

# OUTCOMES DELIVERY PLAN

Improving wellbeing for all -  
by tackling disadvantage  
and driving economic growth

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December 2019

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# INTRODUCTION

In the absence of a functioning Executive and with no Programme for Government in place, the Northern Ireland Civil Service (NICS) has been working to a cross-departmental Outcomes Delivery Plan (ODP) as a basis for delivering public service in as effective and co-ordinated manner as possible. Based on the framework of outcomes developed by the Executive formed after the election in May 2016, the ODP sets out the headline actions that Departments have put in place to progress towards the previously agreed objective of “Improving wellbeing for all - by tackling disadvantage and driving economic growth”.

Since it was first published in June 2018, the ODP has provided much needed clarity to those responsible for delivering public services and, in addition, it has become a means for giving transparency and accountability to the operational business of government. Two progress reports have been published (one in December 2018 and the other in September 2019) detailing advances, setbacks and challenges in relation to each of the Plan’s 12 Outcomes.

The Plan has enabled the NICS to identify new ways of working which are forward-looking and cross-cutting and which are not limited by administrative formalities and organisational structures. As a result, outcomes-based working practices are now embedded in every Department and, increasingly, public service performance is being measured in terms of wellbeing and real improvement to people’s lives rather than by volume of activity or output.

An important feature of the ODP is the appointment of “Outcome Owners”, meaning that work aimed at achieving each Outcome is overseen by a member of the NICS Board at Permanent Secretary level. The Board has collective responsibility for approving the Plan and monitoring its delivery, and this has helped ensure a consistent approach across all of the Outcomes and is an important mechanism in facilitating cross-departmental working and good alignment between budgetary plans and priorities for action. The Board recently agreed that, in order to provide continued clarity to the NICS and to build on progress to date, Outcome Owners would review and refresh the ODP actions pending the return of Ministers and production of a new Programme for Government.

The updated Plan continues to be structured around the framework of 12 Outcomes of economic, environmental and social wellbeing agreed previously, and its purpose is to give renewed focus to the actions likely to achieve the biggest impact in the immediate future. Unlike the ODP 2018/19, the updated Plan does not cover a fixed period but, rather, the intention is to maintain it as a more responsive “live” document that can be amended or added to as priorities and actions change.

To support this new approach and to enable the presentation of more detailed information relevant to each Outcome, new dedicated ODP monitoring and reporting webpages will be introduced shortly on [www.northernireland.gov.uk](http://www.northernireland.gov.uk). The aim is to present a more informed assessment of progress towards each Outcome with dynamic messaging being used to highlight unique challenges and to encourage greater stakeholder engagement and more collaborative working.

The ODP, of course, is no substitute for an Executive-led Programme for Government and our public services urgently require a return to devolved decision-making by locally elected Ministers. For almost three years, the NICS has been to the fore in steering the business of government and is delivering to the best of its ability in the prevailing circumstances. However, the absence of Ministers places considerable constraints on what is possible, and the ability of the NICS to respond to new and evolving needs is considerably limited. The loss of momentum in public policy development is becoming increasingly serious and the backlog of key issues awaiting Ministerial decisions is growing by the day. Whilst civil servants, individually and collectively, continue to do the best they can, the NICS, as an organisation, wants to see a restored Executive in place and is standing ready to deliver the next Programme for Government.

# OUTCOMES FRAMEWORK\*

Improving wellbeing for all—  
by tackling disadvantage and driving economic growth

OUTCOMES	INDICATORS
<p><b>1</b> <b>We prosper through a strong, competitive, regionally balanced economy</b></p>	<ul style="list-style-type: none"> <li>• Private sector NI Composite Economic Index</li> <li>• External sales</li> <li>• Rate of innovation activity</li> <li>• Employment rate by council area</li> <li>• % change in energy security of supply margin</li> </ul>
<p><b>2</b> <b>We live and work sustainably – protecting the environment</b></p>	<ul style="list-style-type: none"> <li>• % all journeys which are made by walking/cycling/public transport</li> <li>• Greenhouse gas emissions</li> <li>• % household waste that is reused, recycled or composted</li> <li>• Annual mean nitrogen dioxide concentration at monitored urban roadside locations</li> <li>• Levels of soluble reactive phosphorus in our rivers and levels of Dissolved Inorganic Nitrogen in our marine waters</li> <li>• Biodiversity (% of protected area under favourable management)</li> </ul>
<p><b>3</b> <b>We have a more equal society</b></p>	<ul style="list-style-type: none"> <li>• Gap between highest and lowest deprivation quintile in healthy life expectancy at birth</li> <li>• Gap between % non-FSME school leavers and % FSME school leavers achieving at Level 2 or above including English &amp; Maths</li> <li>• % population living in absolute and relative poverty</li> <li>• Employment rate of 16-64 year olds by deprivation quintile</li> <li>• Economic inactivity rate excluding students</li> <li>• Employment rate by council area</li> </ul>
<p><b>4</b> <b>We enjoy long, healthy, active lives</b></p>	<ul style="list-style-type: none"> <li>• Healthy life expectancy at birth</li> <li>• Preventable mortality</li> <li>• % population with GHQ12 scores <math>\geq 4</math> (signifying possible mental health problem)</li> <li>• Satisfaction with health and social care</li> <li>• Gap between highest and lowest deprivation quintile in healthy life expectancy at birth</li> <li>• Confidence of the population aged 60 years or older (as measured by self-efficacy)</li> </ul>

\* The outcomes in this framework remain subject to final political agreement.

OUTCOMES	INDICATORS
<p><b>5</b>  <b>We are an innovative, creative society, where people can fulfil their potential</b></p>	<ul style="list-style-type: none"> <li>• Rate of innovation activity</li> <li>• Proportion of premises with access to broadband services at speeds at or above 30Mbps</li> <li>• % engaging in arts/cultural activities</li> <li>• Confidence (as measured by self-efficacy)</li> <li>• % school leavers achieving at least level 2 or above including English and Maths</li> </ul>
<p><b>6</b>  <b>We have more people working in better jobs</b></p>	<ul style="list-style-type: none"> <li>• Economic inactivity rate excluding students</li> <li>• Proportion of the workforce in employment qualified to level 1 and above, level 2 and above, level 3 and above, and level 4 and above</li> <li>• Seasonally adjusted employment rate (16-64)</li> <li>• A Better Jobs Index</li> <li>• % people working part time who would like to work more hours</li> <li>• Employment rate by council area</li> <li>• Proportion of local graduates from local institutions in professional or management occupations or in further study six months after graduation</li> </ul>
<p><b>7</b>  <b>We have a safe community where we respect the law, and each other</b></p>	<ul style="list-style-type: none"> <li>• Prevalence rate (% of the population who were victims of any NI Crime Survey crime)</li> <li>• A Respect Index</li> <li>• % the population who believe their cultural identity is respected by society</li> <li>• Average time taken to complete criminal cases</li> <li>• Reoffending rate</li> </ul>
<p><b>8</b>  <b>We care for others and we help those in need</b></p>	<ul style="list-style-type: none"> <li>• % population with GHQ12 scores <math>\geq 4</math> (signifying possible mental health problem)</li> <li>• Number of adults receiving social care services at home or self directed support for social care as a % of the total number of adults needing care</li> <li>• % population living in absolute and relative poverty</li> <li>• Average life satisfaction score of people with disabilities</li> <li>• Number of households in housing stress</li> <li>• Confidence of the population aged 60 years or older (as measured by self-efficacy)</li> </ul>

OUTCOMES	INDICATORS
<p><b>9</b></p> <p><b>We are a shared, welcoming and confident society that respects diversity</b></p>	<ul style="list-style-type: none"> <li>• A Respect Index</li> <li>• % who think all leisure centres, parks, libraries and shopping centres in their areas are “shared and open” to both Protestants and Catholics</li> <li>• % of the population who believe their cultural identity is respected by society</li> <li>• Average life satisfaction score of people with disabilities</li> <li>• Confidence (as measured by self-efficacy)</li> </ul>
<p><b>10</b></p> <p><b>We have created a place where people want to live and work, to visit and invest</b></p>	<ul style="list-style-type: none"> <li>• Prevalence rate (% of the population who were victims of any NI Crime Survey crime)</li> <li>• Total spend by external visitors</li> <li>• % of the population who believe their cultural identity is respected by society</li> <li>• Nation Brands Index</li> <li>• A Better Jobs Index</li> </ul>
<p><b>11</b></p> <p><b>We connect people and opportunities through our infrastructure</b></p>	<ul style="list-style-type: none"> <li>• Average journey time on key economic corridors</li> <li>• Proportion of premises with access to broadband services at speeds at or above 30Mbps</li> <li>• Usage of online channels to access public services</li> <li>• % of all journeys which are made by walking/cycling/public transport</li> <li>• Overall Performance Assessment (NI Water)</li> <li>• Gap between the number of houses we need, and the number of houses we have</li> </ul>
<p><b>12</b></p> <p><b>We give our children and young people the best start in life</b></p>	<ul style="list-style-type: none"> <li>• % babies born at low birth weight</li> <li>• % children at appropriate stage of development in their immediate pre-school year</li> <li>• % schools found to be good or better</li> <li>• Gap between % non-FSME school leavers and % FSME school leavers achieving at Level 2 or above including English and Maths</li> <li>• % school leavers achieving at Level 2 or above including English and Maths</li> <li>• % care leavers who, aged 19, were in education, training or employment</li> </ul>
<p>These Outcomes will be delivered through collaborative working across Departments and beyond government and through the provision of high quality public services</p>	

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# OUTCOME 1

We prosper through a strong, competitive, regionally balanced economy

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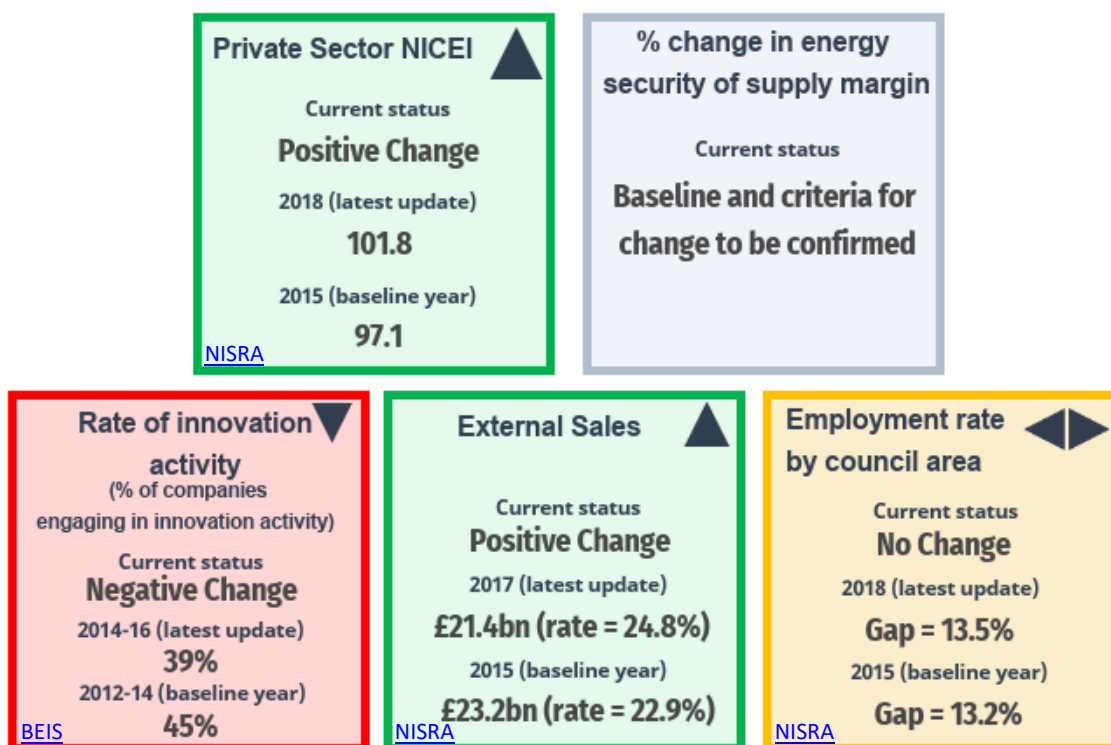
## Overview

This Outcome focuses on efforts in the public, private and third sectors to create conditions that will transform our economy and provide growth for the benefit of everyone. The aim is to build a thriving, competitive, regionally balanced economy based on having more companies with an international outlook, increasing numbers of businesses recording high growth, greater levels of innovation and entrepreneurship, and with industries backed by locally-based, world-class research.

Five population indicators are used to quantify progress against this Outcome:

- private sector NI composite economic index (NICEI);
- external sales;
- rate of innovation activity;
- employment rate by council area; and
- % change in energy security of supply margin.

## Progress against population indicators



Real-time graphical representations of the data for all of the indicators in the Outcomes Delivery Plan are available from the [Outcomes Viewer](#)

## ACTION PLAN – SEPTEMBER 2019

### Key Strategic Areas

To build a strong, regionally-balanced competitive and inclusive economy that works for everyone, we will continue to adhere to the strategic framework set out in the draft Industrial Strategy, placing a clear focus on fostering innovation, developing our skills base, helping our businesses grow and thrive, succeeding in global markets and investing in our economic infrastructure.

Key to progressing this outcome will be delivering the actions contained in the action plan below. In addition to this, we will progress a number of key strategic areas. These include:

- Developing a new **Skills Strategy** for NI to improve the skills pipeline;
- Recognising that private sector **businesses** are the engine for growth, we will continue to provide support for new business start-ups, help businesses to recognise and achieve their high-growth potential and assist existing businesses to scale up, expand and grow.
- Developing a **Digital Infrastructure Strategy** for NI to support citizens and businesses;
- Developing a new **Energy Strategy** for Northern Ireland in the context of the UK's legislative target of net zero carbon by 2050. This energy transition will cover the areas of heat, power and transport and will fundamentally change the way we source, generate and use energy; and
- Developing a **Tourism Strategy** for Northern Ireland for 2030 to set a clear direction for future growth of the NI tourism industry and promote the growing value of the tourism and hospitality sector to the Northern Ireland economy.

Action	Rationale and Benefit
Support entrepreneurs through the NI Business Start Up Programme.	Will improve regional balance by delivering against specific job promotion targets within each of the 11 council areas.
Utilise Invest NI's comprehensive Trade support to develop the capability of Northern Ireland's SME's to enter External Markets for the first time.	Increase focus on the growth in value of export sales by local businesses.
Provide intensive bespoke Trade support to existing exporters to encourage them to enter, develop and sell more in new export markets.	Strengthen the resilience of the local economy by supporting companies to export in to new multiple markets.
Through utilising Invest NI's capability development and employment focused interventions, increase our focus on Northern Ireland's High Potential Start-Ups, Pre-Scaling and Scaling companies to provide the pipeline of high growth companies of the future.	Establishing new high growth businesses, and providing the support needed to help these businesses to scale-up, is a key element in generating future employment opportunities.
Invest NI will fully utilise its employment focused support, particularly SFA, (Selective Financial Assistance), to support high value employment opportunities in NI's business base. This includes utilising SFA and Grant for R&D support to attract new first-time inward investors to NI.	Creating jobs and attracting new inward investors is recognised as a key driver of increased economic prosperity and is fundamental to expanding the NI private sector and driving economic growth.
Work closely with inward investing companies and indigenous screen industry companies to leverage direct spend and develop the skills base across the different types of production crew.	Increase the sustainability of the screen industries in Northern Ireland.
Support Northern Ireland participation in Horizon 2020 by funding university-based advisers to work with the wider research community to encourage and facilitate applications, in order to maximise drawdown.	Will enable local businesses and institutions to engage in research with the best European researchers, with a view to sustaining and developing a vibrant, world-class research base in support of a growing economy.
Through delivery of the NI Higher Education Innovation Fund, support the engagement of NI universities with local businesses.	Will stimulate knowledge exchange with local companies, and commercialisation of the academic research base.
Administer the US-Ireland R&D partnership in Northern Ireland to provide our universities with funded	Will continue to strengthen early stage international research collaborations.

Action	Rationale and Benefit
opportunities to establish world class research collaborations in the areas of Sensors and Sensor Networks, Nanoscale Science and Engineering, Telecommunications and Energy and Sustainability.	
InterTradelreland will deliver trade and innovation programmes to achieve Business Development Value.	To align with and contribute to the key economic objectives of Ireland and Northern Ireland to drive competitiveness, jobs and growth through focusing on export and innovation activities.
Support First Time Exporters through the delivery of InterTradelreland's Acumen, Elevate and Go2Tender programmes.	To align with and contribute to the key economic objectives of Ireland and Northern Ireland to drive competitiveness, jobs and growth through focusing on export activities.
Support the FE sector to deliver projects through the InnovateUs programme, enabling small businesses to engage in innovation and development activities.	Will help embed a culture of innovation in small businesses which can contribute to their growth and development.
Deliver the Assured Skills programme of academies to help meet business needs.	Improving the skills profile of the population will help generate sustainable employment and improve productivity and sustainable growth.
To lead and manage the Skills Focus programme to increase the skills levels of the existing workforce to level 2 and above qualifications.	Improve the skills profile of the population to improve productivity and sustainable growth.
Support a pilot cluster programme, covering the Artificial Intelligence and Cyber Security sectors.	Accelerate the growth of local companies in underpinning enabling technologies.
Introduce a new Innovation Accreditation Programme working with organisations supporting business innovation across the public, private and academic sectors including a unique Northern Ireland innovation certification scheme.	Encouraging companies to broaden and strengthen innovative capability will make them more productive and better grow the economy.
Launch new Small Business Research Initiative projects.	Will incentivise and support small local companies to develop innovative solutions to address challenges or needs identified by a public body. This will both improve public services and strengthen the companies involved.

