental impact, paper usage, and cost of doing business with Belfast City Council by limiting the number of paper invoices that suppliers have to issue via the introduction of purchasing cards.
Action By <i>(Including required contributions from other Departments / Services)</i>	Identification of an appropriate purchase card and accounting reconciliation process – input required by Finance Department and Business Support; lead to be taken by the Better Business Board. Analysis of supplier base in order to target the introduction of electronic purchase cards and to quantify the number of paper invoices to be removed.
Timeframe <i>(Completion date for task)</i>	1 st January 2010
Key performance questions. <i>(Measure of success)</i>	% reduction in number of paper invoices generated by suppliers.
Resources requirements. <i>(Financial / physical resource requirements)</i>	Cost of procurement process to be met by procuring department. The Procurement Units, Head of Financial Services and Head of Corporate Projects & Corporate systems resource input into the tendering process for the procurement card. Procurement Unit's resource required for the analysis of suppliers for the introduction of the purchase cards and management of suppliers. Financial Services Department resources input into training departments on the use of the purchase cards and communication programme
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	Business Managers unwillingness to use purchase cards. Financial Services resistance to carrying out invoice reconciliation process. A lack of available resources within the Procurement Unit due to introduction of SAP/SRM may result in the Unit being unable to project manage the supplier implementation.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	Integration of purchases card procedures into the Council's existing purchasing procedures and financial management training programmes.

Work Theme	Environmental Purchasing - 6
Objective. <i>(What we wish to achieve)</i>	Reduce the environmental impact associated with suppliers doing business with Belfast City Council.
Key tasks / milestones. <i>(Methodology)</i>	Reduce the environmental impact, paper production, and cost for suppliers on tendering for Belfast City Council.
Action By <i>(Including required contributions from other Departments / Services)</i>	Sourcing of E-Tendering System for Belfast City Council – Procurement Unit.
Timeframe <i>(Completion date for task)</i>	April 2010
Key performance questions. <i>(Measure of success)</i>	% of Council contracts sourced through e-tendering system.
Resources requirements. <i>(Financial / physical resource requirements)</i>	Financial cost of £60,000 approximately (business case is being investigated) Project Officer responsible for corporate project delivery and implementation. Procurement Officers and individual Departmental resources to complete tenders.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	Approval of business case and corporate financial resource to purchase system. Lack of Procurement Unit resources to project manage the implementation of this system
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	Inform the supply base via Belfast City Council website and tender adverts.

Work Theme	Develop Green Procurement in Small and Medium Enterprises (SME).
Objective. <i>(What we wish to achieve)</i>	Encourage large public and private sector purchasers to source more products locally and facilitate SMEs to develop the policies and practices (including environmental) to be able to supply them.
Key tasks / milestones. <i>(Methodology)</i>	Sustainable procurement event to be held on 4 th June 2009 at Waterfront Hall as part of Belfast City Council's Waste Week. 20 Small and Medium Enterprises (SME) to be recruited and to be matched with supply opportunities within larger public and private sector organisations.
Action By <i>(Including required contributions from other Departments / Services)</i>	Economic Development Unit & Waste Management
Timeframe <i>(Completion date for task)</i>	Principally, the event on 4 th June but follow up will be ongoing throughout 2009-2010
Key performance questions. <i>(Measure of success)</i>	Are SMEs better placed to generate business from larger organisations? Are larger organisations delivering on commitments to make their supply chains more environmentally friendly?
Resources requirements. <i>(Financial / physical resource requirements)</i>	The event has been included in the Economic Development Business Plan for 2009-2010 and will be financed by the Economic Development Unit with matched funding support from the European Sustainable Competitiveness Programme.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	Lack or low level of participation by SMEs
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	A communication plan has been drawn up with the support of Corporate Communications who will lead on publicity for the event.

3 - Energy and Carbon Management.

Work Theme	1. Carbon Emission Reduction Plan
<p>Objective. <i>(What we wish to achieve)</i></p>	<p>Identify a range of energy efficiency measures that allows Belfast City Council to meet its carbon emissions targets through reductions in energy consumption across the Council estate.</p>
<p>Key tasks / milestones. <i>(Methodology)</i></p>	<p>Planned energy surveys of Council properties every 3 years will reveal a series of energy efficiency projects, which will generate relevant carbon emission reductions. A programme of measures to be prepared in collaboration with Departments and agreed for action.</p>
<p>Action By <i>(Including required contributions from other Departments / Services)</i></p>	<p>Energy Manager responsible for preparing a programme of measures. Delivery of measures by Facilities Management project managers.</p>
<p>Timeframe <i>(Completion date for task)</i></p>	<p>Carbon emissions and energy use to be reviewed annually against statutory and other targets.</p>
<p>Key performance questions. <i>(Measure of success)</i></p>	<p>How does this key performance indicator change year on year? Did projects realise expected benefits?</p>
<p>Resources requirements. <i>(Financial / physical resource requirements)</i></p>	<p>A budget will need to be set aside each year, either centrally or by relevant Departments, in order to carry out the projects identified in the plan.</p>
<p>Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i></p>	<p>If funding is not available or cannot be identified (both external and internal funding sources), then some projects may not go ahead and agreed targets will not be achieved.</p>
<p>Communication requirements. <i>(How will the outcome of the process be communicated?)</i></p>	<p>Carbon reductions to be reported to COMT and / or Strategic Policy and Resources Committee. Data also to be reported to enable the Corporate Plan 2008 - 2011 Primary Performance Indicator ‘% reduction in greenhouse gas emissions from Council premises’ to be assessed on an annual basis.</p>

