Sustainable Development Good Practice Event 22 October 2014



DELIVERING SOCIAL CHANGE



Welcome to CAFRE 22nd October 2014 **John Fay College Director**





College of Agriculture, Food and Cafre Rural Enterprise (CAFRE)

- Established in 2004
- Comprises: -
 - Enniskillen Campus
 - Greenmount Campus
 - Loughry Campus
 each with a specialist focus





CAFRE Aim



To develop the competences and values of people entering and working in the agri-food industry and to provide them with the capability to contribute to the sustained economic growth of the industry and development of the rural society.







Renewable Energy in Sustainable Agriculture

Nigel Moore CAFRE



Greenhouse Gas Reduction Strategy and Action Plan – promoting and encouraging the adoption of technical efficiency to improve farm business performance and reduce greenhouse gas emissions.

Report by the Agriculture and Forestry Greenhouse Gas Stakeholder Group

2011



Renewable Energy in the Land Based Sector



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A way forward
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Renewable Energy Action Plan 2010









Sustainable Development Implementation Plan 2011-14

DARD lead for Strategic Objective 4.2

To promote sustainable land management

CAFRE Commitment



- To provide training in energy efficiency and Renewables Technology.
- To develop and demonstrate renewable energy technologies for the agri-food sector.
- To work in partnership with the industry InvestNI, Carbon Trust, Action Renewables.
- To implement energy efficiency and renewable energy technologies within the CAFRE estate.

Energy Efficiency or Renewable Energy?









1 in 7 dairy farms in the survey were not on the Nightsaver Tariff, costing them £11.34 per cow

CAFRE Energy Policy



Context: - CAFRE's Energy spend over base years (2003-2006) was over £1m pa $\binom{2}{3}$ electric, $\frac{1}{3}$ oil).

- 4350 tonnes CO_{2eq} GHG emissions
- Reduction targets energy use and GHG emissions
- Reduced dependency on fossil fuels
- Implementation through CAFRE's Energy
- Committee



Measures to improve Energy Efficiency



Data collection and recording

Migration from retrospective annual usage data to Real time usage data

- Improvement of facilities
 - Upgrading electrical appliances
 - Improving the energy efficiency of buildings
 - Renewable energy installations Biomass boilers, wind turbines, solar hot water
- <u>Organisational Culture</u> (staff and students)
 People dimension behavioural change through:
 - Communication
 - Training











Annual Heating Oil Consumption by Campus

Highlights



- Maintaining ~18% reduction in electricity use over base year
- Have achieved a 35% reduction in oil use
 - (corrected by degree days)
- Also a 28% reduction in fossil energy use
- 1,100 tonnes CO₂ eq emissions saved in 2013/14 (v 2006/07)
- 24% reduction in GHG emissions since 2006/07
- ~18% of CAFRE heating provided by biomass in 2013/14

Heat from Biomass @ CAFRE



- Currently installed 850kW of biomass heating within CAFRE estate
- Fuel is both woodchip and wood pellets.
- Current tender to supply 520 tonnes of wood fuel which will replace approx 170-190,000 litres of oil (over 500 t CO₂ annually)
- Annual savings of around £60,000 (no RHI)

Heat from Biomass @ CAFRE





Annual Biomass Heating(MWh)













Future Plans



These include:

- Dec 2014 New Food Innovation Centre Loughry
 - 99kW Hertz Firematic wood pellet boiler
 - 30kW Hertz Pelletstar wood pellet boiler
 - Saving ~ 40 tes CO₂
- Early 2015 Food Technology Centre Loughry
 - ~250kW + 100kW Pellet boilers (under tender)
 - Saving ~ 100 tes CO₂
- Feb 2015 Horticulture Dev Centre Greenmount
 - ~50kW pellet boiler
 - Saving ~ 25 tes CO₂



Knowledge & Technology Transfer projects



These include:

- Energy efficiency on the farm
- Biomass for energy production
- Heat from biomass
- Electricity generation from wind
- Solar hot water for the dairy
- On-farm Solar PV



Fuel Delivery Systems





Biomass Production





Biomass for Energy Production



Support via Renewable Heat Incentive (RHI)



cafre

@cafre

cuts carbon

Solar Thermal, PV & Heat Pumps







Renewable Energy – Industry Training





- Introduction to renewable energy technologies
- Energy from Wind
- Biomass Production
- Heat from Biomass
- Anaerobic Digestion