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# OUTCOME 2

We live and work sustainably  
– protecting the  
environment

**Outcome Team:**

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Permanent Secretary, DAERA

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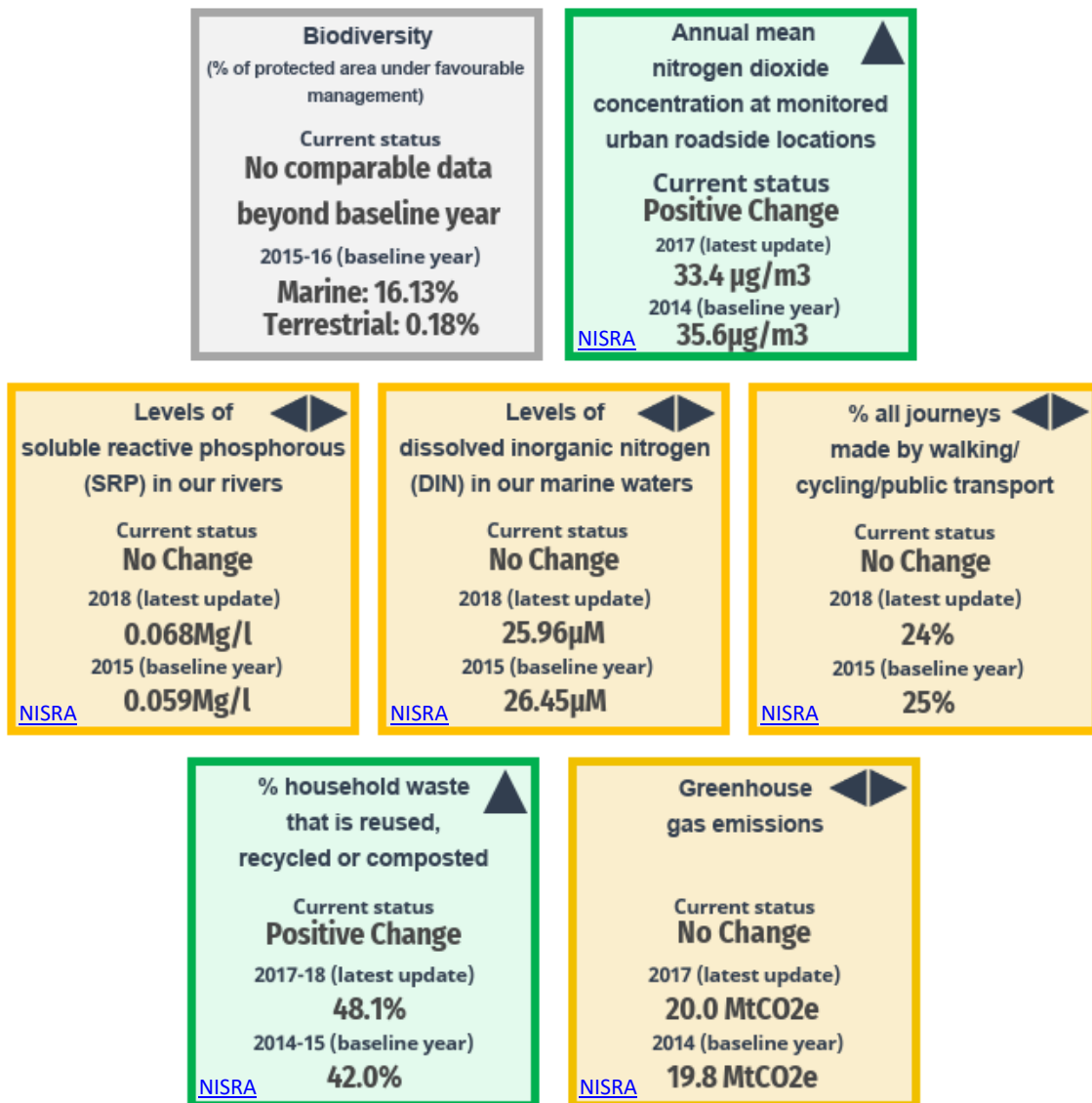
## Overview

Our health and wellbeing are directly affected by the quality of the environment around us. Achieving economic growth whilst creating and maintaining a more sustainable environment is the number one challenge in creating a living and working active landscape valued by everyone.

Our aim under 'Outcome 2' is to live and work sustainably, protecting the environment and to this end six population indicators are used to measure progress:

- Percentage of all journeys made by walking/cycling/public transport;
- Greenhouse gas emissions;
- Percentage of household waste that is reused, recycled or composted;
- Annual mean nitrogen dioxide concentration at monitored urban roadside locations;
- Levels of soluble reactive phosphorus in our rivers and levels of Dissolved Inorganic Nitrogen in our marine waters; and
- Biodiversity (percentage of protected areas under favourable management).

## Progress against population indicators



Real-time graphical representations of the data for all of the indicators in the Outcomes Delivery Plan are available from the [Outcomes Viewer](#)

## ACTION PLAN – SEPTEMBER 2019

### Key Strategic Areas

#### All Strategic Areas

- complete a public discussion on a potential future Environment Strategy for Northern Ireland by January 2020 giving parties an opportunity to contribute thoughts and ideas that will help shape our approach to protecting and enhancing our natural environment.

#### Air

- In autumn 2019 we circulated to the other Departments, a first ever draft ‘Clean Air Strategy for Northern Ireland’ seeking responses to thought provoking questions on ideas to tackle air pollution in Northern Ireland;
- In 2020 we intend to launch the new Environmental Challenge Fund to replace the current Local Air Quality Management Grant process.

#### Air and Greenhouse Gas

- In collaboration with NGO’s, the Department for Infrastructure and Department of Health, launch two MyNI ‘Air Quality awareness campaigns’ focussing attention on air quality and climate change to share messaging on air pollution sources, health impacts and active travel.

#### Air and Water

- Continue in our pursuit to tackle ammonia emissions with the further rollout of the Sustainable Agricultural Land Management Strategy that includes:
  - a. Ongoing evaluation of pilot projects for soil testing and nutrient management planning training;
  - b. Production of Phosphorus Risk run off maps for pilot catchments to assist farmers with planning for Environmental Farming Scheme grant applications to improve environmental impacts;
  - c. Researching with AFBI knowledge gaps in ‘on-farm’ environmental impact improvements;
  - d. Identifying further environmental training needs for farmers on the Knowledge Advisory Service; and
  - e. Progressing the design of a prototype Decision Support Tool app for farmers to assist them make better informed on-farm decisions regarding nutrient application and improved efficiencies.



### **Biodiversity**

- In collaboration with NI Water and AFBI we will continue to explore measures that could reduce both nutrient and bacterial inputs to Dundrum Bay;
- Develop management measures for fishing activities in Marine Protected Areas.
- Continue to implement agreements under the Management of Sensitive Sites (MOSS) scheme. NIEA to continue to manage nature reserves and to work with partners to deliver additional land under favourable management through INTERREG Va programmes.
- Finish processing the third tranche of applications for the Environmental Farming Scheme and continue preparations for a fourth tranche planned to open in 2020.

### **Greenhouse Gas**

- Implement the 'Efficient Farming Cuts Greenhouse Gas Implementation Plan 2016-20' to help reduce the carbon intensity of agricultural production in Northern Ireland;
- Extend connections to the natural gas network.

### **Recycling**

- Commence a three year Household Waste Recycling Collaborative Change Programme to provide local councils with financial assistance to improve recycling services and infrastructure in order to divert waste from landfill and realise the economic potential of recycling through the improvement to recyclable quality as well as increasing the quantity of recycling. The programme will be primarily delivered through collaboration with local councils;
- Delivery of themed recycling campaigns during the year in partnership with WRAP and local councils. The campaigns will aim to raise public awareness on dealing with specific household waste teams in order to increase recycling and reduce contamination.

### **Transport**

- Progress a number of major transport schemes as a basis for reducing congestion on routes between population centres and getting more people walking, cycling and using public transport;

- We will also work in partnership with local government as they develop their Local Development Plans to ensure greater integration of land-use and transport planning.

### **Planning**

- The planning system seeks to further sustainable development and improve wellbeing and support positive place-making and effective stewardship that contributes to shaping high quality sustainable places in which to live, work and enjoy.

### **Water**

- Implement the new NAP Regulations made in April 2019, aimed at further reducing nutrient run-off from land to water courses;
- Implement the 2<sup>nd</sup> Cycle River Basin Management Plans including the implementation of Outcome Action Plans for 20 river bodies to monitor phosphorus levels;
- Issue a consultation on the Significant Water Management Issues (SWMI) in three River Basin Districts.

<b>Action</b>	<b>Rationale and Benefit</b>
Greenhouse Gas - Implement the 'Efficient Farming Cuts Greenhouse Gas Implementation Plan 2016-20'.	To help reduce the carbon intensity of agricultural production in Northern Ireland.
Greenhouse Gas - 'Extend connections to the natural gas network through the Gas to the West Project'.	To extend the availability of natural gas as a lower carbon fuel, displacing more polluting fossil fuels, such as oil and coal, thus providing environmental benefits.
Air – Undertake a MyNI Public awareness campaign.	<p>To improve awareness and understanding of air quality among the general public, which will enable individuals to make choices to reduce their own contribution to air pollution. The aim is to achieve the following outcomes:</p> <ul style="list-style-type: none"> <li>• Promote key air quality messages;</li> <li>• Promote behavioural change that leads to improvement in air quality;</li> <li>• Provide for greater co-ordination of air quality actions and initiatives to promote greater public awareness and understanding of air quality issues; and</li> <li>• Facilitate wider partnership working with steering group and other relevant organisations to deliver improvements in local air quality.</li> </ul>
Recycling - Deliver a Northern Ireland household waste recycling communications campaign.	<p>To provide information and direction to householders on a broader range of materials in order to, reduce greenhouse gas emissions, improve sustainability within the home, increase recycling rate and diversion from landfill.</p> <p>To raise awareness of recycling and provide information to the public on how to recycle items</p> <p>To reduce contamination within household kerbside schemes and improve the quality of recycling</p>
Recycling - Deliver a Northern Ireland single-use plastic awareness and communications campaign.	To provide information and awareness to businesses, councils, schools and the public in order to change single-plastic use consumption behaviour.
Recycling – Provision of funding support to local government to help improve recycling infrastructure and services by investing in communications, staff training and capital works.	The aim is to place a greater emphasis on the quality of recycle produced, as well as increasing the recycling rate. Will help realise the economic potential of recyclates for the local economy, reduce reliance on

<b>Action</b>	<b>Rationale and Benefit</b>
	landfill and help lower greenhouse gas emissions.
Air and Water - delivery of the Knowledge Advisory Service for the farming industry in Northern Ireland.	To help farmers implement more efficient and environmentally friendly working practices that will lead to an increase in biodiversity, a reduction in water pollution, reduction in land pollution, reduction in greenhouse gas emissions and in tandem improve business profitability, environmental profitability and environmental compliance.
Biodiversity - Develop management measures for fishing activities in Marine Protected Areas.	There are important fisheries in the Northern Ireland inshore region that occur within Marine Protected Areas. The management measures will provide protection for the biodiversity and ensure the level of activity is sustainable.
Water - The revised Nutrient Action Programme 2019-2022.	This programme will implement measures that are aimed at further reducing nutrient run-off from land to water courses.
Water - Implement the 2 <sup>nd</sup> Cycle River Basin Management Plans.	These plans are essential to achieving acceptable water quality for up to 70% of our waterbodies (rivers, lakes, estuaries, coastal waters, territorial waters and groundwater's) by 2021. This will provide a targeted approach to monitoring and improving water quality.
<p>Transport – Implementing a range of transport measures including:</p> <ul style="list-style-type: none"> <li>• Continue to progress development of the Belfast Transport Hub and begin enabling works on site.</li> <li>• Deliver Phase 2 of the North West Multi-Modal Transport Hub, enhancing the newly opened Waterside Train Station by adding bus stands, a Park and Ride facility, and bicycle facilities and services.</li> </ul>	This action supports the aim of attracting more people to use public transport which will help improve the economic, social and environmental wellbeing of our society and will assist in connecting people to opportunities throughout the region.
<p>Develop more than 30 walking and cycling schemes including:</p> <ul style="list-style-type: none"> <li>• An upgrade of Ballymacarrett Walkway as part of the Eastside Partnership Greenway; and</li> <li>• 1.5km of shared walking and</li> </ul>	Providing segregated or traffic-free infrastructure provides people with the freedom and confidence to walk or travel by bicycle for everyday journeys.

<b>Action</b>	<b>Rationale and Benefit</b>
cycling track in Foreglen, County Londonderry to connect rural communities to the town of Dungiven.	

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# OUTCOME 3

We have a more equal society

## Outcome Team:

### **Derek Baker**

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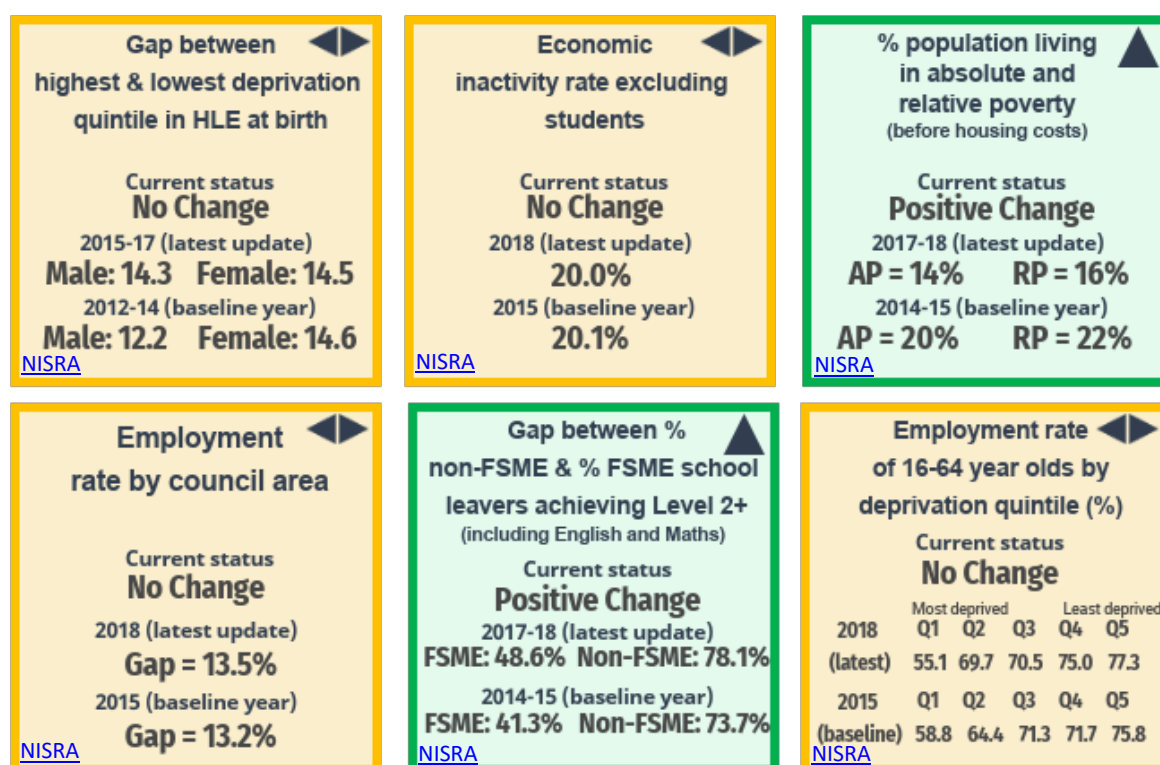
## Overview

It is important that a person's background, identity or ability should not be a barrier to playing a full and constructive role in society, that inequality is eliminated wherever it might be found and that support is given to those who face serious issues as a consequence of it.

Six population indicators have been identified to determine progress on meeting this outcome. These are:

- Gap between highest and lowest deprivation quintile in healthy life expectancy at birth;
- Gap between the percentage of non-FSME school leavers and percentage of FSME school leavers achieving at Level 2 or above including English & Maths;
- Percentage of the population living in absolute and relative poverty;
- Employment rate of 16-64 year olds by deprivation quintile;
- Economic inactivity rate excluding students;
- Employment rate by council area.

## Progress against population indicators



Real-time graphical representations of the data for all of the indicators in the Outcomes Delivery Plan are available from the [Outcomes Viewer](#)

## ACTION PLAN – SEPTEMBER 2019

### Key Strategic Areas

In seeking to achieve this outcome, the focus of our activity will be on the following:

- **Social welfare system** – administering efficient and effective services that provide people with the help and support they need.
- **Tackling the root causes of inequality and supporting those impacted by it** – with a particular focus on health and educational attainment. We will continue to fulfil all statutory equality obligations and seek to ensure that people’s background, identity and abilities are not a barrier to playing a full role in society.
- **Reducing poverty** – supporting those most in need, helping people develop capabilities and confidence and creating the conditions for individuals and their families to escape the destructive forces of poverty.
- **Improved regional balance through increased employment** – Equipping people with skills needed to find work, developing strategies to address regional imbalance, tackling structural barriers to employment and seeking to redress the persistently high level of economic inactivity in Northern Ireland.