Work Theme	2. Monitoring of Utility Consumption and Costs.
Objective. <i>(What we wish to achieve)</i>	Extend facilities for monitoring and reporting of all utilities consumption and costs, providing detailed information to enable internal and external reporting and benchmarking of utility consumption and costs at each site.
Key tasks / milestones. <i>(Methodology)</i>	Record information automatically from utility suppliers onto the SAP system. Prepare detailed utility information for the Department of Finance and Personnel (DFP), Business in the Community Arena Network Survey, Display Energy Certificates, Combined Heat and Power (CHP) reports, key performance indicator reporting. Review annually the procurement of utilities (electricity, oil, gas, and water) in order to minimise procurement costs and to maximise environmental benefits. Establish a league table of major Council energy users, and monitor the performance of these premises on an annual basis.
Action By <i>(Including required contributions from other Departments / Services)</i>	Energy Manager, Business Support Managers, ISB Project Manager, Audit Team, Central Transaction Unit, and Procurement Manager.
Timeframe <i>(Completion date for task)</i>	In accordance with annual reporting requirements for the Arena Network Survey, DFP, and Council KPIs, etc. Annual performance reporting for Chief Officers' Management Team, Committee, and Council. Quarterly for SDSG meetings.
Key performance questions. <i>(Measure of success)</i>	Does SAP record all utilities for all sites (both consumption and cost information) and is the recorded data accurate and correct? Are external and internal energy reports produced?
Resources requirements. <i>(Financial / physical resource requirements)</i>	Officer time to set up monitoring and reporting systems, carry out detailed analysis, and produce reports and charts, etc.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	Due to data monitoring and validation constraints, annual reports, supplied both internally and externally, may be subject to revisions once quality assurance and quality control initiatives have been completed.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	Information from SAP will be available to all Departments directly for budget planning, and via Head of Service reports.

Work Theme	3. Energy Efficiency Measures.
Objective. <i>(What we wish to achieve)</i>	To carry out a number of practical and measured energy efficiency projects and initiatives each year, that will allow Belfast City Council to meet its annual target energy and carbon savings. A programme of measures needs to be prepared each year.
Key tasks / milestones. <i>(Methodology)</i>	Prepare a programme of Energy Efficiency projects, Renewable Energy projects, and other initiatives to be delivered across a range of sites. Research available funding sources and submit applications as appropriate.
Action By <i>(Including required contributions from other Departments / Services)</i>	Energy Manager and Facilities Management Project Managers will ensure delivery of a range of pre-determined projects across the Council estate.
Timeframe <i>(Completion date for task)</i>	Delivery of a range of projects each year will ensure that energy conservation is maximised. There are specific timeframes for certain applications for funding e.g. Department of Finance and Personnel Public Sector Energy Campaign applications - November of each year.
Key performance questions. <i>(Measure of success)</i>	Were projects carried out at a number of sites? Was the Council able to secure external funding to assist with the identified energy conservation projects?
Resources requirements. <i>(Financial / physical resource requirements)</i>	Practical projects will require funding to be set aside each year in order to achieve a measured reduction in carbon emissions. This could be in the order of £200,000 - £300,000 each year equating to approximately 10% of the Council's annual utility spend.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	If funding is not sourced for the various projects, there is a risk that the projects will not proceed and the expected financial, energy and environmental savings will not be realised.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	Site managers will be informed of projects to be carried out at their sites, and the predicted energy savings. They will also be informed via their annual reports on whether these projects achieved the projected energy and financial savings.

Work Theme	4. Training and Awareness Issues
Objective. <i>(What we wish to achieve)</i>	To raise awareness within Belfast City Council of legislative requirements in terms of energy efficiency and carbon reduction, and motivate staff to contribute to the set targets.
Key tasks / milestones. <i>(Methodology)</i>	To identify and train energy champions at each major site, carry out training at least once each year, and deliver staff training to major sites once every 3 years. Prepare a programme for Energy Efficiency week in order to raise awareness of this national event. Organise training for staff at various centres to better utilise the Building Energy Management Systems (BEMs).
Action By <i>(Including required contributions from other Departments / Services)</i>	Energy Manager, Energy Champions, site managers, and staff.
Timeframe <i>(Completion date for task)</i>	Champions – 1 meeting each year and training Staff – training carried out once every 3 years To ensure that staff are trained in the use and operation of their heating systems
Key performance questions. <i>(Measure of success)</i>	Are energy champions identified for all major sites? Has the Energy Champions Group met over the past year and has training been delivered? Has staff training been carried out at all major sites within each 3-year period?
Resources requirements. <i>(Financial / physical resource requirements)</i>	Energy Manager and appropriate external training resources, e.g. Energy Saving Trust Advice Centre and the Carbon Trust.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	Failure to identify the correct person at each site to influence change may lead to a lack of motivation
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	The above-mentioned staff groupings will be invited to attend the sessions and managers will be informed of the attendance at the sessions. The profile of this work theme will be raised through Intercom and interlink.

