

OUTCOMES DELIVERY PLAN

2018-19

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

JUNE 2018



The
Executive Office
www.executiveoffice-ni.gov.uk

CONTENTS

3 **INTRODUCTION**

5 **OUTCOMES FRAMEWORK**

8 **OUTCOME 1**
We prosper through a strong, competitive, regionally balanced economy

14 **OUTCOME 2**
We live and work sustainably – protecting the environment

21 **OUTCOME 3**
We have a more equal society

28 **OUTCOME 4**
We enjoy long, healthy, active lives

35 **OUTCOME 5**
We are an innovative, creative society, where people can fulfill their potential

42 **OUTCOME 6**
We have more people working in better jobs

49 **OUTCOME 7**
We have a safe community where we respect the law, and each other

57 **OUTCOME 8**
We care for others and we help those in need

66 **OUTCOME 9**
We are a shared, welcoming and confident society that respects diversity

73 **OUTCOME 10**
We have created a place where people want to live and work, to visit and invest

80 **OUTCOME 11**
We connect people and opportunities through our infrastructure

87 **OUTCOME 12**
We give our children and young people the best start in life

INTRODUCTION

As an organisation the Northern Ireland Civil Service (NICS) wants to see the early return of devolved decision-making by locally elected ministers. It stands ready to work with ministers to deliver their objectives and progress their agreed Programme for Government.

Its challenge in the interim is to ensure that the operational business of government is discharged as effectively as possible and in a co-ordinated manner that gives effect to the direction set previously by ministers.

This delivery plan therefore sets out the actions that departments intend to take during 2018-19 to give effect to the previous Executive's stated objective of Improving wellbeing for all – by tackling disadvantage and driving economic growth.

The plan's starting point is the framework of 12 outcomes that was developed by the previous Executive, consulted on and refined during 2016-2017. That framework reflects population conditions in 12 key areas of economic and societal wellbeing that people said mattered most to them. Taken together, these outcomes provide a direction for the work of departments which fully reflects and respects the strategic direction set by the former Executive, has wide political support and is welcomed by people in every sector – public, private and community/voluntary.

This is a necessarily constrained delivery plan; in the absence of ministers, departments are limited in how they discharge their functions and civil servants cannot, as recent court judgements make clear, take certain decisions in relation to those functions. Its purpose is to provide a coherent, outcomes-focused framework which sets out the operational actions and interventions that will be taken and which demonstrates how the budget allocated by the Secretary of State for public services is being used. It is a document which provides direction and clarity for those who deliver public services and which provides transparency and accountability around the operational business of government, particularly at a time when normal Assembly scrutiny is absent.

The plan reflects the responsibilities placed on departments by the previous Assembly and Executive to work collaboratively and to be more strongly focused on impact and less constrained by siloed thinking and departmental structures. Working in this way also reflects the reality of how people see public services – the focus is on impact not on the administrative structures for delivery.

In keeping with the direction set by the previous Executive, members of the NICS Board who were previously appointed as "outcome owners" remain charged with leading engagement and collaboration across departments to deliver progress where they can in the relevant areas and to coordinate the work of the senior staff with responsibility for the actions contained in the plan.

Working in a collaborative way across departmental boundaries to achieve impact reflects the challenge set for the NICS. There is also a local government dimension, with each of the 11 councils now delivering, through partnership working, community plans that respond to the needs of their areas. All have already linked their community plans to the outcomes contained in the framework.

The actions in this plan have been identified by outcome owners and their teams through engagement and discussion with partners and stakeholders as ones which will make the greatest possible difference to people's lives and wellbeing.

Collaboration and co-design will continue during 2018-19, with a focus also on testing how actions have been implemented and whether they have had the positive impact envisaged. If the current situation continues, there will be a full report on progress in delivering each of the actions listed at the mid-year and end-year points. The reports will be published so that others can see and hold departments accountable for progress.

OUTCOMES FRAMEWORK*

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

OUTCOMES	INDICATORS
1 We prosper through a strong, competitive, regionally balanced economy	<ul style="list-style-type: none"> • Private sector NI Composite Economic Index • External sales • Rate of innovation activity • Employment rate by council area • % change in energy security of supply margin
2 We live and work sustainably – protecting the environment	<ul style="list-style-type: none"> • % all journeys which are made by walking/cycling/public transport • Greenhouse gas emissions • % 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 • Biodiversity (% of protected area under favourable management)
3 We have a more equal society	<ul style="list-style-type: none"> • Gap between highest and lowest deprivation quintile in healthy life expectancy at birth • Gap between % non-FSME school leavers and % FSME school leavers achieving at Level 2 or above including English & Maths • % 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
4 We enjoy long, healthy, active lives	<ul style="list-style-type: none"> • Healthy life expectancy at birth • Preventable mortality • % population with GHQ12 scores ≥ 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)

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

OUTCOMES
INDICATORS**5**

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

- Rate of innovation activity
- Proportion of premises with access to broadband services at speeds at or above 30Mbps
- % engaging in arts/cultural activities
- Confidence (as measured by self-efficacy)
- % school leavers achieving at least level 2 or above including English and Maths

6

We have more people working in better jobs

- 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
- % people working part time who would like to work more hours
- Employment rate by council area
- Proportion of local graduates from local institutions in professional or management occupations or in further study six months after graduation

7

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

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

8

We care for others and we help those in need

- % population with GHQ12 scores ≥ 4 (signifying possible mental health problem)
 - 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
 - % population living in absolute and relative poverty
 - Average life satisfaction score of people with disabilities
 - Number of households in housing stress
 - Confidence of the population aged 60 years or older (as measured by self-efficacy)
-

OUTCOMES
INDICATORS

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

These Outcomes will be delivered through collaborative working across Departments and beyond government and through the provision of high quality public services

OUTCOME 1

We prosper through a strong, competitive, regionally balanced economy

Outcome Team:

Noel Lavery

Permanent Secretary, DfE

Mike Brennan

Deputy Secretary, Strategic Policy Group, DfE

Colin Lewis

Deputy Secretary, Infrastructure and Regulation Group, DfE

Eugene Rooney

Deputy Secretary, Skills and Business Development Group, DfE

You can contact us at:

Permanent.SecretarySupport@economy-ni.gov.uk

OUTCOME 1

We prosper through a strong, competitive, regionally balanced economy

Why this matters

This outcome encompasses efforts in the public, private and third sectors to create conditions that will transform our economy and provide growth for the benefit of everyone. A strong, regionally balanced economy is essential if we are to tackle the social and economic challenges facing us, which will be very significant whatever emerges from the UK's negotiations on exit from the EU, and achieve maximum advantage from our unique geographic position.

The aim is to build a thriving economy based on 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. Above all, it is essential that the economy grows inclusively – where people acquire, develop and maintain the skills they need to improve their lives, and where we equip our children with the education and skills to succeed.

What are the issues and how will we respond?

Competitiveness

Improving our competitiveness is central to growing the economy and has been the focus of economic policy for a considerable number of years. Competitiveness is the international benchmark against which advanced economies are measured. A more competitive economy will enable firms to compete internationally to achieve the levels of export led growth that are essential to delivering more and better jobs with a higher quality of life for everyone, increasing employment, raising incomes and improving our overall standard of living.

Innovation

Innovation in products, services and ways of doing business underpins the growth and dynamism of economies. Innovation drives productivity and economic growth because companies that innovate and collaborate are more productive, more inclined to export, and employ more highly qualified people than those that do not. Currently, only 45% of NI companies engage in innovation - the lowest of all UK regions, and this lag in our innovation performance has directly impinged upon our productivity growth. To deliver sustained growth across the economy we need many more companies engaged in innovation.