<b>Action</b>	<b>Rationale and Benefit</b>
<p>Deliver the Extended Schools and Full Service programmes, key interventions which support disadvantaged children and young people to reach their full potential.</p>	<p>Extended Schools (ES) is a well-established major regional initiative (£9.1m per annum) targeted at disadvantaged communities enabling the provision of 3,000+ additional services and activities across 500 schools (reaching approx. 43% of all schools and 63% of all pupils in NI entitled to free school meals). ES is a key contributor to making progress on the GCSE attainment gap with participating schools reporting significant benefits – e.g. 99% currently report evidence that their ES provision reduces underachievement.</p> <p>The two linked Full Service programmes operating in North and West Belfast are having notable results in terms of reducing barriers to learning, providing a model of integrated service delivery, and improving the health and well-being and educational achievement of children and young people drawn from areas of acute socio-economic disadvantage.</p>
<p>Flowing from the Deliver Pupil Attendance and Parental Engagement Strategies, deliver the media campaigns: Miss School; Miss Out; and, Give your child a helping hand</p>	<p>DE's media campaign "Miss School. Miss Out." and parental engagement campaign "Give your child a helping hand" highlight to parents and pupils the benefits of education and the positive impact these actions can have in terms of pupils fulfilling their potential.</p>
<p>Deliver Practical Child Pedestrian Safety Training via a three year rolling training course for children in year 3 to year 5 to improve children's road safety skills and knowledge and make them safer pedestrians.</p>	<p>Focusing on 40 schools in areas of social deprivation, this course will equip the next generation with road safety skills and help encourage more children and parents to use sustainable means of travel. Increased active travel will help children meet the Chief Medical Officer's target of 60 minutes physical activity a day.</p>
<p>Deliver Make the Call Wraparound Service which aims to ensure that every household in Northern Ireland is receiving the benefits, supports and services to which they and their family are entitled.</p>	<p>As a result of MtC Wraparound interventions more people will receive the benefits, support and services they are entitled to. This will enhance the quality of their lives and consequentially reduce poverty levels.</p>
<p>Deliver the Child Maintenance Service to promote the financial responsibility of parents for their children.</p>	<p>This is aimed at ensuring separating and separated parents take financial support for their children and that parents are provided with advice, information and support to make the best child maintenance arrangements for them and their family.</p>

<b>Action</b>	<b>Rationale and Benefit</b>
Provide assistance and financial support through the social security benefit system to individuals and families that require it.	The social welfare system provides a focus on specific actions to target poverty and disadvantage and to support individuals and families across Northern Ireland.
Deliver employability programmes and services, aiming to secure sustainable employment for the economically inactive and unemployed, including programmes for people with health conditions and/or disabilities.	Increased engagement and participation on work programmes is a positive step on the customer's journey into sustainable employment.
Implement a strategic employment service for Northern Ireland that draws together employability and skills provision across multiple partners, to deliver bespoke solutions that address local and national labour market needs.	<p>The Northern Ireland employability and skills offering is diverse and difficult to navigate. Delivered through many organisations, employers have voiced frustration in trying to access the appropriate and full support available to them in terms of addressing recruitment and upskilling needs.</p> <p>This service will offer employers strategic account management to address these needs, guiding their access to provision and support across the employability and skills agenda.</p> <p>Through improved access to provision, employers will be enabled to offer opportunities to priority client groups who face barriers to finding and sustaining employment.</p> <p>This strategic approach will see employers offered an informed service through a dedicated account management relationship, leading to greater collaboration and uptake of provision, and development of a diverse employability and skills pipeline for those within our priority client groups.</p>
Deliver the Work & Wellbeing Service aiming to offer all new benefit claimants with a health condition or disability a 'Health & Work Conversation' to help them make decisions about returning to work.	This service is aimed at helping the claimant to consider all aspects of their current circumstances, including their health condition or disability, which may be preventing them from progressing towards or moving into work.
Deliver the 'Local Works!' approach in collaboration with Local Councils, with an aim of increasing employment opportunities and develop Employability Forums.	Our Local Works! approach plays a key role in working with councils and other partners, pooling our collective resources, to deliver employability outcomes and wider inclusive growth. By designing and implementing employability pipelines we will be able to address the demand for labour within the

<b>Action</b>	<b>Rationale and Benefit</b>
	existing labour market and the employment opportunities that the councils' Development Plans will bring in the future.
Support entrepreneurs through the NI Business Start Up Programme.	This will improve the regional balance by delivering against specific job promotion targets within each of the 11 council areas.

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# OUTCOME 4

We enjoy long, healthy,  
active lives

## **Outcome Team:**

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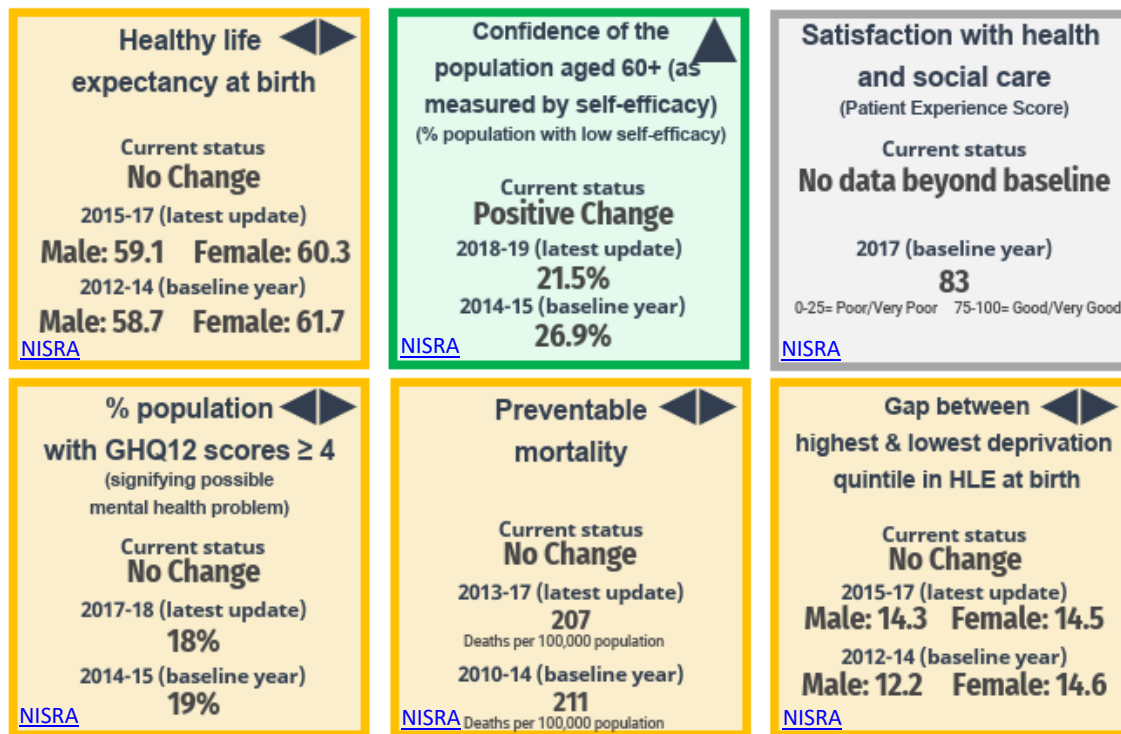
## Overview

To ensure citizens can enjoy long, healthy, active lives, the Department of Health (DoH) and colleagues in the Health and Social Care (HSC) system work closely with partners in other departments, local government, the community and voluntary sector and private businesses to address the factors which impact on health and wellbeing. Collaboration right across the sectors is essential to creating the conditions for individuals, families and communities to take greater control over their lives and be enabled and supported to lead healthy, active lives. Our focus is to improve healthy life expectancy and reduce preventable deaths; to reduce health inequalities; to improve the quality of the healthcare experience and to improve mental health. The Health and Social Care (HSC) system in collaboration with DoH has a vital role to ensure that all citizens have good access to high quality care when necessary. It is also clear that people want and need to be supported to maintain their own health, insofar as they are able. **“Health and Wellbeing 2026: Delivering Together”** sets out our 10 year vision for the transformation of HSC by putting citizens at the centre, both in terms of their access to care and the quality of the care they receive.

Six population indicators are used to quantify progress against this update:

- Healthy life expectancy at birth;
- Preventable mortality;
- Percentage of the population with GHQ12 scores  $\geq 4$  (signifying possible mental health problem);
- Satisfaction with health and social care;
- Gap between highest and lowest deprivation quintile in healthy life expectancy at birth;
- Confidence of the population aged 60 years or older (as measured by self-efficacy)

## Progress against population indicators



Real-time graphical representations of the data for all of the indicators in the Outcomes Delivery Plan are available from the [Outcomes Viewer](#)

## ACTION PLAN – SEPTEMBER 2019

### Key Strategic Areas

The key strategic areas supporting delivery of Outcome 4 are as follows:

- **Improving healthy life expectancy and reduce preventable deaths -** Tackling factors that impact on healthy life expectancy and preventable deaths – such as poverty and unemployment, as well as health behaviours such as smoking, alcohol/drug misuse, poor diet, lack of physical activity, obesity, and other factors including road safety, accidents in the home and work environment and suicide.
- **Reducing health inequalities** – Addressing the marked differences in health between people experiencing different social circumstances, with those in the most deprived areas having lower healthy life expectancy and higher rates of preventable deaths.
- **Improving mental health** – Improving overall levels of mental health in the population by putting in place interventions that will have the greatest impact, such as the establishment of the Regional Trauma Network to address the unmet needs of people with mental health problems directly related to the conflict here, as well as other traumatic events.
- **Increasing satisfaction with health and social care** – Putting in place appropriate information systems, such as the Patient Experience Survey 2019/20, to capture and learn from patient and client feedback in order to reconfigure and improve services.
- **Joined-up health services** – Testing new ways of working across departments, with partners and with councils and communities, exploring possible alignment across other place-based work, moving to a more coherent systems approach and a more effective use of resources.
- **Improving the quality of life for older people** – Considering the needs of an ageing population, promoting positive attitudes to older people and tailoring support to enable them to enjoy better health and active lifestyles.

<b>Action</b>	<b>Rationale and Benefit</b>
Implement the regional Online User Feedback Service (OUFS) for health and social care provision to ensure client feedback is responded to appropriately.	Capturing and responding to client feedback can make a major contribution to strategic/policy/service objectives and provide a direct link to the co-design, co-production and co-delivery of services, so improvements can be embedded and cascaded to benefit everyone.
<p>Work towards a smoke-free society through:</p> <ul style="list-style-type: none"> <li>• Public awareness campaigns;</li> <li>• Smoking cessation advice and support for smokers; and</li> <li>• Smoke free places initiatives.</li> </ul>	The aim of going smoke free is to provide a healthier environment for everyone. One third of cancer deaths, and a significant proportion of coronary heart disease, strokes and circulatory illnesses are caused by smoking.
<p>Improve consumer information about food choices by:</p> <ul style="list-style-type: none"> <li>• Implementing the Calorie Wise scheme; and,</li> <li>• promoting the free online tool “MenuCal” in the Out of Home food sector.</li> </ul>	This will increase the availability and use of calorie information for consumers in the Out of Home food sector. Research shows that the provision of calorie information can make a significant difference to consumer food choices and is a useful tool in guiding consumers towards healthier food choices.
Work with the local food industry and the Out of Home food sector to reformulate recipes to make products healthier.	This will promote and increase the availability of food products lower in sugar, fat, salt and/or calories – thus promoting healthier eating.
Deliver the Active School Travel Programme to 60 new schools.	Encourage and influence children to travel more actively to school (cycling, walking, scooting/skating or park and ride/stride/scoot). Embedding knowledge of the benefits of choosing to travel more actively will provide children with the foundation for life skills that will enable them to increase their levels of physical activity, safely choose active travel options and, in doing so, help reduce reliance on private cars, lessen traffic congestion and improve the environment.
Deliver public information campaigns to educate the Northern Ireland public about road safety issues.	<p>Influencing road users’ attitudes, resulting in better understanding and decision making will lead to improved road user behaviours, contributing to a reduction in the number of people killed or seriously injured on our roads.</p> <p>In addition, the perception that roads are not safe is a barrier to more people choosing to travel for short journeys by cycling or walking. Reducing road deaths and injuries, will help address that barrier and increase the likelihood of more people choosing to travel by physically active means as part of their daily routine.</p>



<b>Action</b>	<b>Rationale and Benefit</b>
Implement a regional training programme which will include suicide awareness and suicide intervention for Health and Social Care staff.	Suicide remains a key cause of preventable deaths. This training will ensure that Health and Social care staff will be able to better identify those at risk, and provide appropriate responses, with the impact of saving lives.
Development of the Regional Trauma Network (RTN).	The challenge of improving the general mental health of people is considerable. The Regional Trauma Network will provide a range of services both within the community and in clinical settings. The focus of the first phase will be on providing support and treatment for the victims and survivors of the Conflict/Troubles who are suffering from complex PTSD.
Continuing to support our older population by: <ul style="list-style-type: none"> <li>• encouraging and assisting district councils in taking forward Age Friendly programmes; and</li> <li>• establishing an Age-Friendly Network.</li> </ul>	To promote age-friendly features enabling people of all ages to participate in their community, remain as active as possible and access the services they need.

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# OUTCOME 5

We are an innovative,  
creative society, where  
people can fulfil their  
potential

## **Outcome Team:**

### **Mike Brennan**

Permanent Secretary, DfE

### **Diarmuid McLean**

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### **Colin Lewis**

Deputy Secretary, Management Services and Regulation Group, DfE

### **Moira Doherty**

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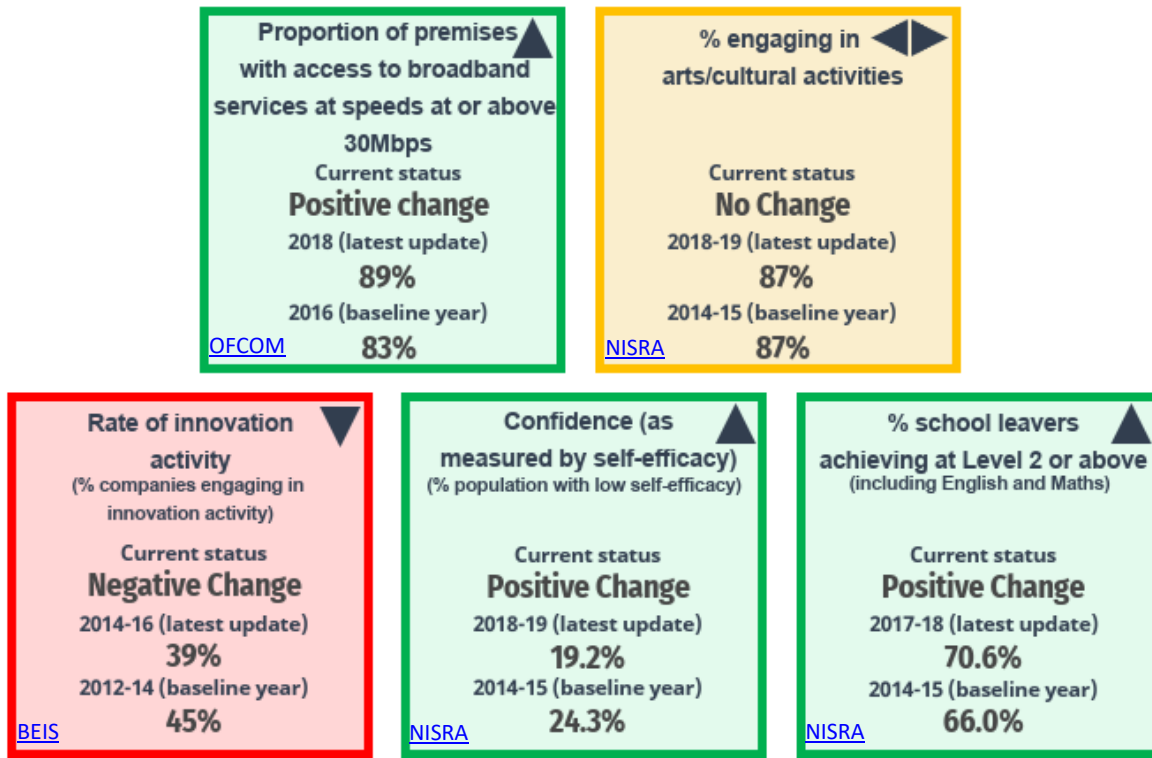
## Overview

This Outcome is about building a society and an economy which is renowned for its innovation and creativity and admired for the opportunities afforded to people of all backgrounds to fulfil their potential. It places a focus on creating a society where entrepreneurship and creativity is endemic and where innovation is embedded in the culture of every company. We will seek to develop world class sectors and strengthen linkages between industry and academia. This Outcome also focuses on the attainment of educational qualifications of our young people in order to support them to succeed.

Five population indicators have been identified to quantify progress against this Outcome:

- rate of innovation activity;
- percentage engaging in arts/cultural activities;
- confidence (as measured by self-efficacy);
- proportion of premises with access to broadband services at speeds at or above 30 Mbps; and
- percentage school leavers achieving Level 2 or above including English and Maths.

## Progress against population indicators



Real-time graphical representations of the data for all of the indicators in the Outcomes Delivery Plan are available from the [Outcomes Viewer](#).

## ACTION PLAN – SEPTEMBER 2019

### Key Strategic Areas

In seeking to achieve this outcome, the focus of activity will be on the following:

- **Creating class leading digital infrastructure** – reducing the gap of 12% of premises currently unable to access broadband services of at least 30Mbps and developing a Digital Infrastructure Strategy for Northern Ireland.
- **Supporting innovation, creativity and entrepreneurship** – delivering cultural change, strengthening the innovation ecosystem and supporting excellence.
- **Encouraging the take up of arts, cultural and sporting activities** – recognising the benefits that flow from engagements in these areas in terms of good health, mindfulness and satisfaction with life.
- **Raising the confidence of individuals and communities** – building capability and resilience as a basis for improved personal wellbeing and self-efficacy, enabling people to overcome challenges and opening up more life opportunities.
- **Improving educational outcomes** – giving young people the best start in life, supporting them to succeed economically and opening up opportunities to realise their full potential.