Work Theme	5. Participation in the statutory Carbon Reduction Commitment. (Belfast City Council's participation in the scheme is subject to final confirmation by the Northern Ireland Environment Agency, DoENI Climate Change Unit & DEFRA)
Objective. <i>(What we wish to achieve)</i>	The Carbon Reduction Commitment (CRC) will affect large organisations in both the public and private sector. Organisations that meet the qualification criterion, based on how much electricity consumed during 2008, will be obliged to participate in CRC. Participating organisations will have to monitor their emissions and purchase allowances, sold by Government, for each tonne of CO ₂ that they emit. During the introductory phase, government has indicated that allowances will be sold at a fixed price of £12 per tonne of CO ₂ . Following the initial sale period, participant organisations can buy or sell allowances by trading on the secondary market.
Key tasks / milestones. <i>(Methodology)</i>	Annual (April – March) energy use is monitored and annual emission projections calculated. Emission allocations purchased to cover projected emissions. At the end of each year, allocations are surrendered and fees are recycled dependent upon organisational and league table performance
Action By <i>(Including required contributions from other Departments / Services)</i>	Energy Manager / Director of Corporate Services / Sustainable Development Manager Achieving ongoing energy conservation will require contributions from specific projects as well as from all staff.
Timeframe <i>(Completion date for task)</i>	Commences April 2010 and then annually until 2020. During a compliance year (April – March), participating organisations must purchase allowances for each tonne of CO ₂ they emit, based on expected energy use, and monitor their energy usage. Organisations must report their actual emissions by the end of July after each compliance year and surrender allowances to cover to their reported emissions. In October of that year, they will receive a revenue recycling payment, based on their performance.
Key performance questions. <i>(Measure of success)</i>	Are annual CO ₂ emissions reducing? % reduction in greenhouse gas emissions from Council premises. Is the Council's annual expenditure under the scheme decreasing? Is the Council's position in the performance league table improving?
Resources requirements. <i>(Financial / physical resource requirements)</i>	Annual expenditure to cover the Council's overall building energy carbon emissions is currently estimated at approximately £250,000 per annum. Officer time at relevant times of the year in order to address scheme time-bounded obligations includes purchasing off allowances, surrendering of allowances and revenue recycling.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	Changing ambient environmental conditions can result in increased energy consumption giving rise to corresponding increases in carbonaceous emissions. Belfast City Council takes on additional premises under the RPA or for other operational reasons. Energy conservation projects are not delivered due to financial constraints.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	There will be specific communication issues relating to the Council's position within the government's CRC performance league table. Additionally, Belfast City Council's performance within the scheme will also be addressed corporately via Intercom, Interlink, and City Matters.

Work Theme	Participate in the adoption of a Northern Ireland Local Government declaration on climate change and develop a prioritised action plan to address the causes and consequences of climate change within Belfast in collaboration with outside bodies and local communities
Objective. <i>(What we wish to achieve)</i>	Belfast City Council to subscribe to the DoENI Climate Change Unit promoted Northern Ireland Local Government Declaration on Climate Change
Key tasks / milestones. <i>(Methodology)</i>	<p>Council to have subscribed to the a Northern Ireland Local Government Declaration on Climate Change and addressed the declaration obligations:-</p> <ul style="list-style-type: none"> • Participate in local, regional, cross-border and European networks for support and sharing of best practice. • Within the next three years, develop action plans with our partners and local communities to address progressively address the causes and the impacts of climate change, according to our local priorities, securing maximum benefit for our communities. • Publicly declare, within appropriate plans and strategies, the commitment to achieve a significant reduction of greenhouse gas emissions from our own authority's operations, especially energy sourcing and use, travel and transport, waste production and disposal and the purchasing of goods and services. • Assess the risk associated with climate change and the implications for our services and our communities of climate change impacts and adapt accordingly. • To educate promote and encourage all sectors in our local community to take the opportunity to adapt to the impacts of climate change, to reduce their own greenhouse gas emissions and to make public their commitment to action. • Monitor the progress of our plans against the actions needed and publish the result.
Action By <i>(Including required contributions from other Departments / Services)</i>	Sustainable Development Manager / Energy Conservation Manager / Chair of Sustainable Development Steering Group / Belfast City Council convened working group.
Timeframe <i>(Completion date for task)</i>	Action Plan to be developed within 3 years as per the climate change declaration requirements.
Key performance questions. <i>(Measure of success)</i>	Belfast City Council having adopted the Northern Ireland Local Government Declaration on Climate Change. % reduction in greenhouse gas emissions from council premises.
Resources requirements. <i>(Financial / physical resource requirements)</i>	Staff resources / Capital finance commitment / partnership commitment from community groups and energy agencies.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	Lack of Council financial resources. Failure to develop effective partnership working with local communities and energy agencies.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	Intercom / Interlink / City Matters / external Council website / Core Brief / Energy Task Force / bespoke publications.

4 – Waste Management.

Work Theme	Waste Management
Objective. <i>(What we wish to achieve)</i>	Reduction of the Council's waste to 90% of 2006 levels by 2012 Implementation and maintenance of BS EN ISO 14001 (Waste Management Service). Delivery and extension of the internal recycling scheme across Council properties. A waste characterisation survey is scheduled for 2009. Ensure the Council fulfils its obligations (<i>concerning management of waste</i>) under Duty of Care.
Key tasks / milestones. <i>(Methodology)</i>	Achievement of BS EN ISO14001 accreditation by the Waste Management Service – January 2009.
Action By <i>(Including required contributions from other Departments / Services)</i>	<ul style="list-style-type: none"> • Reduction of the Council's waste to 90% of 2006 levels by 2012. Action:- Head of Service / Sustainable Development Manager • Implementation of BS EN ISO 14001 (Waste Management Service). Action:- Waste Management Service Policy & Compliance Officer • To ensure the Council fulfils its obligations under Duty of Care legislation. Action:- each Head of Service is responsible but internal advocacy will be available from the Waste Management Service. • Delivery and extension of the internal recycling scheme across Council properties. Action:- Sustainable Development Manager / Waste Manager / Cleansing Services. • The delivery of a further waste characterisation survey is scheduled for 2009. Action:- Waste Manager / Waste Management Service Special Projects Officer.
Timeframe <i>(Completion date for task)</i>	Reduction of the Council's waste to 90% of 2006 levels by 2012. Achievement of the BS EN ISO 14001 by the Waste Management Service. To ensure the Council fulfils its obligations (under Duty of Care) – ongoing. Delivery and extension of the internal recycling scheme across Council properties – ongoing. Delivery of a waste characterisation survey is scheduled for 2009
Key performance questions. <i>(Measure of success)</i>	Has the Waste Management Service achieved and maintained its BS EN ISO 14001 accreditation? Is the Council's internal recycling scheme being extended across Council properties? Is the waste characterisation survey completed during 2009? Is the Council fulfilling its obligations (<i>concerning management of waste</i>) under Duty of Care?
Resources requirements. <i>(Financial / physical resource requirements)</i>	Contributing to all of the work themes above requires the allocation of both financial and physical resources. However, the management of internal waste and monitoring compliance both internal/external targets and with Duty of Care requires additional financial and physical resources.