- Solar PV & hot water
- Heat pumps
- Energy Efficiency
- Micro-hydro



Practical On-farm Renewable Energy Event

Catre



Practical on-farm Renewable Energy

CAFRE, Greenmount Campus, Antrim

Tuesday 1st November 2011 11.00am - 9.00pm



College of Agriculture, Food & Rural Enterprise









Catre

Practical on-farm Renewable Energy



CAFRE, Greenmount Campus, Antrim Tuesday 28th October 2014 11.00am - 8.30pm







Renewable Energy, Knowledge & Technology Transfer Events, Greenmount & Enniskillen Campuses



Seminars –

renewable energy technologies and challenges with their adoption / support measures



Trade Exhibition



Planning & Delivery -

Significant collaboration across DARD, DETI, DOE, AFBI, UFU and with the renewable energy industry and farmers who have adopted renewable energy technologies.

Attendees

Greenmount Campus over 3500 Enniskillen Campus 1750



CARBON TRUST STANDARD

REDUCING CO2 YEAR ON YEAR



Key Messages



- Establish where you are
- Set targets min 20% achievable if not currently measuring
- Monitor progress regularly
- Take holistic approach
- Don't fall at the first fence find a way round it!
- Progress requires partnership









FINALIST

Energy Efficiency Award HSBC

CAFRE College of Agriculture Food & Rural Enterprise

201

© cafre cuts carbon

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DELIVERING SOCIAL CHANGE

Belfast City Council

CO

fightens:

Cathy Reynolds Estates Manager Belfast City Council

22 October 2014

Belfast City Council



- Capital City and Administrative Centre
- Regional economic driver
- Population of 320,000 + post boundary change
- Local Government Reform 2015
 - Enhanced Powers
 - Extended Boundaries
 - -Additional Assets
Sustainable Development Statutory Duty



"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**"

The purpose of the reporting framework is to support monitoring of compliance with the requirements of the statutory duty to promote the achievement of sustainable development, and to provide a mechanism to support sharing of good practice across the public sector.

- Priority Area 1: Building a dynamic, innovative economy that delivers the prosperity required to tackle disadvantage and lift communities out of poverty
- <u>Priority Area 5</u> Ensuring reliable, affordable and sustainable energy provision and reducing our carbon footprint

The Sustainable Development Challenge



-NI imports 98% fossil fuels

- 39% of Belfast Households in Fuel Poverty
- High Levels of Carbon emissions
- Renewable Energy Targets 40 % by 2020

-Low Economic Growth

- Need for business competitiveness
- Job Creation

Belfast City Council Investment Programme 2012-2015



- £300M+ Investment Programme
- Key Aims:
 - Launched February 2012 designed to tackle the effects of the economic downturn across the city
 - All party political support across the Council
 - 4 key themes the Economy; People, Communities and Neighbourhoods and Value for money
 - 5 Guiding Principles Balanced investment, good relations and equality, partnership, value for money and sustainability
 - Physical projects tested against 4 abilities Feasibility;
 Affordability; Deliverability and Sustainability

Belfast City Council Investment Programme 2012-2015



North Foreshore Environmental Resource Park

- *Key Investment Programme Project*: Aim is to transform North Foreshore, a former landfill site, into an innovative Environmental Resource Park as a cleantech business cluster for the City.
- **Pioneering Sustainable Development Project**: providing the opportunity to transform a former landfill site into an alternative location for new and expanding environmental technology companies.



North Foreshore

The beginning.....





10 million tonnes of waste.....





Created 340 acres on the shores of Belfast Lough





Largest Regeneration Opportunity in Belfast





Concept Development Plan



<u>Site</u>

3km north of city centre
Access to Strategic Transport Network
Statutory Land Use Zoning

<u>Proposals comprises the</u> <u>Giant's Park</u>

•Cleantech Environmental Resource Park

•Open Space



A New Beginning for North Foreshore That's Powered by Energy....





Giant's Park: the Giant is awakening



Exciting New Regeneration Plans to develop Cleantech Environmental Business Cluster in Giant's Park @ North Foreshore...





Why Cleantech Businesses ??