Job creation

Private sector businesses are the engine for growth. Work is needed on a number of levels to create more jobs in the local economy. It is important that business start-ups and enterprise can flourish and we will therefore continue efforts to support entrepreneurs at all stages. Large firms matter in small advanced economies. They provide critical mass, scale and specialisation. Growing our local companies, both large and small, will be a priority. Foreign Direct Investment also plays a vital role in small open economies in driving international expansion as well as contributing to raising productivity and innovation activity. Competing effectively for inward investment will be a key ambition going forward.

Infrastructure

Infrastructure is both a key enabler and driver of economic growth. It is vital to provision of the physical and digital connectivity needed to compete on the global stage. Developing our infrastructure and doing so in a regionally

balanced way will provide opportunities to grow businesses in all areas. A secure, reliable and resilient energy supply is fundamentally important to a modern economy and society as is the need to deliver the broadband services people and businesses need.

In order to deliver the necessary improvements in competitiveness and improve the strength and regional balance of our economy, we will focus on the following areas that represent the five pillars for growth in the draft Industrial Strategy:

- Accelerating innovation and research
- Enhancing education, skills and employability

- Delivering inclusive, sustainable growth
- Succeeding in global markets
- Building the best economic infrastructure

We have developed detailed delivery plans for each of the five pillars that set out the actions that we plan to take and that others have agreed to take to help us achieve progress against this outcome over the next year initially. The delivery plans were developed through engagement with partners and stakeholders. Some of the key actions are contained in the table below.

How we will monitor our progress

For this outcome we have identified five population level indicators that we will use to determine progress and to report that progress to others. These are:



For the most up-to-date data, please click [here](#).

What action will we take in 2018-19?

The plan of action below sets out what we intend to progress during 2018/19:

ACTIONS	RATIONALE AND BENEFITS
Develop and introduce a new innovation accreditation scheme.	Encouraging companies to broaden and strengthen innovative capability will make them more productive and better grow the economy.
Supporting 250 to 400 companies to engage in innovation activities for the First Time.	Will help companies to take the first steps to become more innovative, competitive and resilient.
Run at least six new Small Business Research Initiatives including at least one cross border project.	Will incentivise and support small local companies to develop innovative solutions to address challenge or needs identified by a public body. This will both improve public services and strengthen the companies involved.
Fund and manage the six FE colleges to deliver in excess of 350 projects in 2018/19 through the InnovateUs programme, enabling small businesses to engage in innovation and development activities.	Will help embed culture of innovation in Small and Medium Enterprises (SMEs).
Promote 833 jobs through the Assured Skills programme of academies and to lead and manage the Skills Focus programme to deliver 1,700 Level 2 (and above) qualifications to meet the skills needs of SMEs.	Improving the skills profile of the population will help generate sustainable employment and improve productivity and sustainable growth.
Through the FE Sector, engage with over 6,000 businesses to help them innovate, compete and grow.	Will improve the skills profile of people and help reduce levels of economic inactivity in local communities.

ACTIONS

Through the 'Local Works' approach, and working with all 11 councils, and their community partners, develop a localised approach to employability by better matching supply and demand, creating pathways for those who need additional support to find and sustain a good job.

Increase the number of new businesses by Council area – 1,631 new jobs to be promoted.

Encourage increased entrepreneurial activity with the aim of increasing business start-ups and an increase in the number of businesses of scale by:

- Supporting 10 - 15 High Potential Start-up (HPSU) companies with the potential to grow significant sales in global markets.
- Identifying and work with 10 - 12 'Pre-Scaling' companies to accelerate their development.
- Identifying and work with 4 - 6 'Scaling' companies to accelerate their development.
- Securing £25m - £35m investment by SMEs in their growth and development through Access to Finance funds.

Secure 1,750 - 2,600 new assisted jobs through our interventions with 'Externally-Owned' Companies (of which 1,250 – 1,800 secured with 'New to NI' companies).

Support 17 - 25 Externally-Owned Companies that are 'New to NI' to invest in NI for the 'First Time'.

Support 150 - 200 companies to enter a 'New Market' to exploit trade opportunities.

RATIONALE AND BENEFITS

Will improve the skills profile of people and help reduce levels of economic inactivity in local communities.

Will improve regional balance by delivering against specific job promotion targets within each of the 11 council areas.

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.

Will create jobs and is a key driver of economic prosperity.

Will expand employment opportunities.

Will strengthen the economy by helping local businesses to export into new markets.

ACTIONS

RATIONALE AND BENEFITS

Deliver Business Development Value of £86m through InterTradelreland’s suite of programmes.

Growth in the value of export sales by local businesses.

Support 75 - 100 companies to engage in Selling outside of NI for the ‘First Time’ and achieve 55 First Time Exporters through delivery of InterTradelreland programmes.

Growth in the value of export sales by local businesses.

Develop and publish a draft Tourism Strategy to 2030 for Northern Ireland to increase visitor numbers and revenue and to support job creation.

Will strengthen the economy by supporting jobs in the tourism sector and enhance our international reputation.

Support Northern Ireland participation in Horizon 2020 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.

Deliver £3.96m through the NI Higher Education Innovation Fund.

Will stimulate knowledge exchange with local companies, and commercialisation of the academic research base.

Invest up to £2million in NI Universities to engage in the US-Ireland R&D partnership in support of world class research collaborations in the areas of Sensors and Sensor Networks, Nanoscale Science and Engineering, Telecommunications and Energy and Sustainability.

Will strengthen early stage international research collaborations.

OUTCOME 2

We live and work sustainably –
protecting the environment

Outcome Team:

Denis McMahon

Permanent Secretary, DAERA

David Small

Chief Executive, NIEA

John McGrath

Deputy Secretary, Transport and Resources, DfI

You can contact us at:

pfg.emfg@daera-ni.gov.uk

OUTCOME 2

We live and work sustainably – protecting the environment

Why this matters

Our health and wellbeing are directly affected by the quality of the environment around us and, therefore, it is vitally important that we take steps to protect and enrich our natural environment. Achieving economic growth at the expense of the environment, through degradation of finite resources by overuse or causing pollution is not sustainable. We have a collective responsibility to ensure that our children and future generations can draw benefit and enjoyment from our wonderful environment, and each of us must play a part in ensuring that happens.

This requires active involvement from us all and a willingness to support and be part of a culture of careful resource management - one in which we move from a linear approach (based on make, use, dispose) to one in which we recycle resources for as long as possible and extract the maximum value from them whilst in use before recovering and regenerating component products and materials at the end of their serviceable life.

Having access to green spaces and sites of outstanding natural beauty and built heritage can have significant positive impacts on physical and mental health and it is important that we protect and enhance our environment in all settings. We also need to recognise the importance of preserving our natural environment from degradation and damage from unsustainable activities and as a result of climate change.

What are the issues and how will we respond?

Our key priorities and the focus for our delivery plans for building sustainability and protecting the environment will be as follows:

Producing less waste

Treating waste as a resource, with a value, rather than something simply to be disposed of can help create a society that uses finite natural resources more efficiently. Delivering improvements in recycling rates involves two requirements - investment in services and infrastructure to enable the processing of waste materials; and, cultural and behavioural change resulting in less waste being generated, and a greater proportion of waste being reused or recycled. We will address the first of these through support to local government and the third sector, and the second through a communications campaign to build public awareness, understanding of and confidence in council led recycling.

Reversing habitat and species decline

Although there has been some success in addressing habitat and species decline in recent times, more needs to be done to bring and keep our environment in a healthy state of balance. We will therefore roll-out a number of programmes to deliver more proactive and positive management of our protected sites for ecological benefit.