Work Theme	Waste Management
<p>Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i></p>	<p>To ensure the Council fulfils its obligations (<i>concerning management of waste</i>) under Duty of Care. Risk; Failure to do this could lead to both prosecution subsequent fines leading to potential damage to reputation.</p>
<p>Communication requirements. <i>(How will the outcome of the process be communicated?)</i></p>	<p>The Waste Management Service directly contributes to the following communication exercises:- Reporting of areas of key performance highlighted within the VCM to Committee. Contribution of data to the annual Business in the Community Arena Network Environmental Benchmarking Survey. Quarterly reporting of Waste Data to the Northern Ireland Environmental Agency (NIEA). Regular inspections by the NIEA of waste management facilities owned and operated by the Council. Annual audits and presentation of EMS evidence to external auditors to achieve BS EN ISO 14001.</p>

5 – Sustainable Transport.

Work Theme	Belfast City Council Fleet Management – Green Vehicle Procurement
Objective. <i>(What we wish to achieve)</i>	Belfast City Council to operate its fleet vehicles in an environmentally friendly manner by reducing ambient emissions and increasing levels of fuel efficiency.
Key tasks / milestones. <i>(Methodology)</i>	Fleet vehicles purchased will be compliant with prevailing Euro emission standards. Vehicle emission testing will ensure that tailpipe emissions including carbon dioxide are minimised.
Action By <i>(Including required contributions from other Departments / Services)</i>	Environmental considerations to be included routinely within specifications for new Council vehicles. Emerging vehicle technologies and fuels to be identified, evaluated and considered as part of the tender development process
Timeframe <i>(Completion date for task)</i>	Ongoing and in accordance with existing vehicle replacement programmes.
Key performance questions. <i>(Measure of success)</i>	% Reduction in harmful atmospheric tailpipe emissions. % increase in vehicle kilometrage travelled per litre of fuel consumed.
Resources requirements. <i>(Financial / physical resource requirements)</i>	Possible higher initial purchase cost of new vehicle technology over established technologies.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	Adopting emerging or untried vehicle or engine technologies could have an adverse impact upon delivery of the Council's waste collection and other transport related services.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	Intercom, City Matters, general press, trade magazines and via reports to the Chief Officer's Management Team.

Work Theme	Belfast City Council Fleet Management – Fuel Management.
Objective. <i>(What we wish to achieve)</i>	Purchase and introduction of a new fleet fuel management system that will enable Belfast City Council to develop fuel efficiency benchmarks for its various vehicles thereby increasing its fuels efficiency levels and reducing fuel costs. Objective of reducing fuel used per vehicle Km travelled.
Key tasks / milestones. <i>(Methodology)</i>	Install new fuel management system. Obtain baseline fuel use for various vehicle types. Compare actual vehicle consumption against performance benchmarks. Deliver driver training on efficient driving techniques as required.
Action By <i>(Including required contributions from other Departments / Services)</i>	Occupational Road Risk Manager / Vehicles Drivers.
Timeframe <i>(Completion date for task)</i>	Ongoing.
Key performance questions. <i>(Measure of success)</i>	What % reduction in fuel used per vehicle Km travelled is achieved?
Resources requirements. <i>(Financial / physical resource requirements)</i>	Cost of driver training / time taken to deliver training.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	Lack of Council approval for the capital cost of installing the new fuel management system.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	By Intercom, City Matters and the general press – trade magazines & report to the Chief Officer's Management Team...

Work Theme	Belfast City Council Sustainable Transport Strategy - 1
Objective. <i>(What we wish to achieve)</i>	Development and introduction of a Green Transportation Strategy / Plan for Belfast City Council Staff
Key tasks / milestones. <i>(Methodology)</i>	<p>Arising from the Council's new transportation policy, develop a Corporate Workplace Travel Plan which will set out its proposals and policies to achieve a modal shift towards more sustainable staff travel practices. Indicative actions may include:-</p> <ul style="list-style-type: none"> • Conducting an annual staff travel survey. • Setting up and running a car share register. • Negotiating better public transport service and infrastructure improvements with Translink and Roads Service • Installing better cycling and walking facilities • Setting up and marketing incentive schemes to encourage sustainable travel • Communicating the travel plan and encouraging people to change, including running special initiatives to boost awareness of the plan • Introducing a car park management scheme and enforcing it. • Monitoring progress against targets.
Action By <i>(Including required contributions from other Departments / Services)</i>	Sustainable Development Manager / Green Transport Group / Belfast City Council Transport Policy Project Steering Group.
Timeframe <i>(Completion date for task)</i>	3 year period
Key performance questions. <i>(Measure of success)</i>	<p>Indicative performance objectives from comparable organisations:-</p> <p>An increase of 3% in the number of cycle trips per 100 employees over the next three years.</p> <p>An increase of 1.5% in the number of walking trips per 100 employees over the next three years.</p> <p>An increase of 5% in the number of car share trips per 100 employees over the next three years.</p> <p>An increase of 10% in the number of public transport (bus and rail) trips per 100 employees over the next three years.</p> <p>A reduction of 10% in the proportion of private car based business trips per 100 employees over the next three years.</p>
Resources requirements. <i>(Financial / physical resource requirements)</i>	Support from senior managers and staff, staff time – possible requirement for a travel plan co-ordinator, financial resources to support introduction of specific sustainable transport projects, a long term strategic approach to travel planning, partnership working with other organisations such as Translink and Department for Regional Development
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	Lack of staff and financial resources / Council is not supportive of the development of a corporate workplace travel plan.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	Ongoing publicity and promotion amongst / City Matters / Interlink / Intercom / Core Brief / Induction briefings