<b>Action</b>	<b>Rationale and Benefit</b>
Support a pilot cluster programme, covering the Artificial Intelligence and Cyber Security sectors.	Accelerate the growth of local companies in underpinning enabling technologies.
Introduce a new Innovation Accreditation Programme working with organisations supporting business innovation across the public, private and academic sectors including a unique Northern Ireland innovation certification scheme.	Encouraging companies to broaden and strengthen innovative capability will make them more productive and better grow the economy.
Launch new Small Business Research Initiative projects.	Will incentivise and support small local companies to develop innovative solutions to address challenges or needs identified by a public body. This will both improve public services and strengthen the companies involved.
Support the FE sector to deliver projects through the InnovateUs programme, enabling small businesses to engage in innovation and development activities.	Will help embed a culture of innovation in small businesses which can contribute to their growth and development.
Invest NI will simplify the innovation landscape, increase awareness of the various sources of innovation support, and the benefits it can bring, in order to encourage our locally owned SMEs and non-exporters to innovate for the first time.	Help companies to take the first steps to become more innovative in order to drive improved competitiveness and resilience.
Invest NI will stimulate business growth through encouraging NI's business base to engage in higher levels of innovation across a wide range of activities including research and development, product and process development, marketing, exploitation of e-commerce, design and technical expertise.	Encourage more companies to engage in innovation activities and drive investment in Research and Development to increase NI's business base's productivity and strengthen the economy.
Undertake a range of projects to improve the quality of the delivery of the curriculum in schools across NI – to include professional development through collective learning and collaborative practice, supporting the use of research and self-evaluation in curriculum planning, and the development and dissemination of guidance, resources and effective practice to support delivery of the curriculum	Inspection and research evidence indicate that the ongoing professional development of the teaching workforce, the effective use of high quality resources and the wider dissemination of effective practice are effective ways in which to raise standards. The actions will empower schools to improve the quality of delivery of the curriculum and implement changes that can bring about better outcomes for all our learners.
Launch an Open Data Innovation Fund	The Fund will support the development of a knowledge economy, stimulate and encourage

Action	Rationale and Benefit
	the reuse of open data available on the OpenDataNI portal and help raise awareness of the Open Data Strategy for Northern Ireland.
Continue to support the three sports governing bodies (UBIRFU, IFA and UCGAA) to redevelop and operate a safe, welcoming, regional-scaled stadium for each of their sports.	<p>The Regional Stadia Programme will address the need to:</p> <ul style="list-style-type: none"> <li>• Improve stadia condition to enhance spectator safety and experience;</li> <li>• Increase spectator capacity to create regional-scaled stadia; and,</li> <li>• Optimise commercial opportunities to improve operational sustainability.</li> </ul>
Support and develop career pathways to the screen and digital industries through Northern Ireland Screen programmes delivering work experience and improved education for young people.	Raise awareness of careers in the creative sector. Actions taken by NI Screen will seek to provide young people with opportunities to use creative technology in an educational setting, gain qualifications, and engage with industry professionals; enabling them to make informed career choices.
Deliver the Sport Matters Strategy with an aim to engage more participants in sport and physical activity.	<p>Provide opportunities for participation in sport and physical activity and specifically people from under-represented groups.</p> <p>More people taking part in sport and physical activity on a sustained basis.</p>

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# OUTCOME 6

We have more people  
working in better jobs

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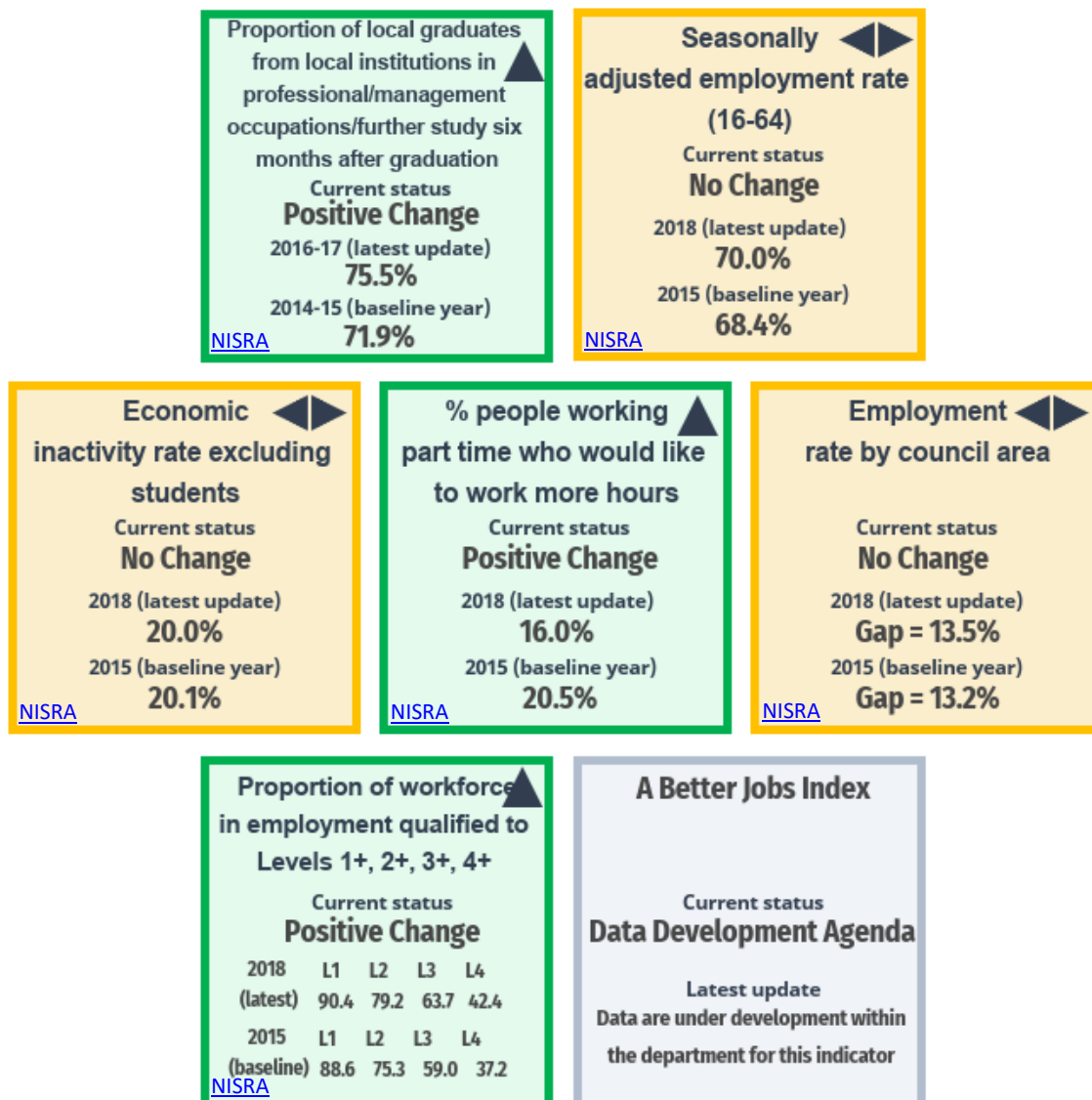
## Overview

This Outcome is about endeavouring to build a successful economy through ensuring that more people are working in better jobs. Employment contributes to wealth and value added in the economy as a whole. It also brings a range of benefits to individuals and communities by increasing levels of health, confidence, self-respect and social inclusion. Access to a better job is important in addressing inequalities; work is one of the best routes out of poverty and is a vital component in building successful communities. In addition, it is essential that we have a workforce that is properly equipped and ready for employment and with appropriate skills for the marketplace.

Seven population indicators have been identified to quantify progress against this Outcome:

- economic inactivity rate excluding students;
- proportion of the workforce in employment qualified to level 1 and above, level 2 and above, level 3 and above, and level 4 and above;
- seasonally adjusted employment rate (16-64);
- a Better Jobs Index;
- percentage of people working part time who would like to work more hours;
- employment rate by council area; and
- proportion of local graduates from local institutions in professional or management occupations or in further study six months after graduation.

## Progress against population indicators



Real-time graphical representations of the data for all of the indicators in the Outcomes Delivery Plan are available from the [Outcomes Viewer](#).

## ACTION PLAN – SEPTEMBER 2019

### Key Strategic Areas

In order to increase the number of people in employment, and in better jobs, the focus of activity will be on:

- **Boosting job growth** – by delivering a range of programmes and funding packages aimed at supporting expansion of existing companies and attracting new businesses; examining levels of economic inactivity and local employment and putting in place appropriate tailored interventions to broaden employment opportunities and create higher value and higher paid jobs.
- **Developing a Northern Ireland Skills Strategy** – to identify skills policy priorities and deliver a “whole of government” approach to improving skills outcomes.
- **Development of a skilled and flexible workforce** – which will provide opportunities for people to engage in preferred work patterns and put in place conditions which increase demand for graduate level jobs.
- **Support people to find work** – by providing a tailored recruitment service for employers and through the provision of a social welfare system that promotes work, wellbeing and fairness.

<b>Action</b>	<b>Rationale and Benefit</b>
Invest NI will fully utilise its employment focused support, particularly SFA, (Selective Financial Assistance), to support high value employment opportunities in NI's business base. This includes utilising SFA and Grant for R&D support to attract new first-time inward investors to NI.	Creating jobs and attracting new inward investors is fundamental to expanding the NI private sector and driving economic growth.
Through Invest NI's Skills interventions, particularly the Skills Growth Programme, support NI's companies to access and develop the skills required to realise their growth ambitions.	Secure important investment and commitment towards improving the skills profile of the NI workforce.
Deliver a new Level 2 Vocational Education and Training Programme (The NI Traineeship).	<ul style="list-style-type: none"> <li>• Support young people in securing the skills/qualifications they need to progress to further training at level 3 or into sustained employment;</li> <li>• Support young people to achieve skills/qualifications to allow progression to further education/training or into employment.</li> </ul>
Support marginalised 14–24 year olds through the Peace4Youth Programme.	The Programme is helping improve capabilities in good relations, citizenship and personal development to improve life chances and improve employability.
Through the delivery of the ApprenticeshipsNI and Higher Level Apprenticeships programmes, support apprentices (programme leavers) to achieve targeted employer-endorsed qualifications.	Will help young people achieve the skills they need to progress with long term employment and improve the productivity and skills base of the employers they work for.
Deliver the Careers Strategy 'Preparing for Success 2015-2020' which will: <ul style="list-style-type: none"> <li>• offer face to face careers guidance interviews to all Year 12 pupils;</li> <li>• deliver careers guidance to adults through the delivery channel which best meets their needs including face to face interviews, webchat and telephony.</li> </ul>	Will help school leavers make good choices to enable them to take up rewarding, long term employment and support adults to make informed decisions as a basis for developing and improving their employment prospects.
Introduce mandatory Early Conciliation (EC) for all prospective employment tribunal claimants allowing them the opportunity to resolve their workplace dispute without the need to proceed to a costly and stressful tribunal.	Early resolution of employment disputes before legal action is taken is more efficient, less costly and can help to preserve the employment relationship.
The Further Education colleges will deliver qualifications in STEM and Priority Skills areas to help address under-supply in the skills needs of the NI economy.	Will strengthen the skills base of the workforce and help attract high value jobs

<b>Action</b>	<b>Rationale and Benefit</b>
The Further Education colleges will provide opportunities for those with no or low qualifications or those not in work to enhance their capability to fulfil their potential and gain meaningful employment.	Will help close the skills gap and improve the employment prospects and self-efficacy of those with no or low qualifications or those not in work
Deliver the 'Local Works!' approach in collaboration with Local Councils, with an aim of increasing employment opportunities and develop Employability Forums.	Our Local Works! approach plays a key role in working with councils and other partners, pooling our collective resources, to deliver employability outcomes and wider inclusive growth. By designing and implementing employability pipelines we will be able to address the demand for labour within the existing labour market and the employment opportunities that the councils' Development Plans will bring in the future.
Deliver Employability programmes and services, aiming to secure sustainable employment for the economically inactive and unemployed, including programmes for people with health conditions and/or disabilities.	Increased engagement and participation on work Programmes is a positive step on the customers journey into sustainable employment.
Deliver the Work & Wellbeing Service aiming to offer all new benefit claimants with a health condition or disability a 'Health & Work Conversation' to help them make a decision about returning to work.	This service is aimed at helping the claimant to consider all aspects of their current circumstances, including their health condition or disability, which may be preventing them from progressing towards or moving into work.

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# OUTCOME 7

We have a safe community  
where we respect the law,  
and each other

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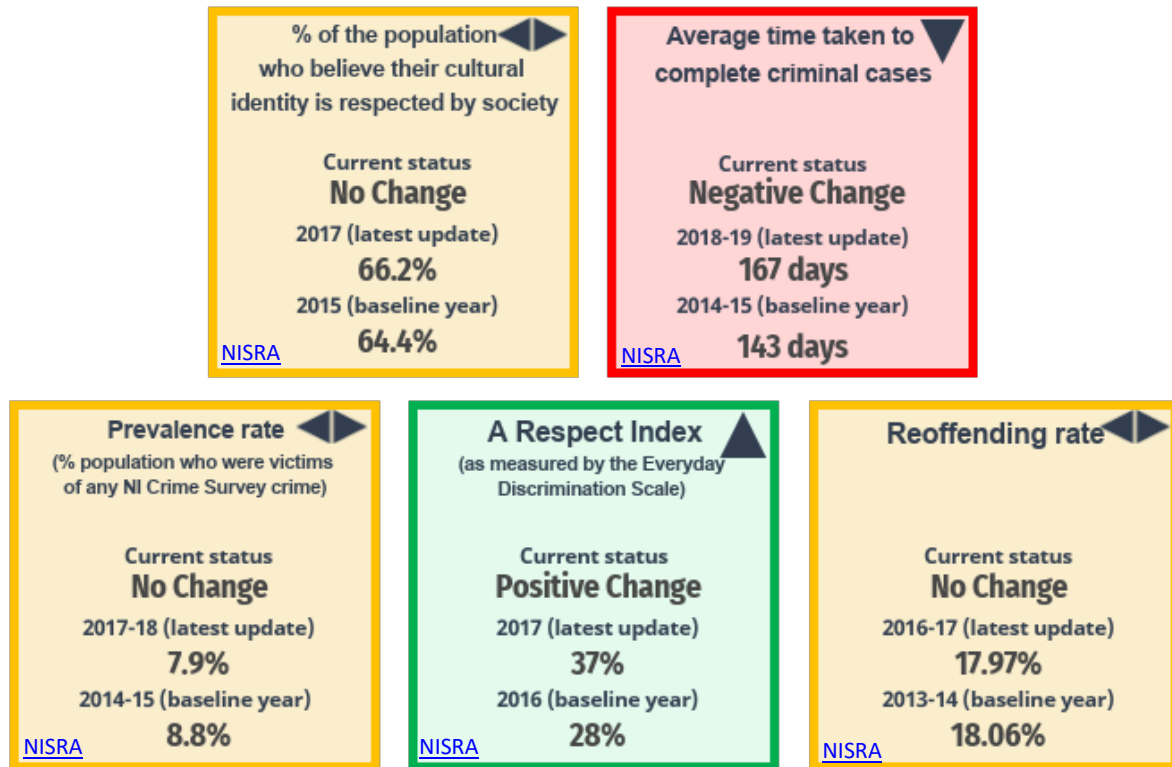
## Overview

Reducing crime, reducing reoffending and increasing respect and reconciliation collectively play a crucial role in creating a safe community and in diverting people, especially young people, from entering the justice system. Through this outcome we want to create an environment where people can feel safe and respected regardless of their background and beliefs. We also want to increase the degree to which we respect each other and what makes us unique. It is important that we address the harm and vulnerability caused by crime and reduce offending. We want to do this by challenging and supporting people to change and assisting those in custody to make better life-choices when they are released. We also need to make the justice system more effective; the speed that cases progress through the system matters to victims and witnesses, their families and their communities and can help offenders to better understand the implications of their actions.

Five population indicators are used to quantify progress against this Outcome:

- Prevalence rate (% of the population who were victims of any NI Crime Survey crime);
- A Respect Index;
- Percentage of the population who believe their cultural identity is respected by society;
- Average time taken to complete criminal cases; and
- Reoffending rate.

## Progress against population indicators



Real-time graphical representations of the data for all of the indicators in the Outcomes Delivery Plan are available from the [Outcomes Viewer](#)



## ACTION PLAN – SEPTEMBER 2019

### Key Strategic Areas

The focus of activity is on the following key areas:

#### **Problem Solving Justice:**

- a new approach in Northern Ireland aimed at addressing the root causes of offending behaviour and reducing harm and addressing vulnerabilities within families and communities.

#### **Reduce Crime:**

- **Reducing crime and the harm and vulnerability caused by crime** by working across Government and with the community and voluntary sector to address the underlying societal issues that can be associated with criminal and anti-social behaviours.
- **Addressing domestic and sexual violence** by increasing awareness of the issue and of the support available; encouraging reporting; and enhancing mechanisms to keep people safe.
- **Tackling Paramilitarism, Criminality and Organised Crime and Together: Building a United Community Strategy** to divert people from entering the justice system.
- Working with partners to produce a refreshed **Organised Crime Strategy** for Northern Ireland, to protect citizens, communities and businesses in Northern Ireland from organised crime.

#### **Reduce Reoffending:**

- **Rehabilitation and resettlement** of prisoners within the custodial setting through increased support for prisoners to develop positive family and social ties; access support for education and training, employment, health and well-being; and retain accommodation.
- **Exit children from the youth justice system** at the earliest opportunity.

### **Respect and Cultural Identity:**

- Work across Government on strategic programmes, such as **Tackling Paramilitarism, Criminality and Organised Crime** and **Together: Building a United Community Strategy** (T:BUC) to increase confidence, respect and reconciliation in communities.
- **Community Relations Council** - funding to take forward wider good relations work.
- **PEACE IV** programme through SEUPB contributes to the delivery of the programme aimed at supporting peace and reconciliation.
- **Racial Equality Strategy** to create a more shared community through cultural expression.

### **Reduce Avoidable Delay:**

- Rolling out **Case Progression Officers** to provide administrative support to the Judiciary;
- Embedding the **Indictable Cases Process** as 'best practice' for Crown Court cases.
- Embedding **Proportionate Forensic Reporting** to reduce unnecessary reporting within both Forensic Science NI and PSNI Forensics.

### **Supporting Vulnerable Children with Complex Needs**

- The Departments of Health and Justice are also working jointly to develop a secure care and justice campus for vulnerable children with complex needs.