We will ensure that the protections that we put in place are informed by the best available scientific evidence, that they are sufficient to protect our valuable natural capital, and they are flexible and responsive enough to enable us to balance environmental protection and development

needs effectively. We will also ensure that there are effective plans in place for the management and improvement of protected sites.

Improving river and marine water quality

We need to put in place interventions that will help reduce diffuse pollution on our water environment arising from agriculture, waste water and industry. We will therefore ensure that a programme of measures as set out in our River Basin Management Plans (2015-2021) is delivered with financial support from programmes such as DAERA's Environmental Farming Scheme and NI Water's plans for waste water infrastructure (DfI). We will continue to work closely with the farming industry to further improve environmental outcomes as set out in NIEA's Memorandum of Understanding with the Ulster Farmers' Union signed on 7 April 2017. A new Knowledge Advisory Service has been created to provide farmers with advice on farm productivity and environmental protection.

NIEA will continue to regulate industry and ensure compliance with discharge consents. We are also working with a range of partners such as NI Water and Irish Water through the current Interreg VA programme to improve both freshwater and marine water quality in border areas through projects such as SWELL (Shared Waters Enhancements and Loughs Legacy) - which will improve waste water treatment and better water quality in the Carlingford and Foyle Loughs within the next few years.

Cleaner air

Although the average annual mean concentration of nitrogen dioxide (NO₂) across background sites has remained relatively stable in recent years, emissions from road vehicles are too high

particularly in urban areas – in large part due to the proliferation of diesel vehicles (especially passenger cars), which emit proportionately more (NO₂) than their petrol counterparts. We will monitor air quality at strategically significant sites to ensure compliance with health-based limit values for pollutants. Where there are air quality issues in a local area, we will ensure that effective plans are drawn up in partnership with local district councils, relevant authorities and communities, to bring about the necessary improvements.

Increasing the use of public transport and active travel

We will support and encourage people to make environmentally responsible and healthier choices about transport. To do so, we need to incentivise walking, cycling and public transport as sustainable choices, and we need to discourage single occupancy car journeys during the peak am/pm commuter period and short distance car journeys, in particular where there are more environmentally friendly options available.

To help people to make this shift, we will enhance our public transport infrastructure. We will invest in new fleet for Translink services across the network and develop new Transport Hubs for Belfast and Derry/Londonderry and introduce additional cross-city routes in both cities. In Belfast, we will introduce the Glider (Belfast Rapid Transit) service by September 2018 and construct more Quality Bus Corridors and make other enhancements to services.

To increase the number of journeys undertaken by walking and cycling we will pursue initiatives set out in the Bicycle Strategy (August 2015), invest in better walking and bicycle infrastructure (including segregated and traffic-free routes and secure cycle parking facilities), improve the Belfast

Bike Share Scheme, enhance the cycle training offered to schools and enhance the opportunities for active travel, physical activity, recreation and leisure through implementation of 'Exercise – Explore – Enjoy: a Strategic Plan for Greenways'. We will also enhance walking and cycling links to key Park and Ride sites to support multi-modal journeys. We will promote the benefits of making sustainable choice, for the individual, the economy and the environment.

In the longer term we recognise the opportunity to integrate land use and transport planning processes to reduce the need for motorised travel and increase the use of public transport and active travel. Therefore, as a first step in conjunction with the development by Councils of their Local Development Plans, we will prepare

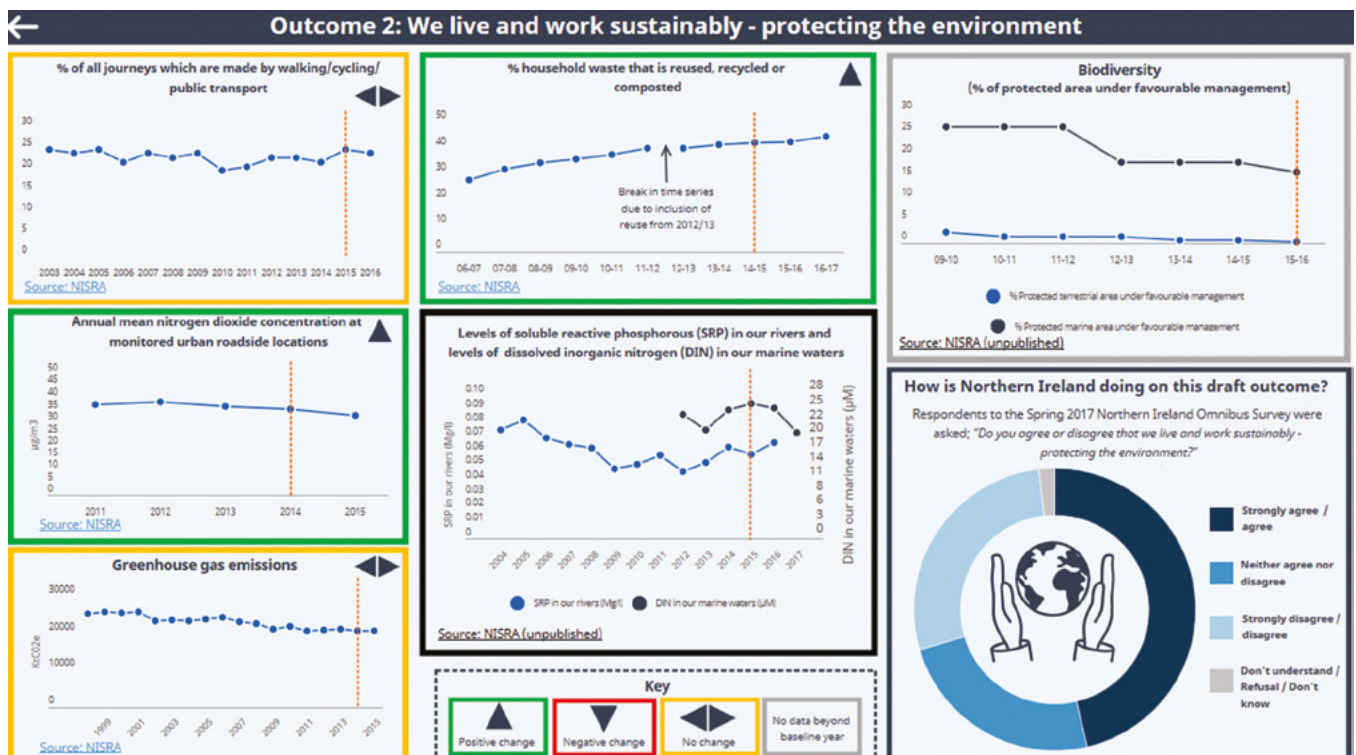
Local Transport Strategies for the main towns that will provide direction on future car parking, traffic management, walking and cycling infrastructure and public transport services.

Reducing greenhouse gases

We will seek to reduce overall demand for energy, through energy efficiency measures, by increasing generation from renewable sources and expansion of the natural gas pipeline to the west and south east to provide an alternative to more polluting fossil fuels. We will improve the energy efficiency of homes in fuel poverty through the delivery of the affordable warmth and boiler replacement schemes and support efforts to increase the number of journeys made by walking, cycling and public transport.

How we will monitor our progress

For this outcome we have identified six population level indicators that we will use to determine progress and to report that progress to others. These are:



For the most up-to-date data, please click [here](#).

What action will we take in 2018-19?

The plan of action below sets out what we intend to progress during 2018/19:

ACTIONS	RATIONALE AND BENEFITS
Deliver a Northern Ireland household waste recycling communications campaign.	To provide information and direction to householders on a broader range of materials in order to improve sustainability within the home, increase recycling rate and diversion from landfill.
Deliver focused household waste recycling behaviour change initiatives with four District Councils in 2018-19.	To support local councils in raising their recycling rates, which are currently below the Northern Ireland average.
Deliver a food waste prevention and recycling awareness initiative within schools.	To raise awareness and educate the younger generation on the importance of living and working sustainably.
Improve local government recycling infrastructure and services.	To provide central government financial assistance to local government in order to deliver transformative changes. The programme will put a greater emphasis on the quality of recyclate produced, as well as increasing the recycling rate, and will seek to realise the economic potential of recyclates for the local economy.
Implement a new 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.