Work Theme	Belfast City Council Sustainable Transport Strategy - 2
Objective. <i>(What we wish to achieve)</i>	Continued operation of the Belfast City Council Cycle to Work scheme.
Key tasks / milestones. <i>(Methodology)</i>	Promotion of the Belfast City Council cycle to work scheme via induction and other staff briefings. Processing of quotations and application forms in accordance with supplier requirements. Issuing of orders for cycle to work scheme. Scheduling salary sacrifice arrangements. Processing scheme final payment options. (Arranging for the disposal of returned cycles).
Action By <i>(Including required contributions from other Departments / Services)</i>	Sustainable Development Manager / Acting Head of Corporate Services Directorate / Salaries and Wages Unit.
Timeframe <i>(Completion date for task)</i>	Ongoing.
Key performance questions. <i>(Measure of success)</i>	Number of staff participating in the cycle to work scheme.
Resources requirements. <i>(Financial / physical resource requirements)</i>	Staff time – provided from within existing resources. Continued assistance from nominated cycle equipment suppliers. Financial resources required to cover the initial procurement costs of the cycling equipment as per staff quotations. Assistance from the Financial Services Section in relation to the management of salary sacrifice agreements.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	Lack of scheme uptake by staff. Lack of available resources within the Salaries and Wages Unit.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	Interlink / Intercom / Staff Brief / City Matters Additional promotion amongst staff in the lead up to the annual Bike Week and Bike to Work Day.

Work Theme	Belfast City Council Sustainable Transport Strategy - 3
Objective. <i>(What we wish to achieve)</i>	Continued operation of the Belfast City Council Car Share Scheme.
Key tasks / milestones. <i>(Methodology)</i>	Continued promotion of the Belfast City Council Liftshare car share scheme. Administering the car share user database. Answering staff queries relating to the car share scheme operation. Possible re-launch of the scheme as a component of the Green Transportation Strategy / Plan for Belfast City Council Staff.
Action By <i>(Including required contributions from other Departments / Services)</i>	Sustainable Development Manager.
Timeframe <i>(Completion date for task)</i>	Ongoing.
Key performance questions. <i>(Measure of success)</i>	Number of staff participating in the car share scheme, car miles saved, carbon emissions savings,
Resources requirements. <i>(Financial / physical resource requirements)</i>	Staff time – provided from within existing resources. Annual subscription to the Liftshare car scheme – approximately £800 per annum.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	Lack of sustained scheme uptake and usage by Council staff.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	Interlink / Intercom / Staff Brief / City Matters

Work Theme	Belfast City Council Sustainable Transport Strategy - 4
Objective. <i>(What we wish to achieve)</i>	Development and introduction of a staff Travel Smartcard scheme.
Key tasks / milestones. <i>(Methodology)</i>	<p>Joint working with Translink established. Translink agrees to principally fund development of the Smartcard. Other Belfast partner organisations agree to support and join the scheme. Member assent obtained for Belfast City Council to part fund the Smartcard development costs. A Memorandum of Agreement is drawn up by the Council to ensure the investment made on behalf of ratepayers is optimised. All parties subscribing to the development of a pilot 'salary sacrifice' smartcard agree to become part of a steering group to design the product for use in Belfast. Translink agrees to contain the pilot phase of the scheme to the minimum length of time necessary.</p>
Action By <i>(Including required contributions from other Departments / Services)</i>	Acting Head of Corporate Services Directorate / Salaries and Wages Unit / Sustainable Development Manager.
Timeframe <i>(Completion date for task)</i>	Ongoing.
Key performance questions. <i>(Measure of success)</i>	Number of staff participating in the Travel Smartcard scheme.
Resources requirements. <i>(Financial / physical resource requirements)</i>	<p>Staff time – provided from within existing resources. Continued assistance from Translink. Financial resources to cover the initial development cost of the Travel Smartcard – £6,000 (12% of overall development costs). Assistance from the Financial Services Section in relation to salary sacrifice arrangements.</p>
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	<p>Lack of scheme uptake by staff. Lack of participation by partner organisations. Failure to gain member support for development and introduction of the scheme.</p>
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	Induction briefings / Interlink / Intercom / Staff Brief / City Matters.