<b>Action</b>	<b>Rationale and Benefit</b>
<p>Deliver a range of Problem Solving Justice initiatives:</p> <ul style="list-style-type: none"> <li>• Enhanced Combination Orders</li> <li>• Substance Misuse Court</li> <li>• Behavioural Change Programme (Health Trust based)</li> <li>• Motorcycle Awareness Project</li> </ul>	<p>Problem Solving Justice is a new approach in Northern Ireland aimed at tackling the root causes of offending behaviour and reducing harm and addressing vulnerabilities within families and the community.</p> <p>The Department of Justice, in partnership with other agencies and the Department of Health, has initiated a portfolio of projects under the generic label of Problem Solving Justice.</p>
<p>Deliver an awareness campaign to raise awareness of Domestic Violence and Sexual Violence.</p>	<p>This is intended to raise awareness around Domestic and Sexual Violence among members of the public and increase knowledge and understanding to encourage reporting and encourage people to avail of the support and help available.</p>
<p>Deliver the Executive action plan for tackling paramilitarism, criminality and organised crime including the following specific projects:</p> <ul style="list-style-type: none"> <li>• Women Involved in Community Transformation - to enhance the role of women in community life</li> <li>• Paramilitary Crime Taskforce - to tackle paramilitary activity and associated harm</li> <li>• Ending the Harm public awareness campaign - to highlight the impact of paramilitary groups in communities</li> <li>• Aspire programme - providing support for vulnerable young men</li> <li>• START programme - providing support for vulnerable young people</li> </ul>	<p>Taken together, delivery of the 38 commitments within the action plan work towards four long term programme outcomes. Those are:</p> <ol style="list-style-type: none"> <li>i. Paramilitarism has no place;</li> <li>ii. A society where citizens and communities feel safe and confident;</li> <li>iii. Support is available for those who wish to move away from paramilitary activity and structures; and</li> <li>iv. The public support and have increased confidence in the justice system.</li> </ol>

<b>Action</b>	<b>Rationale and Benefit</b>
<p>Protect against harm from crime and organised crime, through education, raising awareness, and targeted interventions including:</p> <ul style="list-style-type: none"> <li>• Rollout of Support Hubs to remaining council areas;</li> <li>• Deliver performances of the 'Blackout' play.</li> </ul>	<p>These initiatives have significant potential to impact on those individuals and communities disproportionately affected by crime, harm and vulnerability.</p>
<p>Deliver a range of initiatives to speed up the justice system:</p> <ul style="list-style-type: none"> <li>• Rollout and embed Case Progression Officers;</li> <li>• Mainstream the Indictable Cases Process (ICP);</li> <li>• Embed Proportionate Forensic Reporting (PFR) to reduce unnecessary reporting within both FSNI and PSNI forensics.</li> </ul>	<p>Case Progression Officers provide administrative support to the Judiciary in order to help progress cases through the system.</p> <p>ICP has been described as 'best practice' for Crown Court cases.</p> <p>The aim of PFRs is to reduce unnecessary reporting within both FSNI and PSNI Forensics.</p> <p>These initiatives aim to collectively speed up the justice system by reducing avoidable delay.</p>
<p>Deliver a range of actions to exit children from the youth justice system:</p> <ul style="list-style-type: none"> <li>• Develop and extend our Earlier Stage Intervention (ESI) programme across Northern Ireland.</li> <li>• Develop and extend our earlier stage intervention (ESI) programme across Northern Ireland.</li> <li>• Extend the Community Resolution Notice Referral Scheme to deal with all types of offences across all areas of NI.</li> <li>• Deliver Youth Engagement Clinics to divert children from the formal system through the provision of appropriate, timely information and support.</li> </ul>	<p>These initiatives will exit children from the youth justice system at the earliest point, with necessary support.</p>

<b>Action</b>	<b>Rationale and Benefit</b>
<p>Improve the health and wellbeing of prisoners by embedding the Supporting People at Risk (SPAR) Evolution by:</p> <ul style="list-style-type: none"> <li>• providing tailored support to meet the needs of the individual</li> <li>• adopting a person centred approach when a concern is raised about someone including the risk assessment response, support and interventions to address what has caused the crisis or distress and to support them during that period.</li> </ul>	<p>The SPAR evolution approach aims to support people who are at risk of suicide and serious self-harm and to respond to them in a way that is appropriate for them. This will facilitate a reduction in the number of people who complete acts of self-harm and a reduction in the use of safer cells and safer clothing.</p>
<p>Deliver a range of physical wellbeing programmes to individuals in our care in prisons through partnership with the Irish Football Association, the Gaelic Athletic Association, Ulster Rugby and the Irish Amateur Boxing Association</p>	<p>These initiatives are aimed at improving physical activity, wellbeing and readiness for community engagement within prisons with a view to improving outcomes for people in our care through enhancing opportunities to address individual needs.</p>
<p>To improve employment outcomes for those who have offended by:</p> <ul style="list-style-type: none"> <li>• launching the Ban the Box campaign in Northern Ireland in partnership with Business in the Community,</li> <li>• introducing Work Coaches into prisons to provide a warm handover to Jobs and Benefits staff upon release from prison</li> <li>• providing Prison-based Job Clubs</li> <li>• holding Mini Job fairs within prisons</li> <li>• developing the use of Employment Academies with prisons</li> </ul>	<p>These initiatives are aimed at improving outcomes for people with convictions through enhancing opportunities for training and support to secure sustainable employment.</p>

Action	Rationale and Benefit
<p>Through the Community Relations Council (CRC):</p> <ul style="list-style-type: none"> <li>• deliver increased capacity of local community organisations by providing core funding</li> <li>• deliver the North Belfast Good Relations Programme by funding contract holders</li> <li>• promote good relations work by holding community engagement events</li> </ul>	<p>This work identifies and develops effective approaches to peace-building and reconciliation in partnership with the local community and associated organisation, alongside central and local government.</p>
<p>Deliver the actions outlined in the Together: Building a United Community (T:BUC) strategy, including the seven headline actions:</p> <ul style="list-style-type: none"> <li>• <b>Shared Education</b> – provide young people with shared education facilities by building shared campuses;</li> <li>• <b>Peace4Youth</b> - Deliver development opportunities for young people not in education, employment or training through the PEACE IV Youth programme;</li> <li>• <b>Shared Neighbourhoods</b> – deliver good relation activities in the 10 shared housing schemes delivered under T:BUC;</li> <li>• <b>Urban Villages</b> –develop the physical environment and community capacity in each of the 5 Urban Village areas by running cross-community good relation projects and activities;</li> <li>• <b>Uniting Communities Through Sport and Creativity</b> – deliver a significant programme of cross community sporting and cultural activities across both urban and rural areas;</li> </ul>	<p>The Together: Building a United Community Strategy provides a framework to tackle sectarianism, racism and other forms of intolerance and requires work across departments to ensure that the objectives are met.</p> <p>Allows young people to learn in a shared environment with people from different sides of the community.</p> <p>To develop capabilities in good relations, citizenship and personal development to improve their life chances and enhance their employability.</p> <p>This will develop community relationships within and around existing shared neighbourhoods.</p> <p>These activities will foster positive community identities in each of these areas and contribute towards a higher quality shared space</p> <p>To create a community based on mutual respect and understanding; reduce divisions in society and embed key good relations messages through the medium of sport and creativity; and aims to strengthen youth leadership across rural and urban areas.</p>

Action	Rationale and Benefit
<ul style="list-style-type: none"> <li>• <b>Interface Barriers</b> - deliver a reduction in the number of physical barriers in impacted communities; and</li> <li>• <b>T:BUC camps</b> - deliver camps for young people throughout Northern Ireland</li> </ul>	<p>Addressing interface barriers will lead to a more shared and safer community.</p> <p>T:BUC camps provide young people with the opportunity to create new, sustained friendships with people from other communities.</p>
<p>Deliver the District Council Good Relations Programme (DCGRP) through District Councils.</p>	<p>The DCGRP embraces all 11 local councils and addresses a need to create a shared, safe community through bespoke interventions in good relations, capacity building, training and education.</p>
<p>Deliver the Central Good Relations Funding Programme (CGRF)</p>	<p>Funding enables voluntary &amp; community sector groups to address good relations needs in local communities, improving tolerance and respect, reducing sectarianism and racism and improving reconciliation both within and between communities.</p>
<p>Through SEUPB, contribute to the delivery of the PEACE IV programme to support peace and reconciliation by funding projects in the local community.</p>	<p>The projects funded by TEO through the PEACE IV program help increase tolerance and respect, reduce sectarianism and racism and deepen reconciliation and help make real and lasting change on the four key themes of:</p> <ul style="list-style-type: none"> <li>• Shared education initiatives;</li> <li>• Support for marginalised children and young people;</li> <li>• Provision of new shared space and services; and</li> <li>• Building positive relations with people from different communities and backgrounds.</li> </ul> <p>Effectiveness of the TEO funding is monitored via attendance at the PEACE IV committee.</p>

<b>Action</b>	<b>Rationale and Benefit</b>
<p>Deliver the actions under the Racial Equality Strategy to:</p> <ul style="list-style-type: none"> <li>• Tackle racist bullying in schools by working with stakeholders to produce media resource on the topic; and</li> <li>• Deliver the Minority Ethnic Development Fund (MEDF), supporting voluntary and community organisations working with minority ethnic people and groups.</li> </ul>	<p>Will help build a society which is strengthened by its ethnic diversity, where we can live together free from racism, racial inequality and unlawful racial discrimination, where we share a common sense of belonging and where human rights and equality are enjoyed by all.</p> <p>To assist minority ethnic and local community organisations and to promote good relations between people of different ethnic backgrounds.</p>



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# OUTCOME 8

We care for others and we help those in need

## **Outcome Team:**

### **Tracy Meharg**

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### **Colum Boyle**

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### **Beverley Wall**

Deputy Secretary, Strategic Policy & Professional Services Group, DfC

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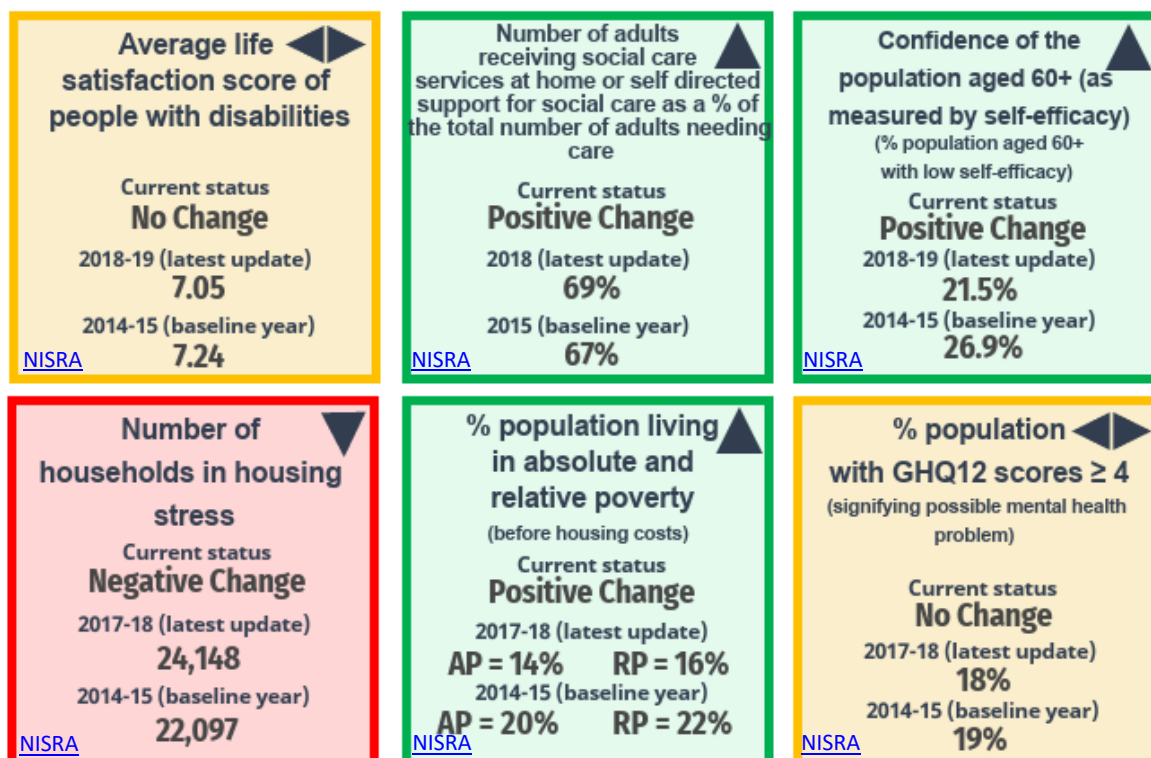
## Overview

The aim of this Outcome is to ensure that all citizens in society are adequately supported to enable them to build self-confidence and capacity to live independent self-fulfilling lives. The focus is on helping those who are most vulnerable and to ensure that they have the means to help themselves to live their lives as inclusive members of the community.

Six population indicators are used to quantify progress against the outcome:

- Percentage population with GHQ12 scores  $\geq 4$  (signifying possible mental health problems);
- Number of adults receiving social care services at home or self-directed support for social care as a % of the total number of adults needing care;
- Percentage population living in absolute and relative poverty;
- Average life satisfaction score of people with disabilities;
- Number of households in housing stress; and
- Confidence of the population aged 60 years or older (as measured by self-efficacy).

## Progress against population indicators



Real-time graphical representations of the data for all of the indicators in the Outcomes Delivery Plan are available from the [Outcomes Viewer](#).

## ACTION PLAN – SEPTEMBER 2019

### Key Strategic Areas

#### **Social welfare system**

- The delivery of a social welfare system and pension service, promoting work, wellbeing and fairness, providing important support to those most in need.

#### **Improved opportunity through increased employment**

- Through collaboration - the Department for Communities has established a programme of work, to take forward the development of a fresh suite of employability programmes that supports people who need assistance to access the labour market so that they can move closer to; into and maintain employment. For the first time, membership of the Programme Board overseeing the development of future approach, includes local government partners, namely, Solace, Belfast City Council and Derry City & Strabane District Council; alongside key government departments including Education, Economy, Justice, Health and Invest NI. This inclusive and collaborative approach will ensure that the potential to deliver against wider wellbeing outcomes is built into the design process.

#### **Improving mental health**

- Improving overall levels of mental health in the population by putting in place interventions that will have the greatest impact such as the establishment of the Regional Mental Trauma Network

#### **Housing**

- The provision of decent, affordable, sustainable homes and housing support services. To ensure that, where possible, people who are having difficulty remaining in their own homes are supported to do so.

#### **Independent living**

- Provision of housing support services to help vulnerable people to live in their own homes and remain connected to their own communities.

**Quality of life for people with disabilities**

- Improving the quality of life for those of us with disabilities, empowering people to have more influence over their own lives and providing opportunities to participate in decisions that affect them.

**Poverty and Social Inclusion**

- Supporting those most in need, helping people develop capabilities and confidence as a basis for encouraging and promoting social inclusion, diversity and participation in society.

**Older people**

- Working with older people to identify areas where specific action might be taken to help them participate fully in society, enjoy good health for longer and lead active lives.

**Voluntary**

- Supporting the work of the Voluntary and Community sector.

<b>Action</b>	<b>Rationale and Benefit</b>
Deliver Make the Call Wraparound Service which aims to ensure that every household in Northern Ireland is receiving the benefits, supports and services to which they and their family are entitled.	As a result of MtC Wraparound interventions more people will receive the benefits, support and services they are entitled to. This will enhance the quality of their lives and consequentially reduce poverty levels.
Deliver the Child Maintenance Service to promote the financial responsibility of parents for their children.	This is aimed at ensuring separating and separated parents take financial support for their children and that parents are provided with advice, information and support to make the best child maintenance arrangement for them and their family.
Provide assistance and financial support through the social security benefit system to individuals and families that require it.	The social welfare system provides a focus on specific actions to target poverty and disadvantage and to support individuals and families across Northern Ireland.
Deliver Employability programmes and services, aiming to secure sustainable employment for the economically inactive and unemployed, including programmes for people with health conditions and/or disabilities.	Increased engagement and participation on work Programmes is a positive step on the customer's journey into sustainable employment.
Work with the Housing Rights Service to tackle homelessness and housing problems in Northern Ireland through the provision of free advice and representation to people who are at risk of homelessness.	Homelessness can significantly impact on the health, welfare and employment prospects of those who experience it. This intervention enables the provision of free advice and representation to people who are at risk of homelessness.
Work in partnership with Housing Associations to provide shared ownership affordable housing in Northern Ireland.	Will enable people on modest incomes find a housing solution and enter home ownership.
Deliver the Supporting People Programme	Delivered in collaboration with NIHE, the aim is to assist vulnerable people to live independently. Will contribute to people's self-efficacy by enabling individuals to continue to enjoy the benefits of living within the community instead of within an institutional setting.
Work in collaboration with the NIHE to deliver the Social Housing Development Programme.	Increasing the social housing stock will improve access to suitable social housing against a backdrop of increasing housing stress.