ACTIONS

Develop 54 (Favourable*) management plans for marine and terrestrial Special Areas of Conservation through;

- Monitoring progress on 233 Tranche 1 (Higher Level) Environmental Farming Schemes (EFS) which commenced in early 2018.
- Determining 538 Tranche 2 (Higher Level) schemes for delivery in 2019/20.
- Implementing agreements under the Management of Sensitive Sites (MOSS) scheme.
- Continuing to utilise opportunities through the Environment Fund to undertake actions that contribute to favourable management of protected sites.
- Increasing terrestrial protected sites from under 1% in 2017/18 to almost 10% (14,500 hectares), in 2018/19, and further intended that this figure will increase to over 16% (24,500 hectares) by 2019/20.

RATIONALE AND BENEFITS

*Favourable management is land or water managed in a more environmentally sustainable way for ecological benefit.

Taking these actions will protect and improve biodiversity and water quality and help mitigate against climate change.

Implement the River Basin Management Plan

This action is essential to delivering our longer term aim to achieve "Good Status*" water quality (as defined in the Water Framework Directive) for up to 70% of waterbodies (rivers, lakes, estuaries, coastal waters, territorial waters and groundwaters) by 2021.

*Good status is a standard set by the EU Water Framework Directive that indicates water is of an acceptable quality i.e. good clear water.

Under the 'Gas to the West Project', Dungannon, Coalisland, Cookstown, Omagh, Enniskillen and Derrylin are to be connected during 2018/19, with Magherafelt to be connected in April 2019 to the natural gas network.

To support the uptake of a cleaner carbon fuel helping to reduce Greenhouse Gas (GHG) emissions.

ACTIONS

Increase journeys made by walking, cycling and public transport by:

- Introducing the Belfast Rapid Transit (BRT) service, connecting East Belfast, West Belfast and Titanic Quarter via the city centre using new eco-friendly Glider vehicles carrying on average an additional 5,800 passengers per day (or circa 8m total passengers per annum by 2022).
 - Progressing the development of the Belfast Multi-Modal Transport Hub known as Weavers Cross (catering for 8-13m passenger journeys) and North West Multi-Modal Transport Hub incorporating a new train terminus, bus stands, 'Park and Ride' facility, bicycle parking and services.
 - Developing the greenways programme including upgrading the Comber Greenway to include a pedestrian/cyclist bridge to Dundonald Ice Bowl along with new and upgraded walking and cycling linkages across Northern Ireland.
 - Completing local transport strategies, integrated with the Councils' Local Development Plan processes, focusing on modal shift to public transport and active travel, for all Council areas during 2018/19.
-

RATIONALE AND BENEFITS

Investing in walking and cycling infrastructure and in public transport will help to support cleaner air quality in urban centres and reduce GHG emissions from road transport, by promoting a shift away from private car use.

OUTCOME 3

We have a more equal society

Outcome Team:

Derek Baker

Permanent Secretary, DE

Liz Redmond

Director, Population Health Directorate, DoH

Tommy O'Reilly

Deputy Secretary, Education and Children's Services, DE

Eugene Rooney

Deputy Secretary, Skills and Business Development Group, DfE

Colum Boyle

Deputy Secretary, Work and Inclusion Group, DfC

You can contact us at:

PfGOutcome3@education-ni.gov.uk

OUTCOME 3

We have a more equal society

Why this matters

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.

A collaborative approach across all of society will be required if we are to achieve much needed progress on social inclusion and reach a point where we respect and celebrate the diversity of our society.

To help ensure equality outcomes across all areas of this programme, data will be collated and reported where relevant and appropriate across section 75 categories. Statutory equality obligations will be met in our efforts to achieve a more equal society.

Work to make progress on this outcome is closely related to work on Outcome 9, which deals with, among other things, respect for diversity.

What are the issues and how will we respond?

Our key priorities and the focus of our delivery plans for eliminating inequality in society will be as follows:

Equality in health outcomes

People in different social circumstances experience markedly different outcomes in terms of preventable deaths, healthy life expectancy, and long term conditions. Health and wellbeing and health inequalities, are shaped by many factors that affect people's choices and the control they have over their lives. These include family, community, education, work and income,

beliefs and traditions and physical and social environments such as housing and air quality.

Reducing health inequality will take time and will require a sustained and long term focus. It will be a considerable challenge to bring about the changes that are needed and will involve concerted collaborative action involving many partners.

Equality in educational outcomes

The link between underachievement and socio-economic background is stronger here than in many other OECD countries and the gap in attainment between the most and least advantaged in society exists from the earliest point. A gap in child development widens into an educational gap at key stage 1 and widens further at each stage thereafter. This should not be accepted as normal or inevitable. Educational achievement enhances life chances and to break the cycle that links poverty and educational underachievement, it will be necessary to close the gap in attainment between children from our most and least affluent families. We will also need to ensure that children with disabilities, or for whom English or Irish is not their first language, or who are otherwise disadvantaged are able to achieve their full potential.

Reducing Poverty and the Causes of Poverty

The social welfare system in Northern Ireland provides the focus of government activity to support those who face financial difficulties in their lives and who need support to find new opportunities and fulfil their ambitions and hopes for themselves and their families. It is through the social welfare system that poverty and relative disadvantage is tackled and support given to those who need it most. Almost £6

billion per year is provided in benefit payments to support parents and children, pensioners, carers, jobseekers, people in work, and those with health conditions and/or disabilities. It is essential that those facing poverty know exactly what support they are entitled to and are able to access that support easily.

Promoting Work and Wellbeing Programmes

Whilst poverty is a multi-dimensional issue, assisting people to move towards the labour market and to find and retain good jobs is the most sustainable response to poverty in our community. We will continue to help economically inactive people to find work and remain in employment.

The key work and wellbeing programmes include Steps to Success; Workable NI, a disability employment programme which enables people to find and stay in work; the Condition Management Programme, a work-focussed rehabilitation programme to help people move into or return to paid employment; and Access to Work which provides assistance with travel to and from work as well as provision of equipment and adaptations to premises.

Equality in economic outcomes

There are large employment disparities across different geographic areas, reflecting differing demographic and economic conditions, impacted by the differences between urban and rural job opportunities, the population skills mix and the ease of travel. Access to employment is important in combating poverty and is a vital component in building successful communities. Job availability,

coupled with a workforce that is properly equipped and ready for employment, with appropriate skills for the marketplace is needed to make a change. Providing locally tailored approaches, ring fencing job opportunities and developing joined up policies, programmes and services with our partners will help create pathways into employment.

