

**SUSTAINABLE OPERATIONS ON THE
GOVERNMENT ESTATE**

ACTION PLAN

DEPARTMENT FOR REGIONAL DEVELOPMENT

February 2007

Introduction

This is the first Department for Regional Development (DRD) Action Plan for sustainable operations on the Government Estate. The Action Plan covers all buildings and estate occupied or used by DRD including offices, depots and treatment works which are the responsibility of Roads Service or Water Service and which fall outside the government-managed estate.

It should be noted, however, that from 1 April 2007 Water Service will become a Government-owned Company, Northern Ireland Water Limited (NIWL). The legislative framework within which the new company will operate, in particular the economic regulatory regime, will ensure that it contributes to the achievement of sustainable development. The new company will therefore be fully committed to maintaining high standards of environmental care and sustainable operations across all of its activities.

The Action Plan will impact on all DRD staff. Staff awareness and action are therefore seen as key to the achievement of the central and departmental targets and actions. It is planned to launch, by June 2007, an information and awareness campaign for staff to ensure that they are aware of, and support from the outset, the wider Sustainable Development Implementation Plan and these Action Plan targets and actions.

The targets and actions in the Action Plan complement the policy and operational commitments in the DRD section of the Implementation Plan. They cover many initiatives which are already underway as well as identifying new ways of enhancing the sustainability of operations in the Action Plan's six thematic areas. Progress will be carefully and regularly monitored with the Action Plan updated as necessary to reflect progress and developments such as emerging best practice.

Vision Statement

The government estate in Northern Ireland is managed centrally by the Department of Finance and Personnel (DFP). The department aims to oversee a government estate which:

- is sustainably procured, operated and managed;

- leads in the sustainable procurement of works, supplies and services;
- is resource efficient;
- makes efficient use of space and ways of working, in buildings that are exemplars of energy, water and carbon efficiency in operation and maintenance;
- conserves and sustainably manages land and encourages biodiversity; and
- integrates the principles of sustainability fully into working practices.

A central approach is also taken to procurement and this is led by Central Procurement Directorate which is also located within DFP.

Format of the Action Plan

The DFP led nature of both the management of the government estate and procurement means that a number of key targets are set centrally. These targets relate primarily to the government estate but DRD will have a role to play in managing its particular contribution towards those (or similar) targets eg in relation to other buildings which fall outside the general Office Estate and other assets (eg vehicles).

This Action Plan is structured around the six thematic areas for action. It includes a set of common targets along with specific departmental actions milestones, outcomes etc to achieve these. This is followed by a similar section which reflects DRD's other areas for action and associated targets and activities.

Monitoring and Evaluation

The Department's Sustainable Development Champion will be accountable for the delivery of the Sustainable Development Strategy, Implementation Plan and Action Plan for Sustainable Operations on the Government Estate. Regular updates on progress will be sought from business areas and will form the basis regular reports to the DRD board and an annual monitoring report.

OFMDFM will also monitor progress and will include monitoring of the Action Plans as part of the process of monitoring the Implementation Plan.

In addition, some targets will also be captured in other exercises such as:-

- quarterly monitoring for resource efficiency,
- six monthly reviews and reports on the percentage of projects channelled through Centres of Procurement Expertise,
- annual returns for recycled content in construction projects and energy usage for all buildings on the Government Estate,
- the production of the Public Sector Energy Campaign report, quarterly monitoring CEEF and EREF projects and Post Project Evaluation Reports.

	WASTE
Links to SD strategy objectives	<p>Sustainable Consumption and Production:</p> <ul style="list-style-type: none"> • To become more resource efficient • To minimise the unsustainable impacts of consumption
Central Targets	<p>Monitor, evaluate and report on targets outlined in the Departmental Waste Management Action Plan including:</p> <ul style="list-style-type: none"> • 30% reduction in total paper consumption over next five years. • All paper used by directly or by printers or for publications, to be derived from at least 70% post-consumer waste by 2006. • All Departmental buildings to have Recycling Action Plans.
Central Indicative Actions	Implement the Departmental Waste Management Action Plan.
Departmental Indicative Actions	Roll out the DRD Waste Management Action Plan across all Departmental buildings (ie those outside the Government Managed Estate).
Other targets	<ol style="list-style-type: none"> 1. Introduce schemes for use of rechargeable batteries only by March 2007. 2. Use of minimum of 10% recycled aggregates in roads contracts. 3. Use of minimum of 10% for recycled aggregates in Water Service contracts. 4. All buildings to produce Recycling Action Plans by March 2007. 5. Continue to use 100% recycled paper.
Other Indicative Actions	<ol style="list-style-type: none"> 1. Baseline audit of paper consumption in all buildings by March 2007. 2. Implement recommendations of Clarence Court waste audit. 3. Launch information and awareness campaign for staff by June 2007.
Comments	Main emphasis will be the roll out of the Department's Waste Management Action Plan, including the establishment of baselines and review of progress. Workplace 2010 will assist in reducing paper use and recycling.