<b>Action</b>	<b>Rationale and Benefit</b>
Deliver the Northern Ireland Concessionary Fares Scheme which promotes accessible public transport for members of the community who are most at risk of social exclusion, through discounted and free fares.	Will help remove the financial barriers to individuals using public transport, particularly for people aged 60 or over and people with a disability.
Development of the Regional Trauma Network (RTN).	The challenge of improving the general mental health of people is considerable. The Regional Trauma Network will provide a range of services both within the community and in clinical settings. The focus of the first phase will be on providing support and treatment for the victims and survivors of the Conflict/Troubles who are suffering from complex PTSD.
Complete the Social Supermarket Pilot programme targeting those in or at risk of food poverty and make recommendations for future actions.	Rather than a short term emergency intervention, a Social Supermarket provides wraparound services to assist people to move to, and sustain, a more secure financial position. Increased self-confidence and self-efficacy.
Provide a free independent high quality debt advice service	Helping individuals and small businesses tackle debt problems as a basis for improved financial, health and social wellbeing.
Provide Family Sign Language Courses.	<p>Work in collaboration with various Deaf Organisations, to provide sign language courses, which will:</p> <ul style="list-style-type: none"> <li>• Help improve deaf children's chances of academic achievement and better life outcomes generally;</li> <li>• Build confidence and ability to communicate among deaf children and enable them to acquire necessary life skills;</li> <li>• Improve the mental health outcomes for deaf people by increasing capacity in the signing population; and</li> <li>• Increase quality of life for deaf people.</li> </ul>
Provide 1-1 befriending support for older Deaf people in residential care.	By recruiting and training volunteers to work in the deaf befriending project, providing 1-

<b>Action</b>	<b>Rationale and Benefit</b>
	<p>1 befriending support for elderly deaf adults in care. Staff in care homes will also be trained to communicate effectively with older deaf people. This project aims to:</p> <ul style="list-style-type: none"> <li>• Improve support for adults with care needs;</li> <li>• Improve the mental health of elderly deaf adults in care who are often isolated and have little to no way of making their needs known; and</li> <li>• Increase the quality of life of elderly deaf people in care.</li> </ul>
<p>Provide Deaf Awareness and Sign Language courses in schools.</p>	<p>These sign Language courses will be delivered to schools across Northern Ireland. This will:</p> <ul style="list-style-type: none"> <li>• Help to reduce educational inequality by making hearing children more aware of the deaf children in their school;</li> <li>• Improve the mental health of deaf children by reducing isolation in the school environment;</li> <li>• Increase respect for each other by providing deaf awareness sessions; and</li> <li>• Increase the quality of life for deaf children in a hearing school environment.</li> </ul>

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# OUTCOME 9

We are a shared, welcoming and confident society that respects diversity

**Outcome Team:**

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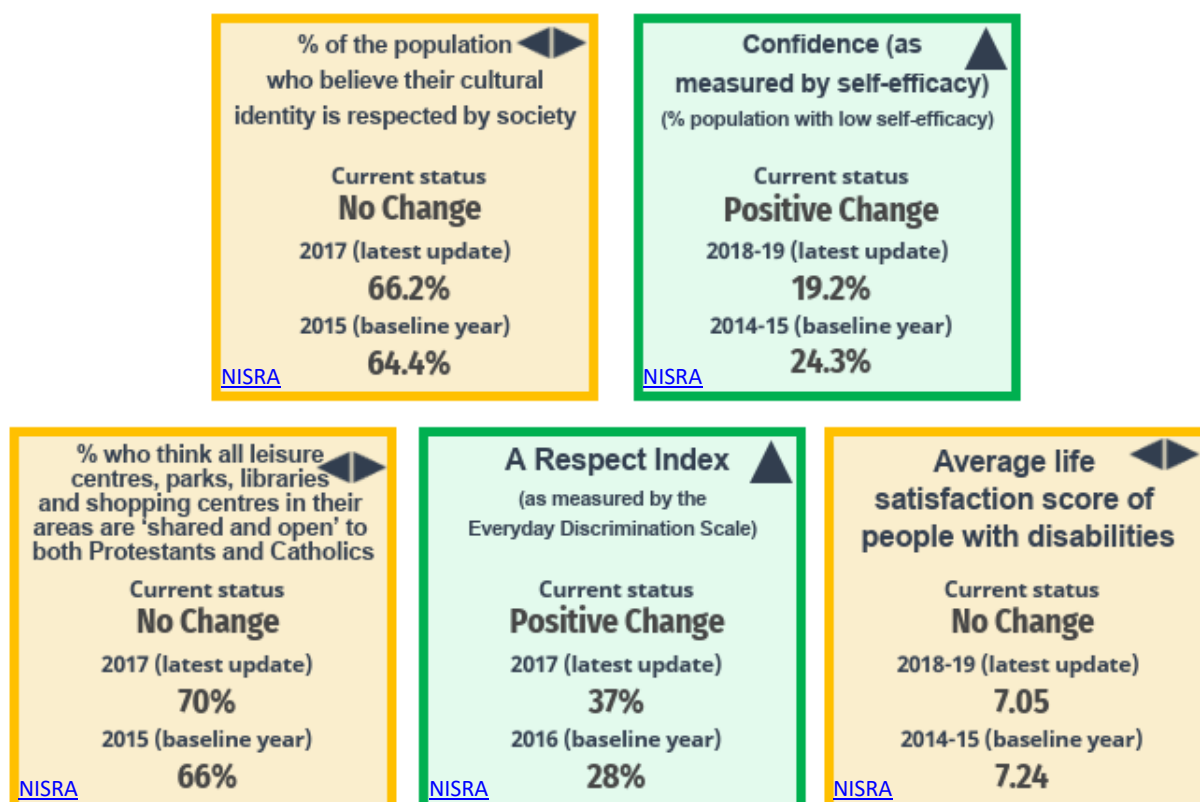
## Overview

The aim of this outcome is promote tolerance and resilience to help remove barriers to participation in society experienced by people with different religious belief, political opinion, racial group, age, marital status, sexual orientation, gender, disability and whether they have dependants. The focus is on increasing respect and self-confidence of people and communities and to support them to live their lives free from fear of discrimination and exclusion.

Five population indicators are used to quantify progress against the outcome:

- A Respect Index;
- Percentage who think all leisure centres, parks, libraries and shopping centres in their areas are 'shared and open' to both Protestants and Catholics;
- Percentage of the population who believe their cultural identity is respected by society;
- Average lifetime satisfaction score of people with disabilities; and
- Confidence (as measured by self-efficacy).

## Progress against population indicators



Real-time graphical representations of the data for all of the indicators in the Outcomes Delivery Plan are available from the [Outcomes Viewer](#).

## ACTION PLAN – SEPTEMBER 2019

### Key Strategic Areas

#### **Social need**

- Bring communities together and deliver programmes that target social need through social, economic and physical regeneration of cities, towns and villages.

#### **Respect, cultural Identity and Good Relations**

- Take forward the Executive-agreed Together: Building a United Community (T:BUC) strategy and its four stated priorities of children and young people; a shared community; a safe community; and cultural expression to achieve the desired good relations outcomes, through both the headline actions and the wider program of good relations work funded by The Executive Office.
- Providing funding to the Community Relations Council to take forward wider good relations work on behalf of The Executive Office.
- Progress the four key themes the PEACE IV programme of Shared Education initiatives; support for marginalised children and young people; provision of new shared space and services; and building positive relations with people from different communities and backgrounds.
- Creating a more shared community which promotes cultural expression through the Racial Equality strategy.

#### **Sport**

- The administration of sport in Northern Ireland, promoting a culture of lifelong enjoyment and success in sport. The Department for Communities has sustained its lead role in the strategic development and delivery of sport for Northern Ireland, promoting the benefits of participation in sport and physical activity from grassroots and community level to high performance level.

#### **Creative Industries**

- Supporting creative industries, oversight and delivery for the arts, cultural and language sectors. The culture, arts and language sectors play an

important part in promoting cohesive communities to help the achievement of positive health and socio-economic outcomes.

**Raising the confidence of individuals and communities**

- Building capability and resilience as a basis for improved personal wellbeing and self-efficacy, enabling people to overcome challenges and opening up more life opportunities.

**Quality of life for people with disabilities**

- Improving the quality of life for those of us with disabilities, empowering people to have more influence over their own lives and providing opportunities to participate in decisions that affect them.

**Voluntary**

- Supporting the work of the Voluntary and Community sector.

**Social Inclusion**

- Enabling, encouraging and promoting social inclusion, diversity and participation in society.

Action	Rationale and Benefit
<p>Develop Shared Housing Schemes supported through the delivery of Good Relations Plans.</p>	<p>Offer social housing applicants the choice to opt to live in a shared housing environment.</p> <p>The promotion of sharing and integration will improve resident's understanding/willingness to participate in good relations programmes leading to improved good relations outcomes.</p>
<p>Deliver the "Communities in Transition" project within the following areas:</p> <ul style="list-style-type: none"> <li>• Brandywell &amp; Creggan</li> <li>• Shankill</li> <li>• Drumgask &amp; Kilwilkie</li> <li>• The Mount &amp; Ballymacarrett</li> <li>• West Belfast</li> <li>• Carrick &amp; Larne</li> <li>• Kilcooley &amp; Rathgill</li> <li>• New Lodge &amp; Ardoyne</li> </ul>	<p>Delivery of the Communities in Transition Project falls under, the Executive's Action Plan on Tackling Paramilitary Activity, Criminality and Organised Crime.</p> <p>In taking an area based approach, delivery of project activity will support capacity building within these communities - which have suffered the effects of paramilitary activity, criminality and organised crime to facilitate the move towards transition into confident, open and accessible communities where paramilitary activity no longer plays a role.</p>
<p>Through the provision of funding and support for the Community Relations Council (CRC), deliver:</p> <ul style="list-style-type: none"> <li>• increased capacity of local community organisations;</li> <li>• North Belfast Good Relations Programme;</li> <li>• promotion of good relations work by holding community engagement events.</li> </ul>	<p>This work identifies and develops effective approaches to peace-building and reconciliation in partnership with the local community and associated organisation, alongside central and local government.</p>
<p>Deliver the actions outlined in the Together: Building a United Community (T:BUC) strategy, including the seven headline actions:</p> <ul style="list-style-type: none"> <li>• <b>Shared Education</b> – provide young people with shared education facilities by building shared campuses;</li> <li>• <b>Peace4Youth</b> - Deliver development opportunities for young people not in education, employment or training through the PEACE IV Youth programme;</li> <li>• <b>Shared Neighbourhoods</b> – deliver good relation activities in the 10 shared</li> </ul>	<p>The Together: Building a United Community Strategy provides a framework to tackle sectarianism, racism and other forms of intolerance and requires work across departments to ensure that the objectives are met.</p> <p>Allows young people to learn in a shared environment with people from different sides of the community.</p> <p>To develop capabilities in good relations, citizenship and personal development to improve their life chances and enhance their employability.</p>

Action	Rationale and Benefit
<p>housing schemes delivered under T:BUC;</p> <ul style="list-style-type: none"> <li>• <b>Urban Villages</b> – develop the physical environment and community capacity in each of the 5 Urban Village areas by running cross-community good relation projects and activities;</li> <li>• <b>Uniting Communities Through Sport and Creativity</b> – deliver a significant programme of cross community sporting and cultural activities across both urban and rural areas;</li> <li>• <b>Interface Barriers</b> - through area-based initiatives, create the conditions to reduce the number of physical barriers in impacted communities; and</li> <li>• <b>T:BUC camps</b> - deliver camps for young people throughout Northern Ireland.</li> </ul>	<p>This will develop community relationships within and around existing shared neighbourhoods.</p> <p>These activities will foster positive community identities in each of these areas and contribute towards a higher quality shared space</p> <p>To create a community based on mutual respect and understanding; reduce divisions in society and embed key good relations messages through the medium of sport and creativity; and aims to strengthen youth leadership across rural and urban areas.</p> <p>Addressing interface barriers will lead to a more shared and safer community.</p> <p>T:BUC camps will provide young people with the opportunity to create new, sustained friendships with people from other communities.</p>
<p>Through District Councils, deliver the District Council Good Relations Programme (DCGRP)</p>	<p>The DCGRP embraces all 11 local councils and addresses a need to create a shared, safe community through bespoke interventions in good relations, capacity building, training and education.</p>
<p>Deliver the Central Good Relations Funding Programme (CGRF)</p>	<p>Fund enables voluntary &amp; community sector groups to address good relations needs in local communities, improving tolerance and respect, reducing sectarianism and racism and improving reconciliation both within and between communities.</p>
<p>Deliver the actions under the Racial Equality Strategy to:</p> <ul style="list-style-type: none"> <li>• Tackle racist bullying in schools by working with stakeholders to produce media resource on the topic; and</li> <li>• Deliver the Minority Ethnic Development Fund (MEDF), supporting voluntary and community organisations working with minority ethnic people and groups.</li> </ul>	<p>Will help build a society which is strengthened by its ethnic diversity, where we can live together free from racism, racial inequality and unlawful racial discrimination, where we share a common sense of belonging and where human rights and equality are enjoyed by all.</p> <p>To assist minority ethnic and local community organisations and to promote good relations between people of different ethnic backgrounds.</p>

<b>Action</b>	<b>Rationale and Benefit</b>
Implementation of the “Active Living-No Limits” Action Plan for disability sport, through the extension of access to venues and specialist equipment including outdoor recreation and sensory impairment provisions.	<p>Promoting disability inclusion and the improvement of life experiences, health and well-being of people living with physical, sensory and learning disabilities.</p> <p>This will:</p> <ul style="list-style-type: none"> <li>• enable more disabled people to participate in sport and physical activity:</li> <li>• Improve access to a wider selection of venues and facilities covering a range of physical disabilities, learning difficulties and sensory impairments; and</li> <li>• Deliver positive experiences for disabled participants as a result of changed public attitudes and a greater understanding of disability.</li> </ul>
Deliver the Sport Matters Strategy with an aim to engage more participants in sport and physical activity.	Provide opportunities for participation in sport and physical activity and specifically people from under-represented groups. More people taking part in sport and physical activity on a sustained basis.
Develop a high quality, structured sporting environment of clubs, coaches and officials.	Enable more people to reach their sporting goals, improving their health and self-esteem.
Support athletes and sports governing bodies to enable achievement by athletes in international competition.	<p>Enable more athletes to produce high quality performances in international competition.</p> <p>Enable individual athletes and teams to reach their full potential.</p> <p>Promote collective pride in athletes’ achievements.</p>
Support for community festivals.	Facilitate the celebration of cultural identity through support for at least 350 community based Cultural festivals under the Community Festivals Fund to ensure that those within communities feel that their identity is respected and supported by society, and also encourage wider respect for different cultures and viewpoints.

<b>Action</b>	<b>Rationale and Benefit</b>
Deliver NI National Citizen's Service.	Young people between the ages 15 to 17 years will benefit from an increased sense of community activism, improved self-efficacy and civic responsibility.
Commence Phase 3 of the Women Involved in Community Transformation (WICT) Programme to increase their participation and influence in community development.	Women participating in modular learning, equipping and empowering them to become involved in transformational community development, helping to support communities to move away from paramilitary activities.
Implement the People and Place Strategy for Neighbourhood Renewal.	The People and Place Strategy and its associated programmes, Neighbourhood Renewal, Areas at Risk and Small Pockets of Deprivation target those communities across Northern Ireland that suffer the highest levels of deprivation and disadvantage.
Provide Family Sign Language Courses.	<p>Work in collaboration with various Deaf Organisations, to provide sign language courses, which will:</p> <ul style="list-style-type: none"> <li>• Help improve deaf children's chances of academic achievement and better life outcomes generally;</li> <li>• Build confidence and ability to communicate among deaf children and enable them to acquire necessary life skills;</li> <li>• Improving the mental health outcomes for deaf people by increasing capacity in the signing population; and</li> <li>• Increase quality of life for deaf people.</li> </ul>
To provide 1-1 befriending support for older Deaf people in residential care.	<p>By recruiting and training volunteers to work in the deaf befriending project, providing 1-1 befriending support for elderly deaf adults in care. Staff in care homes will also be trained to communicate effectively with older deaf people. This project aims to:</p> <ul style="list-style-type: none"> <li>• Improve support for adults with care needs;</li> </ul>

<b>Action</b>	<b>Rationale and Benefit</b>
	<ul style="list-style-type: none"> <li>• Improve the mental health of elderly deaf adults in care who are often isolated and have little to no way of making their needs known; and</li> <li>• Increase the quality of life of elderly deaf people in care.</li> </ul>
<p>To provide Deaf Awareness and Sign Language courses in schools.</p>	<p>These sign Language courses be delivered to Schools across Northern Ireland. This will:</p> <ul style="list-style-type: none"> <li>• Help to reduce educational inequality by making hearing children more aware of the deaf children in their school;</li> <li>• Improve the mental health of deaf children by reducing isolation in the school environment;</li> <li>• Increase respect for each other by providing deaf awareness sessions; and</li> <li>• Increase the quality of life for deaf children in a hearing school environment.</li> </ul>
<p>To provide a range of social activities and essential information to the deaf community through BSL (British Sign Language) and ISL (Irish Sign Language).</p>	<p>By providing a variety of social activities (Aquafit classes, sewing classes and cookery classes) alongside their hearing neighbours.</p> <p>Also to provide essential information sessions for the deaf community on subjects such as access to services, with the aim of:</p> <ul style="list-style-type: none"> <li>• Increasing understanding and respect for the Deaf Community; and</li> <li>• Increasing the quality of life for people with members of the deaf community.</li> </ul>



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# OUTCOME 10

We have created a place  
where people want to live  
and work, to visit and invest

## Outcome Team:

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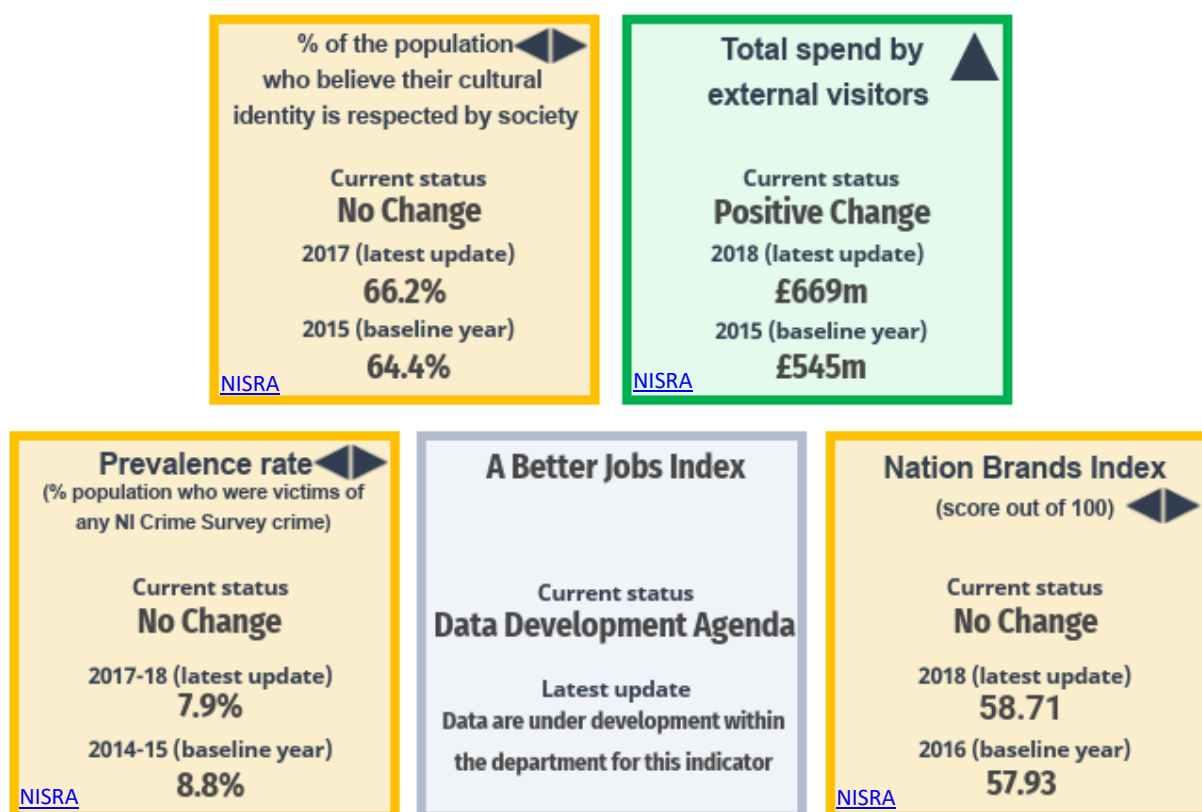
## Overview

We are clear that creating a place that people want to live and work in, where people feel safe from crime and where diversity is respected, will lead to increased wellbeing. We will do that by respecting diversity, building international relations, increasing tourism, reducing crime, generating attractive employment opportunities and making Northern Ireland an attractive place to visit.