- Response to growing concerns about climate change, energy security and fuel poverty
- EU Directives / Targets and UK Legislation driving change towards a low carbon future
- **Diversifying the economy** to promote economic growth in the environmental and renewable energy technology sector
- **Promote** private sector investment, economic growth, wealth generation, and job creation
- Cleantech **Environmental Business Clustering**, sharing resources and infrastructure.

Progress to Date: Phase 1 – Creation of Giant's Park Renewable Energy Hub





Completed in 2009 -Landfill Gas renewable electricity generation plant.

Electricity produced from methane gas exported to local grid

Powers c2,000 homes.

£4.5 m revenue for the Council since 2009

Progress to Date: Renewable Electricity Plant



- 2009: 3,000m³ methane/hr to generate 5mwh renewable energy
- 1% of the Executives 12% renewable target
- Today: 2mwh electricity 1000m³ methane/hr
- Generation electricity for next 10 years



Progress to Date: Renewable Energy Hub



Proposed Renewable Energy Projects

- 4 sites under offer:
- In vessel Composting
- Cleantech
- Anaerobic Digestion
- ₋ Solar PV Farm



•CASE (Centre for Advanced Sustainable Energy) QUB – research project, electricity from waste

Phase 2 – Development of Cleantech Environmental Business Cluster

•ERDF LED Application

•Potential Development Opportunities for Cleantech Environmental Technology /Renewable Energy inc:

- R&D Cleantech Innovation

- Renewable Energy Manufacturing Supply Chain SME's

Vertical Glasshouses –
 Flowers, Salads, Algae

- Aquaculture

 Resource Efficiency Technologies SME's

- Environmental Services



Making it happen....

Submitted ERDF Application to secure £6 million part funding by the European Regional Development Fund under the European Sustainable Competitiveness Programme for Northern Ireland to deliver the Environmental Resource Park Infrastructure Site Works.



European Union



European Regional Development Fund Investing in your future



Next Steps:



- 4 Interdependent projects:
- Build infrastructure: access roads, site preparation works for 30 acres of serviced sites for disposal
- Site capping works and gas abstraction
- Marketing & Disposal; Site Option Agreements
- Developers individual site construction works and subsequent occupation

Vision:



- Sustainable reuse of a brownfield site
- A world class Business Park for cleantech environmental sector
- Attract cleantech companies renewable technologies, R&D, recycling, environmental management, incubator space
- Creating a platform for marketing of N Ireland as a 'Cleantech Sector'
- Fostering of partnership opportunities; key linkages to QUESTOR; NI Universities, FE Colleges and research centres

North Foreshore Giant's Park Environmental Resource Park





"... has the potential to be an innovative cleantech regeneration project to showcase a sustainable development project that would bring significant environmental and economic transformation, that will provide new opportunities for the people of Belfast"





Thank You!!

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DELIVERING SOCIAL CHANGE



Sustainable Procurement

Stewart Heaney Divisional Director Central Procurement Directorate







Overview

- Northern Ireland Public Procurement Policy
- Leadership in the delivery of sustainable procurement
- Key stages in delivering sustainable objectives
- Sustainable procurement in practice a worked example









NI PUBLIC PROCUREMENT POLICY - ORGANISATION

Procurement Board

Chair: DFP Minister Permanent Secretaries CPD Director

- Sets the strategic direction
- Approves policy development
- Disseminates agreed policies
- Monitors policy implementation



- Research
- Development
- Application
- Review







NI Public Procurement Policy - Principles

- Compliance with Public Contracts Regulations (EU)
- Establishment of twelve guiding principles by which the administration of public procurement should be governed
 - Competitive Supply
 - Effectiveness
 - Fair dealing
 - Integrity
 - Responsiveness
 - Transparency

- Accountability
- Consistency
- Efficiency
- Integration
- Legality
- Informed Decision Making
- Policy applies to Departments and their ALBs it does not apply to councils







NI Public Procurement Policy - Definitions

- Clear definition of public procurement and the concept of "Best Value for Money - the most advantageous combination of cost, quality and sustainability to meet customer requirements"
- **Cost** means consideration of the whole life cost;
- Quality means meeting a specification which is fit for purpose and sufficient to meet the customer's requirements; and
- Sustainability means economic, social and environmental benefits, considered in the business case, in support of the Programme for Government.