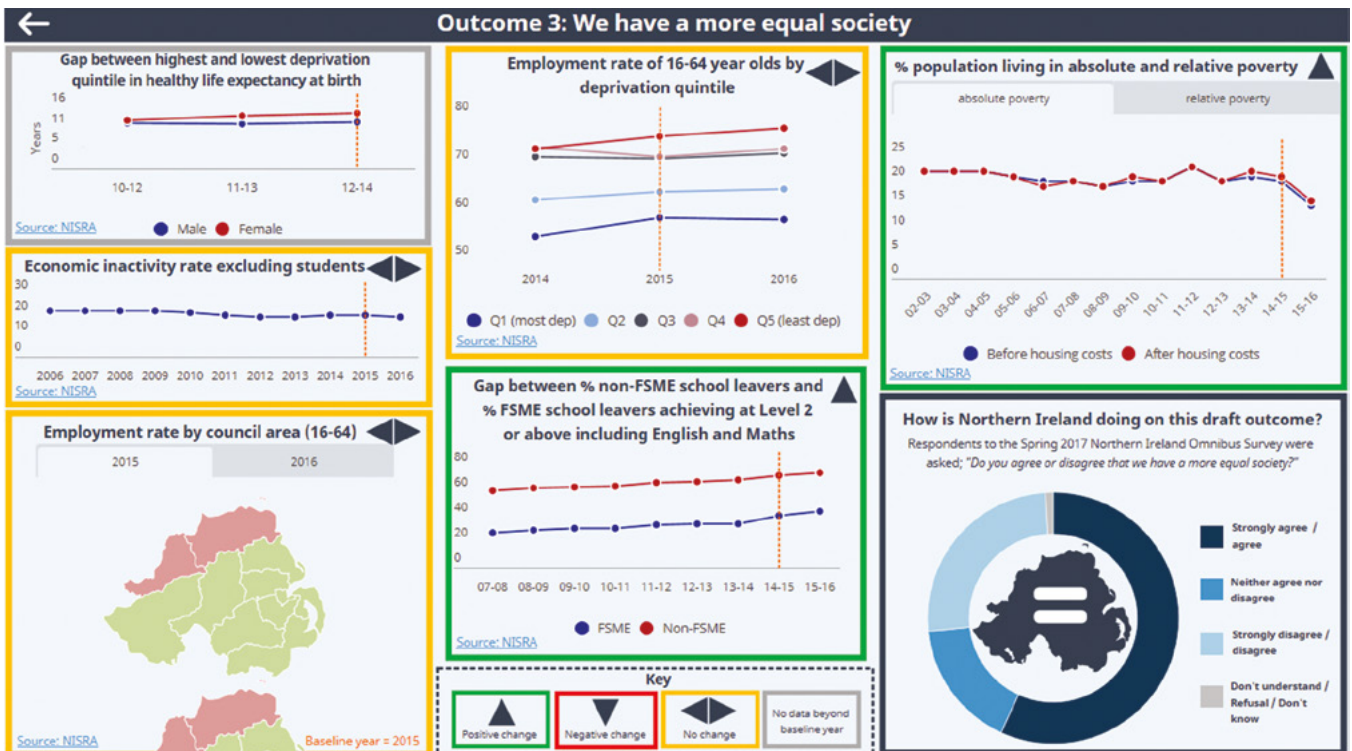
Work is the best route out of poverty, and the roll out of Universal Credit will encourage more people into employment and help more to progress in the workplace.

With a third of individuals that are economically inactive presenting with health conditions and/or disabilities, it is important to address health management issues. Engagement with people who are inactive in the labour market needs to undergo a step change in order to provide a service which is outward looking, community focused and has wellbeing as its focus.

It is crucial that employers are supported not only to fill their vacancies but to also understand the role they need to play in providing sustainable employment for the inactive target groups and the benefits for them in doing so. Transforming our services through partnership working, continuous improvement and innovative methods of engagement will be key in providing employers with the targeted support they need.

How we will monitor our progress

For this outcome we have identified six population level indicators that we will use to determine progress and to report that progress to others. These are:



For the most up-to-date data, please click [here](#).

What action will we take in 2018-19?

The plan of action below sets out what we intend to progress during 2018/19:

ACTIONS	RATIONALE AND BENEFITS
Development of a "Healthy Places" programme.	Will help create an environment which supports health and healthy choices.
Increase the scale and spread of the Self-Harm intervention programme.	To provide an improved pathway to support and counselling for those who present to Emergency Departments as a result of self-harm, reduce occurrence and help prevent suicides.
Expand smoke-free public spaces.	Smoke-free spaces reduce everyone's exposure to the harmful effects of second-hand smoke as well as providing a more supportive environment for smokers who want to quit.
Increase participation on the Family Nurse Partnership.	Will provide young mothers with access to a programme specifically targeted to their needs.
<p>Continue to deliver a range of actions and interventions aimed at improving the life choices of children and young people including under the following:</p> <ul style="list-style-type: none"> • Targeting Social Need; • Extended Schools programme; • Full Service programmes; • West Belfast Community Project; • Sharing the Learning programme; and • Pupil attendance strategy / policy. 	Will improve the aspiration, ambition and outcomes for all children, particularly those from disadvantaged backgrounds. These programmes have a proven track record of success.
Implement a parental engagement campaign aimed at developing parents' role in education.	Will help develop a supportive learning environment in which more children will succeed.

ACTIONS

Reach 55,000 people through the Make the Call Wraparound Service to ensure that individuals and families are receiving all of the social security benefits they are entitled to.

Provide assistance (approx. £6bn in 2018/19) through social security benefits to individuals and families in our society that require financial support.

Support 17,600 people to participate in employability programmes, including programmes for people with health conditions and/or disabilities.

Through the 'Local Works' approach, we will work with all 11 councils, and their community partners, to develop a localised approach to employability by better matching supply and demand, creating pathways for those who need additional support to find and sustain a good job.

Complete the roll out of Universal Credit.

Implement the Work and Wellbeing Service.

Transform our Service to Employers to deliver employability and skills solutions.

RATIONALE AND BENEFITS

Will help ensure that people do not miss out on the benefits or supports that might be available to them.

One of the most direct ways in which poverty and disadvantage is tackled is through the social welfare system.

These programmes are designed to help unemployed and economically inactive people to find work and to remain in employment.

Will improve the skills profile of people and help reduce levels of economic inactivity in local communities.

Will introduce greater fairness to the welfare system by ensuring an individual is financially better off in work.

Will improve the timing, nature and depth of engagement with people with health conditions and disability and enable better provision of services.

Will provide better support to employers by offering an improved recruitment and skills service.

ACTIONS

Support the development of Employability Forums with 11 Councils and with other stakeholders.

Increase the number of new businesses by Council area – 1,631 new jobs to be promoted.

RATIONALE AND BENEFITS

Bringing businesses, training suppliers, central and local government together will help assist people into the workforce through pre-employment training or re-skilling training programmes.

Will improve regional balance by delivering against specific job promotion targets within each of the 11 council areas.

OUTCOME 4

We enjoy long, healthy, active lives

Outcome Team:

Richard Pengelly,

Permanent Secretary, DOH

Liz Redmond,

Director Population Health Directorate, DOH

Charlotte McArdle,

Chief Nursing Officer, DOH

Chris Matthews,

Director of Mental Health/Disability/Older People's Policy, DOH

Deborah Brown

Deputy Secretary, Engaged Communities Group, DfC

You can contact us at:

ops@health-ni.gov.uk

OUTCOME 4

We enjoy long, healthy, active lives

Why this matters

Good physical and mental health brings social and economic benefits both at an individual and societal level, whereas poor health restricts quality of life and reduces opportunities and productivity. Although there has been a marked increase in our life expectancy in recent times, it is a fact that for many of us these additional years are not enjoyed in good health. The average Healthy Life Expectancy for men and women living here – the number of years on average that we can expect to live in good health – is 59.1 years for men and 60.9 years for women. Too many people die prematurely or live with conditions they need not have. Significantly, there is a stark social gradient to healthy life expectancy, with the gap between those who are less disadvantaged living over 13 years more in good health than those who are more disadvantaged.

Evidence suggests that while health and clinical services contribute to improving health outcomes, the population's health is to a much larger extent determined by economic, social and environmental factors and consequent lifestyle and health behaviours. Whilst the Health and Social Care (HSC) system has a vital role to ensure that all citizens have good access to high quality care when necessary, it is clear that people want and need to be supported to maintain their own health, insofar as they are able.