Work Theme	Belfast City Council Sustainable Transport Strategy - 5
<p>Objective. <i>(What we wish to achieve)</i></p>	<p>To evaluate the Council's capacity to reduce carbon emissions from its vehicle fleet in response to the Council motion 'As a contribution to its climate change agenda, Belfast City Council commits to a review of the options for reducing carbon emissions from its vehicle fleet, with a view to adopting a strategy with defined targets, the report on the review to be submitted to the Council within six months'.</p>
<p>Key tasks / milestones. <i>(Methodology)</i></p>	<p>Review of Council fleet consumption for period April 2008 - March 2009. Calculation of carbon emissions associated with fuel consumption. Assessment of options to reduce fleet carbon emissions. Assessment of options and costs for offsetting carbon emissions.</p>
<p>Action By <i>(Including required contributions from other Departments / Services)</i></p>	<p>Sustainable Development Manager</p>
<p>Timeframe <i>(Completion date for task)</i></p>	<p>To be completed by the end of September 2009</p>
<p>Key performance questions. <i>(Measure of success)</i></p>	<p>A report detailing carbon reduction options is presented to the Strategic Policy and Resources Committee and Council for consideration.</p>
<p>Resources requirements. <i>(Financial / physical resource requirements)</i></p>	<p>Staff time from within existing resources – approximately 2 weeks.</p>
<p>Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i></p>	<p>Accurate fuel consumption data is not available for analysis.</p>
<p>Communication requirements. <i>(How will the outcome of the process be communicated?)</i></p>	<p>A report is presented to the Strategic Policy and Resources Committee and Council for consideration.</p>

Work Theme	Belfast City Council Sustainable Transport Strategy - 6
Objective. <i>(What we wish to achieve)</i>	Co-ordinate and lobby central government with regard to planning and transport policy development.
Key tasks / milestones. <i>(Methodology)</i>	<ol style="list-style-type: none"> 1. Work in partnership with DRD on the implementation of the BMTP & other transport initiatives. Participate in the City Centre Change Working Group & other transport groups to ensure the engagement and influence of the Council. 2. Work in partnership with DSD & DRD in respect to removal of Bus parking at City Hall area as an element of Transport Policy / Public Realm improvement.
Action By <i>(Including required contributions from other Departments / Services)</i>	Development Department with contributions from the Sustainable Development Manager.
Timeframe <i>(Completion date for task)</i>	March 2010
Key performance questions. <i>(Measure of success)</i>	<p style="text-align: center;">How effectively are we leading the city? How effective are our partnerships with our stakeholders?</p>
Resources requirements. <i>(Financial / physical resource requirements)</i>	Staff time.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	Failure to secure Council agreement for the Transport Policy and in particular, a review of internal staff transport activities.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	Written communications to the Department of Regional Development in response to statutory and other consultations.

6 – Natural Resource Protection and Environmental Enhancement.

Work Theme	Natural Resource Protection and Environmental Enhancement - 1
Objective. <i>(What we wish to achieve)</i>	Review the Council's Open Space Strategy
Key tasks / milestones. <i>(Methodology)</i>	Review to be completed by December 2009
Action By <i>(Including required contributions from other Departments / Services)</i>	Principally Parks Development Manager
Timeframe <i>(Completion date for task)</i>	December 2009
Key performance questions. <i>(Measure of success)</i>	Production of a deliverable planned programme of action, of which all stakeholders have ownership.
Resources requirements. <i>(Financial / physical resource requirements)</i>	Staff time
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	Insufficient time/ Parks restructuring / lack of consultation with user groups.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	New information on the Belfast City Council web site/ press releases

Work Theme	Natural Resource Protection and Environmental Enhancement - 2
Objective. <i>(What we wish to achieve)</i>	To conserve priority species and habitats in Belfast
Key tasks / milestones. <i>(Methodology)</i>	Completion of actions attributed to year 3 in the Council's Local Biodiversity Action Plan objective 1, including a baseline survey of city sites for biodiversity content.
Action By <i>(Including required contributions from other Departments / Services)</i>	Biodiversity Officer
Timeframe <i>(Completion date for task)</i>	March 2010
Key performance questions. <i>(Measure of success)</i>	<ul style="list-style-type: none"> • Development of specific species and habitat action plans. • Baseline survey of city sites for biodiversity content.
Resources requirements. <i>(Financial / physical resource requirements)</i>	Staff time / external funding.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	Parks restructuring / failure to find external funding / lack of ownership and delivery by external partners.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	New information on Belfast City Council web site / press releases.

Work Theme	Natural Resource Protection and Environmental Enhancement - 3
Objective. <i>(What we wish to achieve)</i>	Raise awareness of Biodiversity in Belfast.
Key tasks / milestones. <i>(Methodology)</i>	Completion of actions attributed to year 3 in the Council's Local Biodiversity Action Plan objective 2, including:- <ul style="list-style-type: none"> • commissioning a report on the economic benefits of biodiversity in Belfast • producing a DVD for schools and the public promoting biodiversity in Belfast
Action By <i>(Including required contributions from other Departments / Services)</i>	Biodiversity Officer.
Timeframe <i>(Completion date for task)</i>	March 2010.
Key performance questions. <i>(Measure of success)</i>	<ul style="list-style-type: none"> • % of residents with understanding of biodiversity / numbers attending events. • Production of DVD promoting biodiversity and resulting interest generated.
Resources requirements. <i>(Financial / physical resource requirements)</i>	Staff time / external funding.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	Parks restructuring / failure to find external funding.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	New information on Belfast City Council web site / press releases / Wild Belfast programme of events.