NI Public Procurement Policy - Guidance

- CPD is responsible for disseminating advice and guidance to the NI public sector on public procurement policies – including sustainable procurement
- In practice this is achieved through the production of a wide range of guidance including Procurement Policy Guidance Notes
 - PGNs developed in consultation with the Centres of Procurement Expertise (CoPEs)
 - Once endorsed by the Procurement Board, they are issued to Departments and CoPEs and published on CPD's website
 - They are the administrative means by which the public sector is advised of procurement policy and best practice developments







NI Public Procurement Policy – Guidance

Sustainability



- Prepared by the Equality Commission and CPD
- Demonstrates how to integrate equality and sustainable development considerations into the procurement process while meeting the existing statutory duties in relation to equality of opportunity and sustainable development.







NI Public Procurement Policy - Guidance

- Economic Pillar:
 - PGN 03/14: Construction Works Procurement: Project Bank Accounts (Pilot)
 - PGN 04/13: Insolvency in the Procurement Process
 - PGN 03/13: Abnormally Low Tenders
 - PGN 06/12: Helping SMEs Benefit from Subcontracting Opportunities
 - PGN 02/12: Public Procurement: A Guide for Small and Medium Sized Enterprises (SMEs)
 - PGN 02/11: Helping Small and Medium Sized Enterprises (SMEs) and Social Economy Enterprises (SEEs) access Public Sector contracting opportunities





NI Public Procurement Policy - Guidance

- Social Pillar:
 - Health and Safety Initiative: BuildsafeNI
 - PGN 01/13: Integrating Social Considerations into Contracts
 - PGN 04/14: Integrating Sustainable Development into the Procurement of Food and Catering Services
 - PGN 01/11: A Guide for Social Economy Enterprises









The Public Contracts Regulations

- Sustainability issues can be taken into account at particular stages of the procurement process, but their inclusion must be consistent with EU procurement law
- A contract can be awarded on the basis of price alone or on the basis of the Most Economically Advantageous Tender (MEAT) where other award criteria will be taken into account
- Option 1 Sustainability requirements can be used as award criteria provided they:
 - are linked to the subject-matter of the contract;
 - do not confer unrestricted freedom of choice on the contracting authority – must set specific and objectively quantifiable criteria; and
 - are expressly mentioned in the OJEU notice and tender documents





The Public Contracts Regulations

- Option 2 Use of contract performance clauses to set out how the contract should be performed
 - Contract performance clauses are obligations which must be accepted by the successful tenderer and which relate to the performance of the contract
 - Writing the required sustainability standards into the contract makes the contracting authority's expectations clear
 - Contract performance clauses should not play any role in determining which tenderer gets the contract ie should not be used as disguised award criteria
 - Contract performance clauses must be linked to tasks which are necessary to undertake the contract being tendered







NI Public Procurement Policy - Guidance

- Environmental Pillar:
 - PGN 02/14: Implementation of Article 6 of the Energy Efficiency Directive
 - PGN 06/10: Procurement of Construction Works and Services
 - PGN Note 04/06: Procurement of Timber and Wood Products
 - Sustainable Construction Group Guidance:
 - Sustainability Action Plan
 - Targets for Re-use and Recycling
 - o Sustainable Design in the Built Environment
 - Construction, Demolition and Excavation Waste Materials







Leadership in Sustainable Procurement

- Senior Responsible Owner needs to:
 - Ensure sustainability objectives are considered from the outset
 - Explore new ideas and approaches to find better ways to deliver expected outcomes
 - Match best practice principles to requirements of the project
 - Challenge the status quo !






Finance and Personnel WWW dfori souuk

Sustainable Procurement – Project Stages











Sustainable Procurement in Practice

Economic Pillar

- Project Bank Account
 - Key subcontractors are paid at the same time as the Main Contractor
 - Money in PBA is held in trust by the Employer and the Main Contractor and is therefore protected in the event of the Main Contractor becoming insolvent
- Main contractor and key subcontractors have signed a Fair Payment Charter
- Subcontract terms and conditions are fair and reflect the main contract conditions







Sustainable Procurement in Practice

Social Pillar (To date)

- 12 person weeks of work experience for the unemployed
- 2 university student placements
- Over 5% of the work force are apprentices and one new apprentice employed in supply chain
- 12 person weeks of training for 16/17 year olds
- Essential skills training opportunities offered to employees
- Robust health and safety procedures on site