For individuals, families and communities to take greater control over their lives and be enabled and supported to lead healthy lives, active collaboration is needed across government and with local government, the community and voluntary sector, private businesses and other organisations and delivery partners to address the factors which impact on health and wellbeing.

This approach is at the heart of Making Life Better, our cross-cutting strategic framework for improving public health. Our actions are intended to capture the ethos of Making Life Better and will specifically contribute to addressing these wider social determinants of health. In addition, Health and Wellbeing 2026: Delivering Together sets out a clear vision for the transformation of Health and Social Care by putting citizens at the centre both in terms of their access to care and the quality of the care they receive.

What are the issues and how will we respond?

Our key priorities and the focus for our plans for Outcome 4 are as follows:

Improve healthy life expectancy and reduce preventable deaths

There is a clear overlap in the 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 and being overweight or obese. Other key factors include road safety, accidents in the home and work environment, and suicide. Clustering of these factors also increases the risks. These health behaviours and outcomes are not simply a matter of personal responsibility – they are influenced by the wider socio-economic circumstances of people's lives.

In collaboration with other Government Departments, Local Government, other agencies, the private sector, and the public, we will undertake a Healthier Lives programme (focusing on healthier pregnancy, healthier places, healthier care and healthier workplaces) that seeks to support people to take control over their own

health and to live and work in conditions and environments that support good health and wellbeing. This will be supported by a range of enabling and supporting actions to target the wider determinants of health.

Reduce health inequalities

There are 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. While the most profound differences in health can be seen between the most and least disadvantaged, these differences exist right across the whole population i.e. the level of disadvantage or advantage correlates with health outcomes. The evidence, and past experience, shows that focusing only on the most disadvantaged will not reduce health inequalities sufficiently – the whole population is impacted to a greater or lesser extent, and therefore it is important to improve universal services as well as offering more targeted support for those in greater need.

Therefore, to reduce the social gradient in health, our actions will be universal but implemented with a scale and intensity proportionate to the level of disadvantage. This is known as proportionate universalism. There will also be work to address the key health inequalities, including smoking, alcohol and substance misuse, food and nutrition, suicide, and to improve development, health and wellbeing in the early years of life.

Improve Mental Health

Evidence suggests people in NI have worse mental health than in other jurisdictions; in fact, the Ulster University estimates that approximately 213,000 people in NI are suffering from mental health problems that are directly related to the “Troubles”.

With limited resources and an increasingly challenging budget position, there is a need to focus on developing interventions that will have the greatest impact. For this reason, we will focus on establishing a Regional Mental Trauma Network for NI, to address the unmet needs of people with mental health problems directly related to the conflict here, as well as other traumatic events. The Regional Mental Trauma Network is based on the internationally recognised Psychological Therapies Stepped Care Model, and will provide a range of services both within the community and in clinical settings, dealing with a spectrum of severity from low to high intensity. It will ensure that people affected by trauma have timely access to appropriate services, thereby helping to improve the mental health of people in NI.

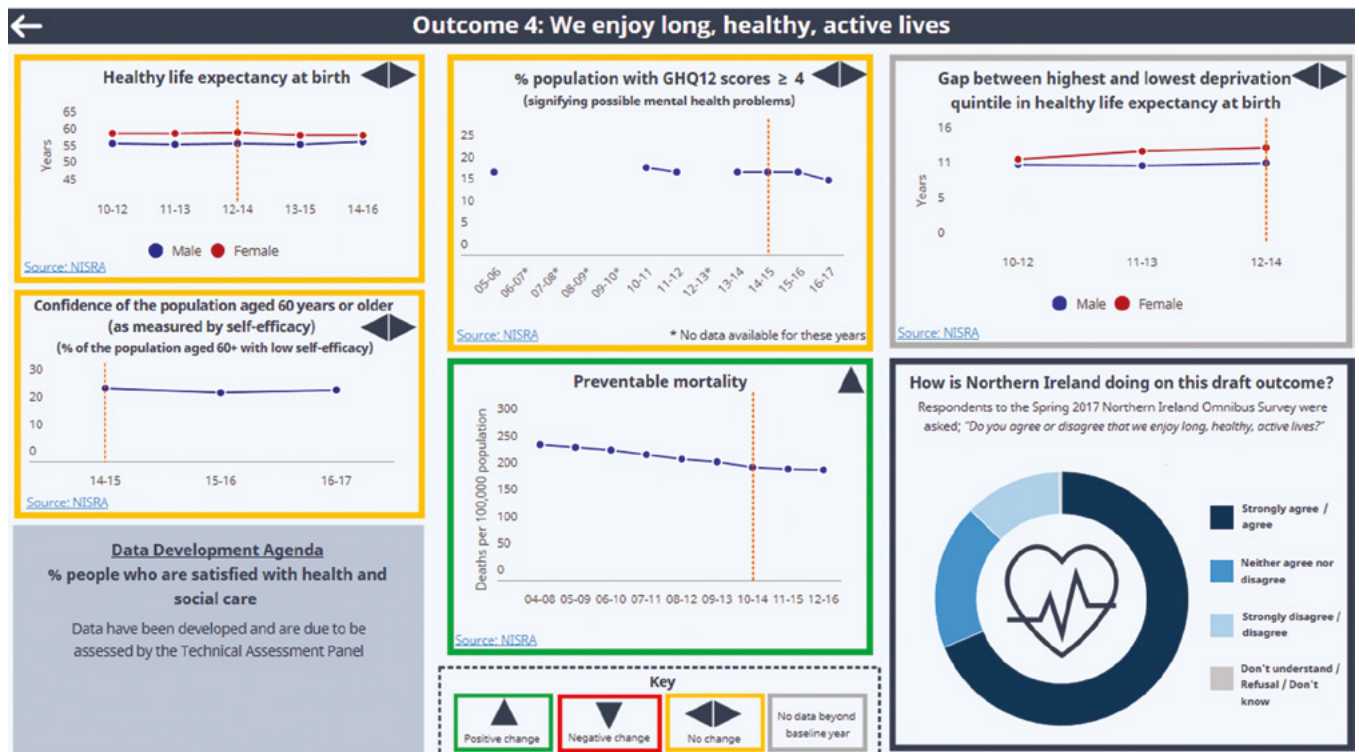
Improve the quality of the healthcare experience

Although health and social care organisations have their own processes in place, in the past there had been no regional, statistically robust system in place for the collection and collation of patient and client experience feedback/data. This has now changed with the completion of the in-patient survey of 2014 which has now been repeated in 2017/18 as part of the Quality Health and Social Care Experience Framework work. This means that the tools are now in place to establish a baseline to measure levels of satisfaction with the HSC sector which will allow us to measure change over time. The Quality Health and Social Care Framework has been developed to help address these issues further. It consists of three actions – a rolling survey programme, the first of which has taken place in 2017/18, this was a repeat of the in-patient survey that took place in 2014, development of a Real Time User Feedback system and in the spirit of co-production/co-design, training for service users and providers in co-production, human factors and Future Search.

A co-production guide is being developed to help put citizens at the centre of care and a Future Search event has taken place looking at ways to develop and strengthen the patients' voice.

How we will monitor our progress

For this outcome we have identified six population level indicators that we will use to determine progress and to report that progress to others. These are:



For the most up-to-date data, please click [here](#).

What action will we take in 2018-19?