	WATER
Links to SD strategy objectives	<p>Sustainable Consumption and Production:</p> <ul style="list-style-type: none"> • To become more resource efficient. • To minimise the unsustainable impacts of consumption.
Central Targets	Reduce water consumption on the office and non office estate by the agreed percentage by end of 2008 based on establishing 2005/06 baseline data.
Central Indicative Actions	<p>Install metering to confirm baseline data and facilitate measurement of reduced usage.</p> <p>Establish baseline data on current water consumption levels required to set water usage targets at each Departmental site.</p> <p>Review the use of bottled water dispensers with a view to sourcing drinking water from a mains supply source.</p> <p>Identify opportunities to save water including repair and replacement of existing fittings.</p> <p>Ensure buildings are fitted with water efficiency devices such as hippo water savers.</p> <p>DFP will, in consultation with Departments, conclude on an agreed target for water reduction.</p>
Comments	Water consumption is an area in which departments are likely to have to undertake some significant work to establish baseline data and systems for the provision of management information so early action will most likely be focussed on doing this.
Departmental Indicative Actions	Establish systems and measure water consumption in all buildings, where possible, and set baseline by March 2008.
Other targets	<ol style="list-style-type: none"> 1. Develop water efficiency action plan 2007/08 for all buildings by March 2008, including a review of the use of bottled water dispensers. 2. Agree a target for reduction in water usage for each building by March 2008, to help meet reduction target to be agreed with DFP.
Other Indicative Actions	<ol style="list-style-type: none"> 1. Install Hippo Bags in all toilet cisterns and review the use of automatically flushing urinals by March 2008. 2. Launch information and awareness campaign for staff by June 2007.
Comments	Accurate baseline measurement may be dependent on extent of metering and speed of meter installation programme. All Water Treatment works have water meters which are read and monitored on a regular basis. Water Service already uses recycled effluent instead of potable water at most Treatment Works. Workplace 2010 will help reduce water consumption and meet targets and actions.

	ENERGY
Links to SD strategy objectives	<p>Climate Change and Energy:</p> <ul style="list-style-type: none"> • Reduce green house gas emissions by promoting energy efficiency and the use of renewables <p>Sustainable Consumption and Production:</p> <ul style="list-style-type: none"> • To become more resource efficient • To minimise the unsustainable impacts of consumption
Key SD Strategy target	Make the Government Estate Carbon Neutral by 2015.
Central Targets	<p>Source at least 10% of electricity requirements from renewable sources by 31 March 2008.</p> <p>Reduce absolute carbon, from fuel and electricity used in buildings by 12.5% by 2010-11, relative to 1999-2000.</p> <p>Increase the energy efficiency of the buildings 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 1999-2000.</p>
Central Indicative Actions	<p>Maintain baseline data on current energy usage on their estate.</p> <p>Monitor investment in energy efficiency and installation of renewable energy technology.</p>
Departmental Indicative Actions	<ol style="list-style-type: none"> 1. Roads Service to complete Construction Sustainability Action Plan by 2007 (includes targets and actions to 2009). 2. Water Service to implement Energy Strategy with the following key objectives: <ul style="list-style-type: none"> • Reduce the unit cost of electricity; • Reduce the number of energy units used by Water Service without detrimental effect to core business activities and legislative requirements; • Meet strategic government renewable targets; • Improve energy monitoring, reporting and control procedures; and • Increase staff awareness of energy issues 3. Water Service will continue to record all green and brown data usage and costs and have Key Performance Indicators in place for renewable targets. 4. Water Service to complete feasibility studies into the possibility of generating hydro electricity and wind energy on some sites, by March 2007. 5. Roads Service will continue to use solar panels to power certain traffic signs, use energy efficient street lighting lanterns and design individual schemes to the lowest required BS classification.
Other targets	Water Service to meet target of 10% of electricity requirements from Green sources by March 2008. (Currently 10.7%)

Other Indicative Actions	<ol style="list-style-type: none">1. Launch information and awareness campaign for staff by June 2007.2. Appoint energy wardens for all buildings by March 2008.3. Water Service to complete the MV90 project which involves the installation of half hour meters at all operational sites by 31 March 2007. This will allow a more accurate baseline to be established to monitor energy usage/efficiency.
Comments	It is expected that the existing structures and mechanisms operated by DFP will largely deliver energy efficiencies across the Government Estate and Roads Service specialised buildings.