Five population indicators are used to quantify progress against this outcome:

- Percentage of the population who believe their cultural identity is respected by society;
- Total spend by external visitors;
- Prevalence rate (percentage of the population who were victims of any NI Crime Survey crime);
- Better Jobs Index; and
- Nation Brands Index.

## Progress against population indicators



Real-time graphical representations of the data for all of the indicators in the Outcomes Delivery Plan are available from the [Outcomes Viewer](#).

## ACTION PLAN – SEPTEMBER 2019

### Key Strategic Areas

The focus of activity will be in the following key areas:

#### **Cultural Identity:**

- Together: Building a United Community Strategy (T:BUC) - four priority areas: children and young people; a shared community; a safe community; and cultural expression.
- Community Relations Council - funding to take forward wider good relations work.
- PEACE IV programme - Through SEUPB, contribute to the delivery of the programme aimed at supporting peace and reconciliation - funding projects and monitoring effectiveness in shared education initiatives; support for marginalised children and young people; provision of new shared space and services; and building positive relations with people from different communities and backgrounds.
- Racial Equality Strategy - creating a more shared community through cultural expression.

#### **Tourism and International Relations:**

- Experience Brand and Taste the Island Programme - enable NI to compete internationally and help increase NIs share of tourism spend on the Island of Ireland.
- International Relations Strategy – NI seen as an attractive world class location for trade, investment, tourism and wider partnerships.
- Government to Government Agreements - increase the number of countries formally agreeing to do business with NI.
- NICS Participation in International Programmes - generate further opportunities for trade, investment in and visitors to NI, encouraging students to study in NI and universities to partner with NI's universities.

#### **Crime:**

- T:BUC and Tackling Paramilitarism Programme - increasing respect and reconciliation in communities, diverting people from entering the justice system.
- Working collaboratively towards the goal of reducing or removing interfaces.

- Addressing domestic and sexual violence - increasing awareness of the issue and of support available, and to encourage reporting. Enhancing mechanisms to keep people safe.

**Jobs:**

- Support inward investors to increase employment opportunities in NI.
- Increased focus on NI High Potential Start-Ups, Pre-Scaling and Scaling companies.

**Urban Regeneration:**

- Bring communities together and deliver programmes that target social need through social, economic and physical regeneration of cities, towns and villages.
- Realising the value of Northern Ireland's built heritage.

Action	Rationale and Benefit
<p>Through the provision of funding and support for the Community Relations Council (CRC), deliver:</p> <ul style="list-style-type: none"> <li>• increased capacity of local community organisations;</li> <li>• North Belfast Good Relations Programme;</li> <li>• promotion of good relations work by holding community engagement events.</li> </ul>	<p>This work identifies and develops effective approaches to peace-building and reconciliation in partnership with the local community and associated organisations, alongside central and local government.</p>
<p>Deliver the actions outlined in the Together: Building a United Community (T:BUC) strategy, including the seven headline actions:</p> <ul style="list-style-type: none"> <li>• <b>Shared Education</b> – provide young people with shared education facilities by building shared campuses;</li> <li>• <b>Peace4Youth</b> - Deliver development opportunities for young people not in education, employment or training through the PEACE IV Youth programme;</li> <li>• <b>Shared Neighbourhoods</b> – deliver good relations activities in the 10 shared housing schemes delivered under T:BUC;</li> <li>• <b>Urban Villages</b> –develop the physical environment and community capacity in each of the 5 Urban Village areas by running cross-community good relations projects and activities;</li> <li>• <b>Uniting Communities Through Sport and Creativity</b> – deliver a significant programme of cross community sporting and cultural activities across both urban and rural areas;</li> <li>• <b>Interface Barriers</b> – through area-based initiatives, create conditions needed to reduce the number of physical barriers in impacted communities; and</li> </ul>	<p>The Together: Building a United Community Strategy provides a framework to tackle sectarianism, racism and other forms of intolerance and requires work across departments to ensure that the objectives are met.</p> <p>Allows young people to learn in a shared environment with people from different sides of the community.</p> <p>To develop capabilities in good relations, citizenship and personal development to improve their life chances and enhance their employability.</p> <p>This will develop community relationships within and around existing shared neighbourhoods.</p> <p>These activities will foster positive community identities in each of these areas and contribute towards a higher quality shared space.</p> <p>To create a community based on mutual respect and understanding; reduce divisions in society and embed key good relations messages through the medium of sport and creativity; and aims to strengthen youth leadership across rural and urban areas.</p> <p>Addressing interface barriers will lead to a more shared and safer community.</p> <p>T:BUC camps will provide young people with the opportunity to create new, sustained friendships with people from other communities.</p>

Action	Rationale and Benefit
<ul style="list-style-type: none"> <li>• <b>T:BUC camps</b> - deliver camps for young people throughout Northern Ireland.</li> </ul>	
<p>Through District Councils, deliver the District Council Good Relations Programme (DCGRP).</p>	<p>The DCGRP embraces all 11 local councils and addresses a need to create a shared, safe community through bespoke interventions in good relations, capacity building, training and education.</p>
<p>Deliver the Central Good Relations Funding Programme (CGRF).</p>	<p>Fund enables voluntary &amp; community sector groups to address good relations needs in local communities, improving tolerance and respect, reducing sectarianism and racism and improving reconciliation both within and between communities.</p>
<p>Deliver the actions under the Racial Equality Strategy to:</p> <ul style="list-style-type: none"> <li>• Tackle racist bullying in schools by working with stakeholders to produce media resource on the topic; and</li> <li>• Deliver the Minority Ethnic Development Fund (MEDF), supporting voluntary and community organisations working with minority ethnic people and groups.</li> </ul>	<p>Will help build a society which is strengthened by its ethnic diversity, where we can live together free from racism, racial inequality and unlawful racial discrimination, where we share a common sense of belonging and where human rights and equality are enjoyed by all.</p> <p>To assist minority ethnic and local community organisations and to promote good relations between people of different ethnic backgrounds.</p>
<p>Deliver an awareness campaign to raise awareness of Domestic Violence and Sexual Violence.</p>	<p>This is intended to raise awareness around Domestic and Sexual Violence among members of the public and increase knowledge and understanding to encourage reporting and encourage people to avail of the support and help available.</p>
<p>Deliver the Executive action plan for tackling paramilitarism, criminality and organised crime including the following specific projects:</p> <ul style="list-style-type: none"> <li>• Women Involved in Community Transformation - to enhance the role of women in community life;</li> <li>• Paramilitary Crime Taskforce - to tackle paramilitary activity and associated harm;</li> <li>• Ending the Harm public awareness campaign - to highlight the impact of paramilitary groups in communities;</li> </ul>	<p>Removing paramilitarism, criminality and organised crime is essential in building a society where citizens and communities feel safe and confident and in making this a place where people want to live and work, visit and invest.</p>

<b>Action</b>	<b>Rationale and Benefit</b>
<ul style="list-style-type: none"> <li>• Aspire programme - providing support for vulnerable young men;</li> <li>• START programme - providing support for vulnerable young people.</li> </ul>	
<p>Protect against harm from crime and organised crime, through education, raising awareness, and targeted interventions including:</p> <ul style="list-style-type: none"> <li>• Rollout of Support Hubs to remaining council areas;</li> <li>• Delivery of performances of the 'Blackout' play.</li> </ul>	<p>Initiatives that will have the most potential to impact on those individuals and communities disproportionately affected by crime, harm and vulnerability.</p>
<p>Run tactical marketing programmes to promote Northern Ireland as an attractive destination.</p>	<p>The tactical marketing programmes will be implemented in six target markets: Northern Ireland; Republic of Ireland; Great Britain; North America; France; and Germany. They will promote Northern Ireland as an attractive destination and seek to improve our international competitiveness.</p>
<p>Host Events of Scale to promote investment and tourism potential.</p>	<p>Hosting major international events will provide an opportunity to promote investment and tourism potential.</p>
<p>Deliver the Taste the Island Programme to promote Northern Ireland as an attractive destination.</p>	<p>Taste the Island offers a programme of authentic food and drink experiences to motivate visitors to travel to Northern Ireland. It presents an opportunity to ensure visitors experience every part of the province through regional dispersal and aims to promote extension of the tourism season.</p>
<p>Undertake Regeneration and comprehensive development schemes:</p> <ul style="list-style-type: none"> <li>• Complete a range of Urban Regeneration Schemes in towns and cities across Northern Ireland to enhance our attractiveness as a home, place of business, and tourist destination.</li> <li>• Develop strategic sites across Northern Ireland to provide new and improved physical infrastructure and environment.</li> </ul>	<p>New and improved physical infrastructure and environment in which opportunity can flourish in economic, social and cultural terms to develop our attractiveness as a home, place of business, and tourist destination.</p>

<b>Action</b>	<b>Rationale and Benefit</b>
Provide a programme of activities to attract visitors to NI heritage sites.	A Leadership Group comprising of Historic Environment Division, Tourism NI, the Heritage Lottery Fund, the Arts Council and the British Council identified significant potential to deepen and extend engagement with heritage sites through innovative cultural and arts programming.
Manage and deliver a programme of overseas visits, on behalf of Departments and local delivery partners, to promote NI's strengths, capabilities and opportunities.	Appropriately targeted overseas visits by NI Departments and local delivery partners provide important opportunities to raise awareness internationally of NI's specific strengths. This is vitally important in attracting foreign direct investment, increasing visitors and visitor spend, and laying foundations for collaborations between our universities.
Manage and deliver a programme of inward visits to Northern Ireland by senior representatives/officials from other countries and regions to promote NI's strengths, capabilities and opportunities.	By arranging tailored visit programmes for high ranking representatives from other jurisdictions to NI this enables NI's strengths, capabilities and areas of expertise to be showcased to influential international audiences. Inward visits are key vehicles to actively promote NI's attractive business proposition; impressive tourism offering; high quality universities and colleges; expertise, for example in peace-building, cyber security, health policy and agri-food. This enhances NI's international brand and ranking and will help encourage investment, tourism/tourism spend, trade and educational and wider partnerships.
Work with the foreign Consulates based in Northern Ireland to deliver a programme of key economic and cultural events.	Collaboration with the Consulates to deliver economic and cultural programmes strengthens international relationships and raises NI's global profile and brand as an attractive location for investment, tourism, to study helping support job creation, growth in tourism expenditure and increased foreign students.
Through utilising Invest NI's capability development and employment focused interventions increase our focus on Northern Ireland's High Potential Start-Ups, Pre-Scaling and Scaling companies to provide the pipeline of high growth companies of the future.	Establishing new high growth businesses, and providing the support needed to help these businesses to scale-up, is a key element in generating future employment opportunities.



<b>Action</b>	<b>Rationale and Benefit</b>
Invest NI will fully utilise its employment focused support, particularly SFA, (Selective Financial Assistance), to support high value employment opportunities in NI's business base. This includes utilising SFA and Grant for R&D support to attract new first-time inward investors to NI.	Creating jobs and attracting new inward investors is recognised as a key driver of increased economic prosperity and is fundamental to expanding the NI private sector and driving economic growth.

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# OUTCOME 11

We connect people and opportunities through our infrastructure

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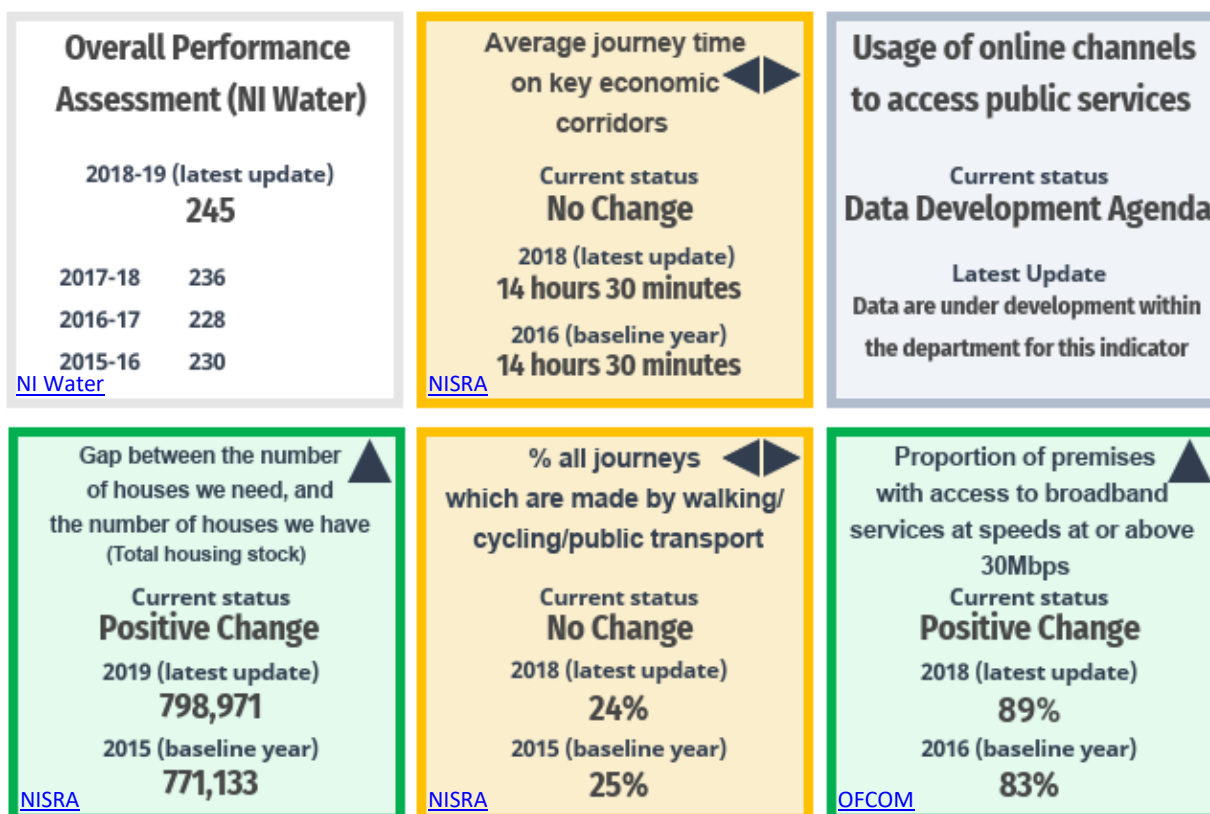
## Overview

Connected infrastructure directly impacts on wellbeing and quality of life for all our citizens providing the building blocks to enable economic prosperity, social cohesion and an improved environment for the entire region.

Six population indicators are used to quantify progress against this outcome:

- Average journey time on key economic corridors
- Percentage of all journeys which are made by walking/cycling/public transport
- Proportion of premises with access to broadband services at speeds at or above 30Mbps
- Usage of online channels to access public services
- Overall Performance Assessment (NI Water)
- Gap between the number of houses we need, and the number of houses we have.

## Progress against population indicators



Real-time graphical representations of the data for all of the indicators in the Outcomes Delivery Plan are available from the [Outcomes Viewer](#).

## ACTION PLAN – SEPTEMBER 2019

### Key Strategic Areas

#### **Improving access to suitable housing**

- The importance to wellbeing of having a decent home cannot be overstated. We will continue to work with all providers of homes to help ensure that the supply of housing across all sectors meets demand.

#### **Enhancing provision of water and wastewater services**

- Clean drinking water and effective treatment of waste water are services that are fundamental to our health and to our economic and environmental wellbeing. We will continue to focus on maintaining and upgrading water mains and sewers to provide an effective water supply and good drinking water quality, reduce leakage and ensure pollution incidents and out-of-sewer flooding are kept to a minimum.
- NI Water will continue to work collaboratively with partners, including NIEA, on the Living with Water Programme to develop a Strategic Drainage Infrastructure Plan for Belfast and an Integrated Drainage Investment Planning Guide for Northern Ireland.

#### **Improving journey times on key economic corridors and increasing the use of public transport and active travel**

- Moving people and goods more quickly on our major roads network and achieving a shift from the private car to sustainable travel modes (walking, cycling and using public transport) will enable economic growth and improve environmental and health outcomes. To achieve these objectives we will take an integrated approach which holistically addresses the issues of capacity, demand, and efficiency of the network.
- We will continue to promote sustainable development through the planning system by limiting the need for people to travel, increasing opportunities for public transport and active travel, and reducing reliance on the private car.
- We will also work in partnership with local government to ensure greater integration of land-use and transport planning by developing regional Transport Plans setting out DfI's prioritised capital infrastructure projects up to 2035, collaborating with the Councils as they develop their Local Development Plans, and drafting a new Regional Strategic Transport Network Plan for consultation.