The plan of action below sets out what we intend to progress during 2018/19:

ACTIONS	RATIONALE AND BENEFITS
<p>Support the development of the Health & Social Care elements of the Regional Mental Trauma Network (the Network) including:</p> <ul style="list-style-type: none"> Recruit a Network Manager to drive the development of and co-ordinate the Network; Recruit 10 additional therapists to begin to build the capacity of the HSC element of the Network; Train 10 therapists to a Masters level in Cognitive Behavioural Therapy (CBT); and Develop and implement a regional referral pathway which spans across statutory and non-statutory domains for all five Health & Social Care Trusts. 	<p>Will lead to better coordination of work across the five HSC Trusts and voluntary/community organisations, and help ensure people get timely access to high quality support and therapy.</p>
<p>Development of a “Healthy Places” programme.</p>	<p>Will help create an environment that supports health and healthy choices.</p>
<p>Increase percentage of patients with confirmed ischaemic stroke who receive thrombolysis treatment, where clinically appropriate.</p>	<p>Ensuring people who have an acute stroke receive prompt assessment and interventions, will help reduce the levels of disability in survivors of stroke and reduce the number of deaths that result from stroke.</p>
<p>Increase the scale and spread of the Self – Harm Intervention Programme.</p>	<p>Will provide an improved pathway to support and counselling for those who present to Emergency Departments as a result of self-harm, to reduce occurrence and help prevent suicides.</p>

ACTIONS

Promote Active School Travel, and increase journeys made by walking, cycling and public transport.

Implement an Eating Well Choosing Better Programme.

Develop a Quality Health and Social Care Experience Framework, using input from the consultation on Delivering Together.

Capture statistically robust patient/client feedback across the HSC sector as a base for identifying areas of best practice and/or concern.

Reach out to at least 55,000 people in poverty through 'Make the Call' Wraparound Service to ensure that individuals and families are receiving all the social security benefits to which they are entitled.

Make each council area "Age Friendly" – a place where organisations work together to enhance quality of life for people as they age.

RATIONALE AND BENEFITS

Increasing the number of children walking and cycling to school and improving activity levels among school children and adults will help promote healthy lifestyles.

Engaging with businesses in the reformulation of locally manufactured food will improve nutritional content and improve local diets, supporting healthier lifestyles.

This will provide a framework and plan for subsequent actions.

Will enable informed decisions to be made to continuously improve service.

Will support vulnerable people, including older people and those with disabilities.

The quality of our environment and local services has a significant impact on our chances of remaining healthy and active as we age. Age Friendly environments support healthy and active ageing through the introduction of practical measures to improve accessibility and design of local infrastructure and services.

ACTIONS

Reduce the length of time taken to complete major adaptations in social homes.

Working with Road Safety Partners DfI will continue to educate the Northern Ireland public about road safety issues with a view to reducing the number of road traffic fatalities and serious injuries.

RATIONALE AND BENEFITS

Some older people may require adaptations to their homes as a result of ill-health or disability. These enable people to stay in their own homes for longer.

Over 95% of road traffic collisions where someone is killed or seriously injured is due to human error and are therefore preventable. Influencing attitudes, resulting in better understanding and changed road user behaviours will reduce road traffic fatalities.

OUTCOME 5

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

Outcome Team:

Noel Lavery

Permanent Secretary, DfE

Mike Brennan

Deputy Secretary, Strategic Policy Group, DfE

Colin Lewis

Deputy Secretary, Infrastructure and Regulation Group, DfE

Deborah Brown

Deputy Secretary, Engaged Communities Group, DfC

Tommy O'Reilly

Deputy Secretary, Education and Children's Services, DE

You can contact us at:

Permanent.SecretarySupport@economy-ni.gov.uk

OUTCOME 5

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

Why this matters

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.

Innovation drives productivity and economic growth as companies that innovate and collaborate are more productive, more inclined to export and employ more highly qualified people than those that do not. In order to prosper in a global economy, it is necessary for our social economic and cultural assets to work together to foster greater creativity, innovation and inclusiveness and to create an environment where arts and culture can flourish as part of an ever more innovative, creative society.

For individuals and communities experiencing poverty and deprivation, outside intervention and support is essential. It is not possible to break free from poverty without confidence, capability and necessary skills. However living under difficult conditions makes it difficult to acquire those attributes. We need to find innovative ways to break this cycle by giving people opportunities to fulfil their potential.

Increasingly in fields such as immersive technologies we are seeing an increasing intersection between creative and technological sectors and skills that would have traditionally been seen as quite separate. These intersections are areas where we see high levels of growth and will produce the knowledge economy jobs of the future as technologies such as artificial intelligence replace many traditional roles. To support the growth of new knowledge economy opportunities we need to both ensure that people can fulfil their potential in these areas and that they are also supported with a class leading

digital infrastructure that will enable everyone to create and consume content, communicate and collaborate and ensure an essential quality of life.

What are the issues and how will we respond?

The key priorities and focus for our plans for building an innovative and creative society, where people can fulfil their potential will be as follows:

Innovation in the Economy

We will seek to help create an economy where entrepreneurship and creativity is endemic and reflected in a growing status as a start-up region, where innovation is embedded in the DNA of every company and one in which industries are backed by genuinely world class academic research. To do this we will increase efforts in supporting non-innovative companies to engage in innovation. We will strengthen linkages between industry and the education sector and we will support increased investment by companies in research and development.

Educational Outcomes

The qualifications that young people attain as they go through formal education are a strong predictor of their life chances. Qualifications record attainment in respect of specific skills and knowledge and, whilst they are never a full account of a young person's achievements, skills and attributes, they provide an externally recognised account of a young person's formal education, and therefore serve as a gateway to progression into further study, training or employment. Good educational attainment outcomes support people to succeed economically, are linked to better health, and open up opportunity. Attainment in English

and Maths reflects the centrality of literacy and numeracy both to the knowledge and skills that young people gain through formal education, and to the skills required in life and work.

Internet Connectivity

As consumers continue to invest in digital goods and services, it is important that the NI telecoms landscape is following the best paths to benefit our citizens and businesses. These new goods and services offer opportunities and new ways to deliver services and it is important that our digital infrastructure is ready.

A UK Government target that 95% of premises should be able to access a superfast service by the end of 2017 was not achieved in Northern Ireland and the remaining 12% of premises now presents a difficult and expensive challenge. The rural nature of our landscape presents particular technical difficulties in delivering communications services, and existing infrastructure such as poles, masts, ducts, cables etc may need replacement or upgrading. Much of the infrastructure required needs to be located in remote areas and often requires access to reliable electrical power supplies.

Cultural Participation

The percentage of the population engaging in arts/cultural activity is already high (85% since 2015/16) demonstrating the fundamental part that the arts and cultural activity already play in people's lives. The evidence shows that the lack of engagement by the remaining 15% is closely linked with a number of socio-economic indicators which vary depending on which area of arts and culture is being considered. A series of activities will seek to increase this engagement further by 2020-2021, equating to around 30,000 individuals.