Sustainable Procurement in Practice Environmental Pillar

- Site waste management plan
- Targets for recycling / reuse of materials
- On track to deliver a BREEAM (2011) Excellent Rating
- Specified targets for energy, water and carbon usage
- Timber sourced from a sustainable Forest Law Enforcement Governance & Trade (FLEGT) licensed source
- Project registered with the Considerate Constructors Scheme

BRFFAM







Sustainable Procurement in Practice

Leadership and Team Work

- Key roles and responsibilities clearly defined to ensure everyone knows who is doing what, and when
- Collaboration and partnership throughout the team
- Operates with mutual trust and respect, allowing for honest appraisal of project at all stages
- A team built on trust that can be relied upon to deliver









Critical success factors

- Early involvement of Sustainability objectives
- Commitment to best value for money – most advantageous combination of cost, quality and sustainability
- Visible support of senior management

- Adequate resources allocated to deliver the project
- Commitment throughout the integrated project team to sustainability
- Robust project and contract management















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DELIVERING SOCIAL CHANGE



Omagh District Council Promoting Social Enterprise





European Union



European Regional Development Fund Investing in your future





Kieran McCrory Economic Development Manager, Omagh District Council

Setting the Scene



What is the Social Economy / Social Enterprise?



Setting the Scene



- Moving beyond Community Development:
 - Recognition of the decline of funding
 - Supporting the sustainability / growth of communities
- Moving towards supporting Social Enterprise Actions within Community Organisations (2000)

Direct Support



- Village Action Plans & Neighbourhood Renewal Strategy
- Social Enterprise Omagh Programme
- Central point for information & signposting
- Mentoring, workshops, networking
- Social Enterprise Conference
- Encouraging new Social Entrepreneurs
- Capital Grants Programme & RDP Funding



Campsie Residents Association: THE HUB



- •Community base for Campsie Residents Association
- •Opened June 2014
- •Programme of activities for local residents of all ages
- •Spacious town centre venue for private hire



- Indoor Car Boot SalesCraft Fairs
- •Counselling service
- •Fitness classes

Strathroy Community Enterprise Ltd

- •7 Community Business Units: Surestart, Community Gym
- •15 years in business
- •Generating annual surplus of £18k+
- All profits used for local community projects including:
 -Senior Citizens Groups
 -Supported Housing
 -Youth Club



The future.....



- Waiting list for business units
- Plans being developed for 5 new units
- Funding to be secured



MACCA Eco Centre & Gardens

- •First community passive facility in NI
- •Environmentally friendly /sustainable build
- Community Garden & Allotments
- Raised bed & poly-tunnel rental options
- Tailored education programmes
- •Therapeutic Gardening
- •Community Venue / private hire
- •1.5 acre site





Techno Tyrone, Carrickmore

- 28,000 ft 17 Business units
- Training facilities
- Café
- 90% occupancy rate
- Supporting new Businesses
- Sustaining local Employment 83 jobs
- Key partner in "Re-imaging of Carrickmore" with Omagh District Council
- Limiting rural depopulation
 Contributing to sustaining the local community

Techno*Tyrone*Limited



Increased demand for other SEL activities

Support local rural primary schools Affordable rural Childcare for 26 Stem rural depopulation

Enable parents to work Community Creche

Increase demand for rural housing

14 jobs

Training Opportunities

Increase trade for other village businesses

More vibrant community

£300k into local economy over 5 years

Encouraging new Social Entrepreneurs



Dragon's Den Project





Celebrating Social Enterprise Conference





An Creagán September 2014



Time for our community organisations to *value* the work they do..... and not be afraid to put a *value* on it.



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DELIVERING SOCIAL CHANGE

Department of Health, Social Services and Public Safety

Brian Godfrey Head of Sustainable Development & Engineering



What is sustainable development? The Brundtland commission definition of sustainable development;

'development that meets the needs of the present without compromising the ability of future generations to meet their own needs'



What is sustainable development?





pendent and public mutually public lars" of sustainable development





What is sustainable development for DHSSPS?

Interdependent and mutually reinforcing pillars of sustainable development – Social Wellbeing, Estate Operations, Capital Development









Why Capital Development?