### **Extending superfast broad band availability**

- Broadband availability is a key enabler of economic growth and greater social cohesion. We will progress a programme to significantly increase superfast broadband availability and reduce the gap of 12% of premises currently without access to download speeds of at least 30 Mbps. While this investment will take time to be completed it will help ensure that our telecoms partners and providers are following the best paths to benefit citizens and businesses.
- A Digital Infrastructure Strategy for Northern Ireland will also be developed.

### **Enhancing the uptake of online channels to access public services**

- Building on the extended broadband availability investment, we will continue to increase substantially the uptake of public services through electronic means by making more government services available online, increasing the number of people who can use these online channels and, in doing so, make the delivery of public services more efficient.

### **Maintaining our existing infrastructure**

- Working within very challenging budgetary constraints, we will continue to invest in maintaining and upgrading our existing transport, water and wastewater infrastructure assets and in the infrastructure of masts and cabling etc. we rely on when delivering communication services.
- Over 70 wastewater treatment works across Northern Ireland, including Belfast, are either over-capacity or nearing capacity. This has led to restrictions to economic development with new housing and businesses unable to connect to the sewerage system. Major investment in the sewerage network is required to ensure that our capital city and other towns and cities throughout Northern Ireland are able to thrive and grow.
- Protecting and enhancing our 'blue' infrastructure (such as rivers and canals) helps to define a sense of place and the character of our communities, provides important spaces for recreation with associated health and wellbeing outcomes and strengthens the resilience of our natural environment. We will undertake a feasibility study into the development of a Blueway/Greenway along the Lagan Navigation, an asset owned by the Department for Infrastructure. The study will look at the potential of developing the Navigation to encourage its use for recreation and active travel as well as enhancing and showcasing the scheduled monuments along it.

<b>Action</b>	<b>Rationale and Benefit</b>
Work with the Housing Rights Service to tackle homelessness and housing problems in Northern Ireland through the provision of free advice and representation to people who are at risk of homelessness.	Will support the Housing Executive-led Homelessness Strategy (Ending Homelessness Together 2017-22). Homelessness can significantly impact on health, welfare and employment prospects of those who experience it.
Work in partnership with housing associations, such as Co-ownership, to provide shared ownership affordable housing in Northern Ireland.	Will enable people on modest incomes to find a housing solution and enter home ownership.
Work in collaboration with NIHE to deliver the Social Housing Development Programme to increase social housing stock.	To improve access to suitable social housing. There has been considerable growth in the number of households in NI, leading to an increased demand for suitable housing. The number of people in housing stress continues to rise. To reduce the numbers in housing stress, support will be directed at increasing social housing stock.
Improve water and wastewater services by upgrading water mains and the sewer network and preventing intermittent pollution to watercourses.	<p>Northern Ireland Water focuses on upgrading those sections of water mains which have become defective and are prone to bursts, leaks, water quality issues and pressure problems. Improvements to the water mains network improves performance and provides a more reliable and secure water supply to customers.</p> <p>Sewerage discharges from sewerage system overflows pollute our rivers and streams and have a negative impact on water quality and the wider environment. Northern Ireland Water is targeting those areas of the network which are known to pose a risk to the environment from sewerage spills.</p>
Continue to progress development of the Belfast Transport Hub and begin enabling works on site.	This action supports the aim of attracting more people to use public transport which will help improve the economic, social and environmental wellbeing of our society and

<b>Action</b>	<b>Rationale and Benefit</b>
<p>Deliver Phase 2 of the North West Multi-Modal Transport Hub, enhancing the newly opened Waterside Train Station by adding bus stands, a Park and Ride facility, and bicycle facilities and services.</p>	<p>will assist in connecting people to opportunities throughout the region.</p>
<p>Develop more than 30 walking and cycling schemes including:</p> <ul style="list-style-type: none"> <li>• an upgrade of Ballymacarrett Walkway as part of the Eastside Partnership Greenway; and</li> <li>• 1.5km of shared walking and cycling track in Foreglen, County Londonderry to connect rural communities to the town of Dungiven.</li> </ul>	<p>Providing segregated or traffic-free infrastructure provides people with the freedom and confidence to walk or travel by bicycle for everyday journeys.</p>
<p>Deliver the Active School Travel Programme to new schools to encourage and influence children to travel more actively to school (cycling, walking, scooting/skating or park and ride/stride/scoot).</p>	<p>Embedding knowledge of the benefits of choosing to travel more actively will provide children with the foundation for life skills that will enable them to increase their levels of physical activity, safely choose active travel options and, in doing so, help reduce reliance on private cars, lessen traffic congestion and improve the environment.</p>
<p>Deliver and progress major road schemes, including the Executive Flagship projects:</p> <ul style="list-style-type: none"> <li>• A6 Randalstown-Castledawson;</li> <li>• A6 Londonderry-Dungiven scheme; and</li> <li>• A5 Western Transport Corridor – Newbuildings to North of Strabane section.</li> </ul>	<p>Delivering improvements to the major road network enables us to move people and goods more efficiently, including by encouraging more people to use public transport.</p> <p>These schemes will deliver reductions in journey times, ease congestion and bottlenecks (thereby reducing greenhouse gas emissions) and improve road safety for all road users.</p>
<p>Provide support to citizens to help them shift to digital channels by:</p> <ul style="list-style-type: none"> <li>• Delivering a programme of interventions promoting awareness of online government services, assisting citizens to channel shift, and giving them the digital skills they need to be able do so.</li> </ul>	<p>These actions will help to deliver simple and effective digital services to all citizens in Northern Ireland by increasing digital transactions through NI Direct, enabling more citizens to engage with Government at a time and place that suits them.</p>

Action	Rationale and Benefit
<ul style="list-style-type: none"> <li>• Providing NIDA (NI Identity Assurance) registration – single sign-on for all online services.</li> <li>• Launching Mydirect citizen portal – a single central place for people to conduct business with government while tailoring the experience to their own requirements.</li> <li>• Using the MyNI portal to promote new and under-utilised government information and services.</li> </ul>	
<p>Provide digital Government services online, and highlight their availability by:</p> <ul style="list-style-type: none"> <li>• Progressing provision of new services to public sector organisations including the Education Authority for online school enrolments, email and SMS notifications.</li> <li>• Continuing to work with business areas to increase the number of online services.</li> <li>• Continuing to deliver a Digital Toolkit of features for use across multiple applications and departments.</li> <li>• Digital Inclusion – ensuring awareness of the various services and how people can avail of help to get online.</li> </ul>	<p>Making more government services available online and continuing to deliver “digital first” services to our customers is recognised as a key enabler for enhancing efficiency of public service delivery and supports economic growth.</p>



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# OUTCOME 12

We give our children and young people the best start in life

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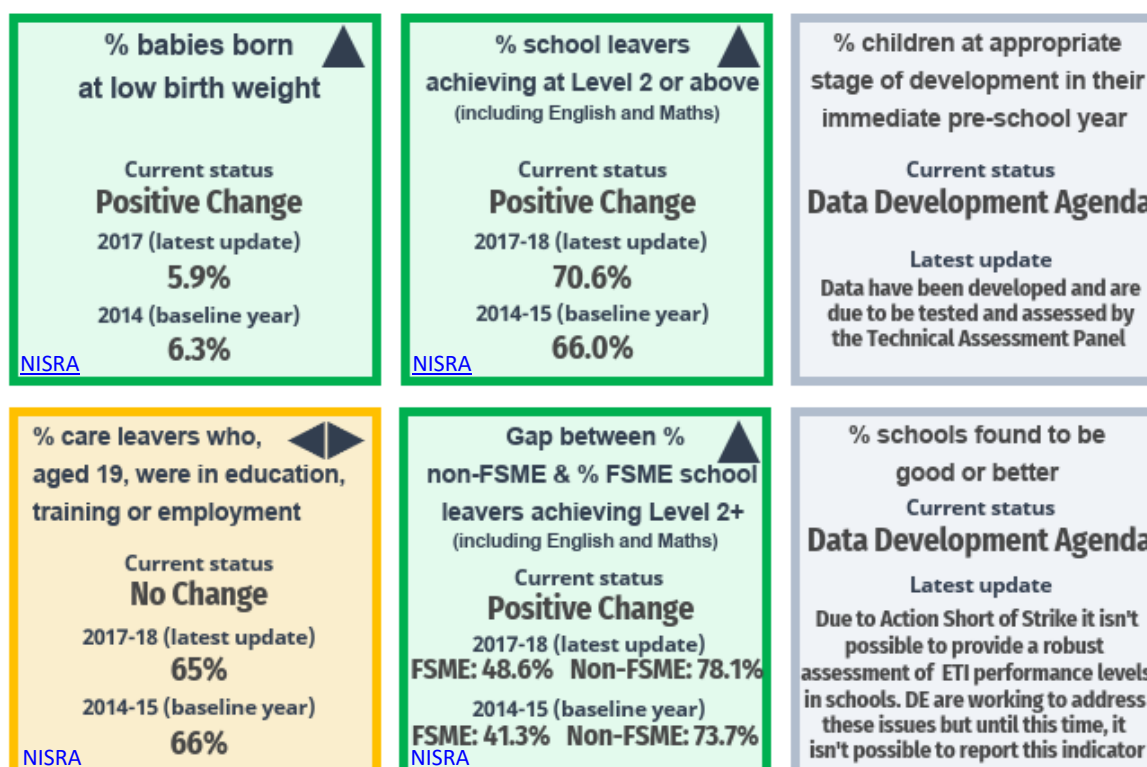
## Overview

Ensuring that our children grow up safe and happy and ready to fulfil their potential is a key responsibility of government and of society.

Six population indicators have been identified to determine progress on meeting this outcome. These are:

- Percentage of babies born at low birth weight;
- Percentage of children at appropriate stage of development in their immediate pre-school year;
- Percentage of schools found to be good or better;
- Gap between the percentage of non-FSME school leavers and the percentage of FSME school leavers achieving at Level 2 or above including English and Maths;
- Percentage of school leavers achieving at Level 2 or above including English and Maths;
- Percentage of care leavers who, aged 19, were in education, training or employment.

## Progress against population indicators



Real-time graphical representations of the data for all of the indicators in the Outcomes Delivery Plan are available from the [Outcomes Viewer](#).

## ACTION PLAN – SEPTEMBER 2019

### Key Strategic Areas

In seeking to ensure that children and young people have the best possible start in life, our attention will be on the following areas:

- **Improved health in pregnancy** – Giving children the best start in life begins with a focus on foetal and neonatal health. To that end, we will put interventions in place aimed at achieving positive impacts on the social circumstances and conditions that influence health behaviours.
- **Improved child development** – Ensuring all children, young people and their families can access high quality universal health and education services, and targeted services where appropriate, that support children's development and learning at each age and stage while supporting parents in their role as their child's first and ongoing educator. Providing access to a funded pre-school education place for every child in their immediate pre-school year whose parents want it.
- **Improve the quality of education** – Ensuring high quality educational provision for children and young people is a key element of our work to improve educational outcomes and ultimately to supporting long-term improvements in wellbeing and quality of life.
- **Improved educational attainment** - We will continue to deliver a range of actions and interventions, aimed at improving the educational achievement and life chances of children and young people, with a particular focus on those from disadvantaged backgrounds as a basis for addressing educational inequalities.
- **Improved support for looked after children** – providing stable, nurturing environments for looked after children and giving them, as well as those formerly in care, the best possible standards of support. This will include the recruitment of up to 30 specialist foster carers across all five Health and Social Care Trusts.

<b>Action</b>	<b>Rationale and Benefit</b>
<p>Delivery of the Getting Ready to Learn programme in pre-school education settings to promote consistent, strong early child development messages and support for parents.</p>	<p>Research tells us that what parents do is more important than who parents are. Encouraging and supporting parents to understand their role as first and ongoing educators is key to ensuring they can confidently establish and sustain positive home learning environments and take an active role in supporting their child's early education and development.</p>
<p>Continue the roll out of the 3+ Review to pre-school children.</p>	<p>The 3+ Review is a collaborative initiative between health visitors, pre-school education settings and parents which provides an opportunity to work in partnership to assess whether pre-school children are developing as expected, share information to support children's development and help those at risk of not meeting their expected development milestones to access appropriate early intervention services where required.</p>
<p>Continued delivery of targeted interventions to enhance the development of children aged 0-4 years, who are most in need of support.</p>	<p>Sure Start works with children under four years (and their families) in the most disadvantaged areas to promote their physical, intellectual, social and emotional development so they can flourish both at home and at school.</p> <p>The Pathway Fund aims to improve the development of children (aged 0-4 years) who are at risk of not reaching their full potential within the school system. Through the provision of funding, it also aims to enhance the early years sector and make it more sustainable.</p> <p>The Toybox project provides support to Traveller children and their parents before, during and after pre-school. The project promotes the importance and value of supporting children's education, increasing access and equity for Traveller families.</p>
<p>Deliver the Extended Schools and Full Service programmes, key interventions which support disadvantaged children and young people to reach their full potential.</p>	<p>Extended Schools (ES) is a well-established major regional initiative (£9.1m per annum) targeted at disadvantaged communities enabling the provision of 3,000+ additional services and activities across 500 schools (reaching approximately 43% of all schools and 63% of all pupils entitled to free school meals in</p>

Action	Rationale and Benefit
	<p>NI). ES is a key contributor to making progress on the GCSE attainment gap with participating schools reporting significant benefits – e.g. 99% currently report evidence that their ES provision reduces underachievement.</p> <p>The two linked Full Service programmes operating in North and West Belfast are having notable results in terms of reducing barriers to learning, providing a model of integrated service delivery, and improving the health and well-being and educational achievement of children and young people drawn from areas of acute socio-economic disadvantage.</p>
<p>Flowing from the Deliver Pupil Attendance and Parental Engagement Strategies, deliver the media campaigns: Miss School; Miss Out; and, Give your child a helping hand</p>	<p>DE’s media campaign “Miss School. Miss Out.” and parental engagement campaign “Give your child a helping hand” highlight to parents and pupils the benefits of education and the positive impact these actions can have in terms of pupils fulfilling their potential.</p>
<p>Undertake a range of projects to improve the quality of the delivery of the curriculum in schools across NI - to include professional development through collective learning and collaborative practice, supporting the use of research and self-evaluation in curriculum planning, and the development and dissemination of guidance, resources and effective practice to support delivery of the curriculum.</p>	<p>Inspection and research evidence indicate that the ongoing professional development of the teaching workforce, the effective use of high quality resources and the wider dissemination of effective practice are effective ways in which to raise standards. The actions will empower schools to improve the quality of delivery of the curriculum and implement changes that can bring about better outcomes for all our learners.</p>
<p>With a view to improving standards of residential care:</p> <ul style="list-style-type: none"> <li>• design and deliver bespoke leadership training for team leaders and service managers; and,</li> <li>• establish coaching and mentoring networks to cascade learning and promote supportive working relationships.</li> </ul>	<p>The actions outlined are designed to better deal with the pressures across fostering services, residential care and specialist care and to provide the appropriate (and sometimes intensive) support requirements of individuals and families to achieve improved outcomes.</p>
<p>Complete the trial in the NHSCT area of a different housing offer for 16/17 year olds when they present as homeless or are at risk of becoming homeless.</p>	<p>In doing so, we are also introducing a new way of working for social workers to enable them to have more face to face working with children and young people focusing on key strengths within the family/extended family, empowering them to build on those strengths and to work with children’s</p>
<p>Establish a peripatetic support team in each Health and Social Care Trust to support children mainly in residential care.</p>	

<b>Action</b>	<b>Rationale and Benefit</b>
Train social workers in the Signs of Safety approach across all five Health and Social Care Trusts.	services to agree arrangements for safeguarding children.
Complete trial of a new way of working with women who have had a number of children taken into care and are at risk of having children removed from their care in the future (the PAUSE project).	In using this model, social workers will be better equipped to work alongside families to improve the safety of children by identifying strengths, helping families to manage their problems, and agree solutions aimed at keeping children safe and improving the life chances of the child and the wider family.
Maintain and improve uptake of childhood vaccines through undertaking an in-depth analysis of data and introducing a programme to improve the delivery of vaccine programmes and develop resources for health professionals.	<p>Vaccination is one of the most effective public health interventions. The NI childhood vaccination programme protects children against 15 vaccine-preventable diseases that otherwise cause significant morbidity and mortality.</p> <p>Work will be undertaken to maintain uptake and to address any declines by targeting areas and groups with lower uptake.</p>
Continue to run the Family Nurse Partnership Programme.	<p>What happens during pregnancy and in the first years of a baby's life has a major influence on his or her subsequent behaviour, education, employment, health and other life chances.</p> <p>Family Nurse Partnership (FNP) is an intensive preventive programme for first time young parents. It runs from early pregnancy until the child is two and seeks to improve a range of outcomes for families. Given its focus on first time young parents, the programme specifically helps address inequalities.</p>
Deliver the Active School Travel Programme to new schools to encourage and influence children to travel more actively to school (cycling, walking, scooting/skating or park and ride/stride/scoot).	Embedding knowledge of the benefits of choosing to travel more actively will provide children with the foundation for life skills that will enable them to increase their levels of physical activity, safely choose active travel options and, in doing so, help reduce reliance on private cars, lessen traffic congestion and improve the environment.
Deliver the Cycling Proficiency Scheme to primary schools to teach children to ride their bike safely.	Aims to teach children a lifelong skill and provide them with the confidence to cycle safely and identify risks they may come across on the roads. It will help children to choose a more sustainable and active travel option as they progress into

<b>Action</b>	<b>Rationale and Benefit</b>
	adulthood. Among the many benefits of cycling are that it increases levels of physical activity, is kinder to the environment, improves personal wellbeing, and reduces the use of private cars and congestion.