	ESTATE
Links to SD strategy objectives	<p>Sustainable Consumption and Production:</p> <ul style="list-style-type: none"> • To become more resource efficient • To minimise the unsustainable impacts of consumption <p>Natural Resource Protection and Environmental Enhancement:</p> <ul style="list-style-type: none"> • To protect and enhance biodiversity.
Targets	<p>Identify and commence pilot Environmental Management System (ISO 14001) on minimum of one site by October 2006.</p> <p>Ensure that all new or refurbished buildings occupied by Departments undergo BREEAM assessment (or CEEQUAL equivalent) and meet at least 'very good' standard by 2012.</p>
Indicative Actions	<p>Identify and document ownership of buildings iro their estate.</p> <p>Ensure specification for all new office accommodation integrates sustainable development considerations.</p> <p>Consider potential for improving the sustainability of existing office accommodation.</p> <p>Conserve and enhance biodiversity on their land and through their activities.</p>
Departmental Indicative Actions	<ol style="list-style-type: none"> 1. Document ownership of land, buildings and estate owned by the Department by March 2008. 2. Identify existing and possible initiatives to enhance biodiversity and sustainability by March 2008.
Other areas for action	<ol style="list-style-type: none"> 1. Roads Service maintenance of environmental and biodiversity policies and standards. 2. Water Service achievement of sustainability targets within the high level Action Plan which forms part of the Environmental Management System. 3. Roads Service and Water Service to support EHS and NGO Biodiversity projects. 4. Roads Service to provide sustainable urban drainage systems. 5. Water Service to recycle excavated materials and use trenchless technologies for installation of new watermains and sewers.
Other targets	
Other Indicative Actions	
Comments	Water Service already has external certification to ISO 14001 for all of its activities.

	TRAVEL
Links to SD strategy objectives	<p>Sustainable Consumption and Production:</p> <ul style="list-style-type: none"> • To become more resource efficient. • To minimise the unsustainable impacts of consumption. <p>Climate Change and Energy:</p> <ul style="list-style-type: none"> • Reduce green house gas emissions by promoting energy efficiency and the use of renewables.
Targets	Reduce carbon emissions from road vehicles used for Government administrative operations by 2% by 2008.
Indicative Actions	<p>Identify and monitor baseline data for business car vehicle mileage.</p> <p>Identify and monitor baseline data for business air mileage.</p> <p>Review fleet vehicles for environmental impact (including annual mileage) and fuel efficiency.</p> <p>Promote car-sharing scheme, cycling and Travelwise programme.</p> <p>Introduce a work based travel plan on a major site.</p> <p>Explore options for greater use of video link and teleconferencing</p>
Departmental Indicative Actions	<ol style="list-style-type: none"> 1. All business areas to establish baselines and monitor business car mileage by no later than 2008/09. 2. All business areas to establish baselines and monitor business air mileage by no later than 2008/09. 3. All business areas to consider options for increasing car sharing and use of video link and teleconferencing. 4. Roads Service to continue to promote the Travelwise programme (including Car Sharing Scheme, Bike/Walk to work initiatives and Park and Ride/Share) through 'Roadshows' at major government sites by invitation. 5. Roads Service Travelwise to develop a Draft Workplace Travel Plan for County Hall Coleraine by the end of 2007.
Other areas for action	Roads Service and Water Service are currently investigating the possibility of the use of alternative fuels for their vehicles. Roads Service will provide recommendations on the way forward by March 2008.
Other targets	
Other Indicative Actions	Launch information and awareness campaign for staff by June 2007.
Comments	As part of the Water Service Environmental High Level Action Plan the Transport Management Group (TMG) were tasked with looking at Greener alternatives to the current fuels used by the Departmental vehicles under their control. In the light of this a two year study into the feasibility of using a bio-diesel alternative for departmental vehicles was launched. A Draft Report has been produced from this study, entitled 'Bio-diesel – The economics of using Green Fuel in Water Service Fleet Operations', and is to be forwarded to the Water Service Operations Management Team for consideration and action at their next meeting on January 25 th 2007.