The current global built environment is responsible for;

- 30-40% of global energy consumption
- 30% of greenhouse gas emissions
- 3 billion tonnes of raw materials used annually
- 20% of global water usage

Figures from: United Nations Environment Programme (UNEP) 2012





Strategic approach to sustainability

With any large project Strategic approach works best Unified team Communication Planning Getting off to a good start









Date	National Scheme	DHSSPS Specific Policy
2002	NEAT (NHS Environmental Assessment Tool) launched	2003 – Achieve a NEAT excellent rating for all new capital developments
2008	BREEAM for Healthcare (B4H) launched	2008 – Introduction of BREEAM in place of NEAT together with Health Estates Sustainable Development Design Brief (V5) for qualifying projects.
2009	BREEAM Healthcare XB launched	
2011	BREEAM New Construction - Consolidation of all schemes, including Healthcare	2011- SDDB (V6) published revised to reflect BREEAM (Healthcare)
2014	Update to BREEAM New Construction (inc. Healthcare)	?





Sustainable Development Design Brief

Two Parts:

Volume 1: A guide to SD in practice which identifies opportunities and targets for integration of SD principles and practice

Volume2: Reporting Proformas for central themes

Responsibility for reporting rests with the Design Team Leader


Sustainable Development Design Brief

Nine Themes:

- Land use, urban form and design
- Transport
- Energy
- Impact of buildings
- Building materials
- Waste
- Ecology
- Social Wellbeing
- Procurement



How do we measure what is important?

Quote

 - 'Instead of making what is measurable more important, lets make what is important more measurable'

– Eric Jenson, Educationalist

Triple Bottom Line

- Which is easiest to measure?
 - Social, Economic or Environmental
- Is this the most important?

BREEAM works towards

– Making what is important more measurable



Why build to BREEAM?

- Lower construction cost
- Lower running costs water / energy / waste
- Keeping ahead of the game
- Demonstrating SD credentials











Category aim:

- To encourage the design and operation of energy efficient Health, Social Care and Public Safety buildings
- This issue includes measures to:
 - support the sustainable use of energy in the building
 - improve the inherent energy efficiency of the building
 - encourage the reduction of carbon dioxide (CO₂) emissions
 - support efficient energy management in operation.





Energy

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Health & wellbeing

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Old See House, Belfast

Two storey Mental Health Facility includes day patient and out patient facilities, general staff accommodation, patient bedrooms and common areas - £5m

BREEAM Rating: Excellent (75.94%)

Top scores: Features:

Management and Waste categories (100%)

Powered by high efficiency gas boilers, Naturally Ventilated



HSC Capital Projects

Project	Status	Cost	Rating
Altnaglevin Radiotherapy	On Site	£37m	Very Good
Omagh Enhanced Local Hospital	On Site	£65m	Excellent
Belfast Maternity Hospital	In Procurement	£40m	Excellent
Banbridge CTCC	On Site	£11m	Excellent
Ballymena Health Centre	On Site	£15m	Excellent
Belfast Children's Hospital	Design Team Appointment	£223m	Excellent





- •Early engagement
- •Difficulties with application across project timeframe
- Process as opposed to good SD design
- •Measuring What's Important
- •Industry
- •Roles AP & AA
- •Measurement of Performance



Thank you for listening

http://www.dhsspsni.gov.uk/hea_sustainable_development_ design_brief_part_1_07_mar_2008.pdf

http://www.dhsspsni.gov.uk/sddb_version_7_-_vol2b.pdf

<u>http://www.dhsspsni.gov.uk/sddb_version_7_</u> <u>vol_2a_projects_2m.pdf</u>

http://www.breeam.org



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DELIVERING SOCIAL CHANGE

Skainos community transformation & renewal in Inner East Belfast

Jul.

Skainos

Skainos

tent presence community story



Integrated Regeneration

Addressing regeneration in a holistic way

- physical
- economic
- social
- environmental



Changing Perceptions

Increasing Porousness inside - out outside - in



Skainos as a Social Enterprise

excellent community service

- community landlords

circulating surplus - extending the shared

space ethos







Telling New Stories

Skainos

walls living growing changing beautiful

Telling New Stories

Shared Civic Space political social generational environmental



Skainos community transformation & renewal in Inner East Belfast



Group Breakout Sessions:

- **1.** Sustainable Procurement
- 2. Urban Regeneration
- 3. Sustainable Development Design
- 4. Local Economic Development and Social Economy Promotion
- 5. Governance & Accountability



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