Work Theme	Natural Resource Protection and Environmental Enhancement - 4
Objective. <i>(What we wish to achieve)</i>	To get more people involved with biodiversity and develop effective partnerships.
Key tasks / milestones. <i>(Methodology)</i>	Completion of actions attributed to year 3 in the Council's Local Biodiversity Action Plan objective 3
Action By <i>(Including required contributions from other Departments / Services)</i>	Biodiversity Officer.
Timeframe <i>(Completion date for task)</i>	March 2010.
Key performance questions. <i>(Measure of success)</i>	Extent of effective partnership working.
Resources requirements. <i>(Financial / physical resource requirements)</i>	Belfast City Council staff time / external funding / external staff time.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	Parks restructuring / failure of external partners to deliver
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	New information on Belfast City Council web site/ press releases

Work Theme	Natural Resource Protection and Environmental Enhancement - 5
Objective. <i>(What we wish to achieve)</i>	Production of Urban Forestry Strategy.
Key tasks / milestones. <i>(Methodology)</i>	Completion of Strategy by mid 2009.
Action By <i>(Including required contributions from other Departments / Services)</i>	Woodland and Recreation Manager.
Timeframe <i>(Completion date for task)</i>	Mid 2009.
Key performance questions. <i>(Measure of success)</i>	Production of strategy and deliverable targets.
Resources requirements. <i>(Financial / physical resource requirements)</i>	Staff time.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	Parks restructuring / lack of appropriate consultation with external partners.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	New information on Belfast City Council web site / strategy document / press releases.

Work Theme	Natural Resource Protection and Environmental Enhancement - 6
Objective. <i>(What we wish to achieve)</i>	Increased ownership of parks and raised awareness of their value and environmental benefits through continuing the Watch This Space project.
Key tasks / milestones. <i>(Methodology)</i>	Targets met for 2009/2010, including working with primary schools, Secondary / 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 / Services)</i>	Conservation and Promotion Manager Ulster Wildlife Trust
Timeframe <i>(Completion date for task)</i>	June 2010
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.
Resources requirements. <i>(Financial / physical resource requirements)</i>	Budget of £60,000 agreed and allowed for in revenue estimates to continue partnership with Ulster Wildlife Trust
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>	New information on Belfast City Council web site / press releases.

Work Theme	Development of a Heritage Strategy for the Ulster Hall.
Objective. <i>(What we wish to achieve)</i>	Improved access to heritage for the Ulster Hall
Key tasks / milestones. <i>(Methodology)</i>	Develop an 'access to heritage' strategy for the Ulster Hall, in order to maximise the education and outreach opportunities available
Action By <i>(Including required contributions from other Departments / Services)</i>	Development Department
Timeframe <i>(Completion date for task)</i>	March 2010
Key performance questions. <i>(Measure of success)</i>	Are we protecting our natural, social and built heritage?
Resources requirements. <i>(Financial / physical resource requirements)</i>	Staff time to be met from within existing resources
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	Lack of interest from or uptake by the public.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	Direct marketing campaign targeted at schools, historical societies, and special interest groups.

7 – Communicating Sustainable Development.

Work Theme	Participation in the Belfast Fairtrade Steering Group.
Objective. <i>(What we wish to achieve)</i>	To ensure Belfast's ongoing Fairtrade City Accreditation by the UK Fairtrade Foundation and Fairtrade Mark Ireland.
Key tasks / milestones. <i>(Methodology)</i>	Demonstration of evidence regarding the following 5 Fairtrade criteria. <ul style="list-style-type: none"> • How has the local council executed the decisions of its Fairtrade Resolution and how has the council developed its areas of Fairtrade work in the coming year? • How has the number of retail and catering outlets increased and how has the range of Fairtrade products been increased within the retail outlets? • How many more work places and community organisations use Fairtrade products and what steps have been taken to include a flagship employer, if there has not been one previously? • How has your relationship with the press developed in order that the meaning behind the Fairtrade Mark is communicated effectively? Is there ongoing support for the campaign and do Fairtrade Fortnight events feature in the local media? • How has the membership of the steering group changed to reflect the wider community's support for Fairtrade, how frequently does the steering group meet and what recent decisions have been made to ensure continued commitment to maintaining Fairtrade City status?
Action By <i>(Including required contributions from other Departments / Services)</i>	Sustainable Development Manager / Acting Head of Corporate Services Directorate / Media Relations Officer / Fairtrade Belfast Steering Group
Timeframe <i>(Completion date for task)</i>	Re-accreditation evidence to be submitted to the relevant Fairtrade accreditation agency in January 2011
Key performance questions. <i>(Measure of success)</i>	Belfast's ongoing Fairtrade City Accreditation by the UK Fairtrade Foundation and Fairtrade Mark Ireland is maintained.
Resources requirements. <i>(Financial / physical resource requirements)</i>	Staff time / provision of meeting venues / administrative support for the group / drafting and release of press materials / provision of venues for Fairtrade promotional activities / maintenance of the Fairtrade Belfast website.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	Decline in membership of the Steering Group prevents successful reaccreditation.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	City Matters / Interlink / Intercom / press releases / Belfast Fairtrade website communication.

Work Theme	Awareness Raising of Sustainable Development Issues.
Objective. <i>(What we wish to achieve)</i>	Improve environmental awareness at a local level - support environmental projects at neighbourhood level such as recycling, park murals, community clean ups and waste week activities.
Key tasks / milestones. <i>(Methodology)</i>	Provide outreach support across Belfast during Waste Week. Ongoing awareness raising in Community Centres.
Action By <i>(Including required contributions from other Departments / Services)</i>	Development Department / Waste Management Service.
Timeframe <i>(Completion date for task)</i>	March 2010
Key performance questions. <i>(Measure of success)</i>	Is Belfast becoming 'cleaner and greener'? Number of neighbourhood environmental projects being supported.
Resources requirements. <i>(Financial / physical resource requirements)</i>	Staff time to be met from existing resources.
Risks. <i>(Issues affecting completion of the task to the agreed schedule)</i>	Lack of interest and support from the public.
Communication requirements. <i>(How will the outcome of the process be communicated?)</i>	Direct communication at Community Centres / printed publicity materials / City Matters / Council's external website.