	PROCUREMENT
Links to SD strategy objectives	<p>Sustainable Consumption and Production:</p> <ul style="list-style-type: none"> • To make Northern Ireland a UK regional leader in sustainable procurement. • To become more resource efficient.
Key SD Strategy Targets	<p>By 2008, ensure that all public sector procurement is channelled through recognised Centres of Procurement Expertise (COPE's)</p> <p>By 2008, ensure that sustainable development principles guide capital investment decisions on all major publicly funded buildings and infrastructure projects. (NB: 'projects' means - projects > £250k).</p> <p>By 2008 produce a Sustainable Procurement Action Plan for Northern Ireland.</p>
Re-Use Existing Built Assets	<ul style="list-style-type: none"> • 100% of projects to have criteria for evaluation of sustainability included in procurement procedures. • 100% of projects to use "whole life cost" assessment as part of the technical appraisal for decisions to build new or refurbished /re-use existing assets.
Design for Minimum Waste	<ul style="list-style-type: none"> • All projects to have plans to meet targets in line with the Waste Management Strategy for Northern Ireland. • 100% of projects measure performance and report as part of post project reviews against construction industry benchmarks where established.
Minimise Energy in Construction and Use	<ul style="list-style-type: none"> • All new projects to set targets for "in use" energy consumption which meet at least current best practices for construction type. • 100% of projects to measure and report as part of post project reviews, performance against established energy consumption benchmarks.

Do Not Pollute	<ul style="list-style-type: none"> 100% of projects include in the specifications performance criteria for contractors in relation to pollution.
Preserve and Enhance Biodiversity	<ul style="list-style-type: none"> Government bodies to take due account of the Biodiversity in Northern Ireland – Recommendations to Government for a Biodiversity Strategy. In planning new construction to take all reasonable measures to protect habitat and species. Report actions taken in post project reviews.
Conserve Water Resources	<ul style="list-style-type: none"> Set targets for water consumption that meet at least current best practice for construction type. 100% of projects measure and report as part of post project reviews, performance against water consumption benchmarks where established.
Respect for People	<ul style="list-style-type: none"> 100% of projects to have procedures for procurement which include criteria for the evaluation of competence, resources and commitment of designers and contractors in relation to health and safety, training and engagement with local communities. 100% of projects to monitor user satisfaction following occupation.
Set Targets	<ul style="list-style-type: none"> Review and up-date targets in implementation plans at six-month intervals and report as part of 'Achieving Excellence' updates. All new projects to carry out environmental assessment using BREEAM or equivalent, all new-build projects to achieve an 'excellent' rating. (Refurbishment projects to achieve at least 'very good' rating.) Use existing and new Performance Indicators (for sustainability and respect for people as they are developed) to monitor progress and continuous improvement.
By 2008 produce a Sustainable Procurement Action Plan for NI	<ul style="list-style-type: none"> Consider Task Force Recommendations & application to Northern Ireland Identify Stakeholders & way forward <ul style="list-style-type: none"> Prepare for consultation Complete scoping by Dec 2006, and Agree way forward identified by Mar 2007

ADDITIONAL ACTIONS

- By 31 March 2007, establish policy on Low Carbon Design for the Public Sector, including policy on renewable energy sources.
- By 31 March 2007, establish energy and water consumption benchmarks for the Public Sector.
- 100% of projects to meet target of 10% recycle/ reuse value of materials content.
- 100% of projects to have Site Waste Management Plans.
- 100% of projects to comply with Buildsafe NI requirements.

Departmental Indicative Actions (to meet the targets)	Water Service and Roads Service are currently Centres of Procurement Expertise (COPE). Roads Service to complete Construction Sustainability Action Plan by 2007 (includes targets and actions to 2009). <i>(All tenders which are awarded by the Water Service Procurement Unit (SSPU) go through a stringent procedure before any appointment is made. This involves the use of a scoring Matrix which weighs up any environmental impacts that have the potential to occur by the tasks undertaken in the tender during the lifetime of the tender. All necessary</i>
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assurances and safeguards can then be built into the awarding of the tender to ensure the successful applicant is fully qualified and competent to achieve the standards required as set out in the awarding of the tender.

Water Service set down the following criteria as outlined in their EMS regulations before awarding any contract issuing a Quotation or using any Supplier:

Procurement Controls for SSPU Contracts

- Government Green Guide for Suppliers issued with all tenders
- Water Service's Environmental Policy issued with all tenders
- Contractors / suppliers must indicate how they will meet Water Service's requirements
- The contractor's / supplier's response forms part of the tender evaluation process
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Procurement Controls for Quotations

- Environmental controls applied to SSPU Contracts must be applied to all quotations

1. Water Service has two new capital projects targeted every year for entry to CEEQUAL Awards. Carran Hill Water Treatment Works recently received this award.
2. Water Service carry out Environmental Impact Assessment on all new capital projects over 10,000PE or where specifically requested by Planning Service.