Appendix B.

Sustainable Development Steering Group Terms of Reference.

The Sustainable Development Steering Group will:-

- Provide a forum for dissemination of knowledge and examples of best practice relating to sustainable development and ensure that departmental views are considered during the development and implementation of the Council's sustainable development action plan.
- The Steering Group considers that disseminating knowledge and examples of best practice throughout Belfast City Council is a fundamental role of group members. There are many existing examples of good practice in terms of environmental management and sustainability that are applicable to other services / sections of the Council that not only contribute to the fulfilment of the Council's sustainability obligations built also to the achievement of its efficiency and improvement agenda.
- The group also considers that, in order for the actions outlined within the Sustainable Development Action Plan to be effectively implemented throughout the Council, there is an ongoing need to provide support, direction, and training for staff charged with delivering sustainable development. It is felt that the implementation process can be augmented by ensuring effective two-way communication between Belfast City Council departments and the Sustainable Development Steering Group.
- Demonstrate Civic Leadership by promoting, influencing, and participating in effective initiatives with partner organisations across Belfast towards the achievement of sustainable development.
- Belfast City Council is presently involved in a range of working partnerships, which seek to deliver sustainable development across the city. However, the Sustainable Development Steering Group feels that there is a general lack of awareness and knowledge about its partner organisations amongst staff and indeed the public in Belfast. In order to demonstrate civic leadership and to develop working partnerships that are more effective, the Sustainable Development Steering Group will seek to engage more closely with organisations promoting and influencing sustainable development activities. This partnership approach will become more significant in coming years since the Review of Public Administration has placed responsibility for community planning and well-being with local authorities.
- Facilitate effective communication and training throughout Belfast City Council in relation to sustainable development.
- Ongoing communication and training on environmental and sustainable development issues on a council-wide basis is essential to encourage effective ownership of the sustainable development process. Training needs analysis has indicated a lack of knowledge and skills amongst staff as a barrier to successful implementation of sustainable development policies and actions. Consequently, the Sustainable Development Action Plan will place considerable emphasis on the identification of training needs and dissemination of information relating to sustainable development.
- Promote and publicise new initiatives associated with the Sustainable Development Action Plan and recognise successes where appropriate.

- Belfast City Council continues to achieve considerable success in both the fields of environmental management and sustainable development, which has been recognised by organisations such as The Green Organisation and Arena Network. In order to build upon existing success, it is imperative that the Sustainable Development Steering Group effectively promotes and publicises its activities on a regular basis. The group should endeavour to facilitate this more widely, through appropriate media.
- Undertake an annual review of the sustainable development action plan implementation and revise objectives where appropriate. A formal review of the action plan objectives and content will be completed every three years.
- All sustainable development policies and plans must be reviewed at regular intervals, in order to take account of new legislation, increased knowledge, and advances in technology. Consequently, it is the group's intention that an annual review of the sustainable development action plan will be undertaken in conjunction with relevant departments and a major review of the plan will be undertaken every three years in order to inform the future direction of the Council's sustainable development initiatives. Furthermore, it is recognised that the current sustainable development action plan may have to be periodically augmented in view of the Northern Ireland Sustainable Development Strategy and the Review of Public Administration.

Terms of Reference Summary.

- The Sustainable Development Steering Group continues to be of the opinion that the Belfast City Council Corporate Plan and its updates represent the Sustainable Development Plan for the organisation.
- Within the context of extending existing Council priorities via a one-year 'interim' Corporate Plan, the group is strongly of the opinion that the Civic Leadership role expected of the Council on environmental matters continues to receive priority in its longer term strategic plans.
- The Sustainable Development Steering Group advises that its current remit is to focus primarily upon sustainability within Belfast City Council. Accordingly, the current Sustainable Development Action Plan has been principally designed to mitigate adverse environmental impacts associated with the Council's internal activities and to contribute to the Council's efficiency and improvement agenda. However, it is envisaged that this position and indeed, the group's terms of reference may have to be augmented in view of the Northern Ireland Sustainable Development Strategy and the outcome of the Review of Public Administration.
- The internal focus upon environmental impacts should result in the Council maintaining a lead position on environmental management and should permeate other initiatives including the establishment of environmental industries within Belfast.
- A detailed review of the previous year's progress and an action list of activities for the forthcoming year will be presented to the Chief Officers Management Team for consideration on an annual basis.

Appendix C.

Sustainable Development Steering Group Membership.

William Francey	-	Director Health & Environmental Services Department
David Cartmill (Chair)	-	Acting Head of Corporate Services Directorate Support.
Tim Walker	-	Head of Waste Management Service.
George Wright	-	Head of Facilities Management.
Shirley McCay	-	Head of Economic Initiatives – Development Department.
Terry Mitchell	-	Operations Manager (Waste Collection and Recycling).
Sarah Jayne Smith	-	European Officer – Development Department.
Robert Scott	-	Conservationist and Promotion Manager.
Phil Kelly	-	Leisure Services Manager.
Marcus Campbell	-	Project Officer - Waste Management Service.
Julie McShane	-	Assistant Procurement Manager.
Jelena Buick	-	Policy & Research Officer – Development Department.
Gerry McFall	-	Property Maintenance Manager – Facilities Management.
Francis Toland	-	Assistant Building Control Manager.
Ciaran McGrath	-	Energy Conservation Officer.
Alastair Curran	-	Sustainable Development Manager.

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