Increasing Confidence

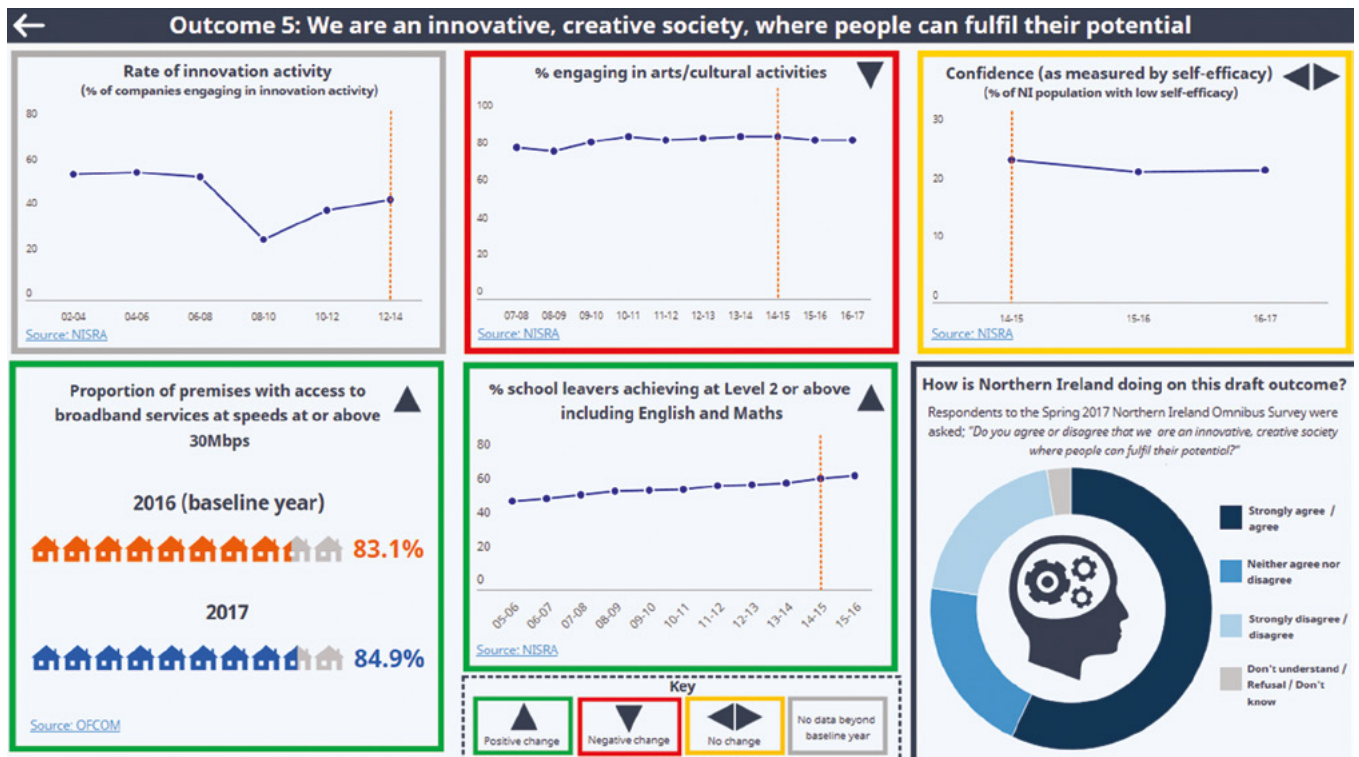
Issues of confidence, capability and resilience are central to efforts to build a society that respects diversity, and feels strengthened and enriched by different perspectives and experiences. Personal wellbeing and self-efficacy provide an important foundation for a peaceful and respectful society.

Raising the confidence of individuals and communities can have significant positive impacts that will allow them to overcome the challenges they face and to open up more life opportunities.

Digital technology has become a driving force across all aspects of our social, cultural and economic lives. Research has identified a growing need to ensure that everyone has the digital skills needed to benefit from new technology and to remain safe online. We will therefore deliver an Adult Digital Literacy programme through the Libraries NI public network to help people living in deprivation, poverty, isolation and/or social exclusion acquire the essential digital skills they need to prosper.

How we will monitor our progress

For this outcome we have identified 5 population level indicators that we will use to determine progress and to report that progress to others. These are:



For the most up-to-date data, please click [here](#).

What action will we take in 2018-19?

The plan of action below sets out what we intend to progress during 2018/19:

ACTIONS	RATIONALE AND BENEFITS
Develop and introduce a new innovation accreditation scheme.	Encouraging companies to broaden and strengthen innovative capability will make them more productive and better grow the economy.
Supporting 250 to 400 companies to engage in innovation activities for the First Time.	Will help companies to take the first steps to become more innovative, competitive and resilient.
Securing total investment in Innovation activity of £15m to £20m.	Will encourage more companies to engage in innovation activities.
Securing total investment in Research and Development activity of £195m to £260m.	Will drive investment in Research and Development making companies more productive and strengthen the economy overall.
Run at least six new Small Business Research Initiatives (SBRI) projects including at least one cross border project.	Will incentivise and support small local companies to develop innovative solutions to address challenge or needs identified by a public body. This will both improve public services and strengthen the companies involved.
Develop new initiatives for sharing knowledge and best practice across public sector, private sector, academia and 3rd sector such as Govcampconnect.	Improve the innovation eco system and strengthen networks and connectivity for the benefit of the economy.
Support the growth of up to three clusters in new and emerging tech, including Artificial Intelligence and Immersive Technologies.	Accelerate the growth of local companies in underpinning enabling technologies.

ACTIONS

Run a Tourism NI Immersive Technologies scheme.

Roll out Uniting Communities through Sport and Creativity in at least three urban villages and three rural areas.

Deliver more opportunities to participate in and enjoy physical activity and sport, with a particular emphasis on female participation and those with disabilities or learning and sensory impairments.

Deliver the Libraries NI Digital Literacy Project, providing 2,500 additional basic level IT learning opportunities for adults in group and one-to-one settings across the public libraries network with particular focus on people from deprived areas, people from rural areas, people with disabilities and older people.

Produce an initial system evaluation framework for (statutory) education.

RATIONALE AND BENEFITS

Encourage greater use of immersive technologies as a way of increasing innovation in the NI tourism market and to help visitors to explore more of Northern Ireland and spend more when they visit.

Using sport, physical and creative activities to deliver good relations messages and training, this investment will create a new generation of Young Leaders with a suite of life skills.

Removing barriers and negative attitudes whilst increasing opportunities to participate, progress and succeed will mean that participants will lead and enjoy active lifestyles, have improved health and wellbeing and educational achievement.

Will help address a serious digital skills deficit by delivering basic level digital learning interventions in an accessible format.

Will enhance self-efficacy of participants and improve their life skills and employment prospects.

To inform policy planning to improve educational processes and educational outcomes for children. The framework will articulate the interplay of responsibilities across key stakeholders and identify where changes to policies, processes or practice may be required.

ACTIONS

Commence a procurement process to reduce the gap of 12% of premises currently unable to access a broadband service of at least 30 Mbps using the Confidence and Supply agreement.

Take forward the development of a Digital Infrastructure Strategy for Northern Ireland.

RATIONALE AND BENEFITS

Access to 30 Mbps broadband is recognised as a key enabler for economic growth as well as providing for high quality customer experiences for involved areas.

Will help ensure people have the digital skills they need to fulfil their potential.

OUTCOME 6

We have more people
working in better jobs

Outcome Team:

Noel Lavery

Permanent Secretary, DfE

Eugene Rooney

Deputy Secretary, Skills and Business Development Group, DfE

Colum Boyle

Deputy Secretary, Work and Inclusion Group, DfC

Heather Cousins

Deputy Secretary, Higher Education and Investment Group, DE

You can contact us at:

Permanent.SecretarySupport@economy-ni.gov.uk

OUTCOME 6

We have more people working in better jobs

Why this matters

An economy is successful if it can provide high income jobs and places its population into work. 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. Over the last decade, our employment rate has been consistently lower than the UK average. To change this will require productivity and competitiveness to be improved in a way that broadens employment opportunities and creates higher value and higher paid jobs.

Access to a better job is important in addressing inequalities; work is the best route out of poverty and is a vital component in building successful communities. Job availability, coupled with a workforce that is properly equipped and ready for employment and with appropriate skills for the marketplace, is essential. It requires a holistic approach to the skills pipeline – one which provides children and young people with a solid educational foundation of key core skills from the early years of education, offers skills pathways and progression through further study to meet the skills needed for the economy, and which ensures that people are supported and enabled to participate in the workforce.

A supply of high quality skills is vital for economic success. Universities equip students with the skills and attributes needed for our local industries to compete on the international stage. The proportion of Northern Ireland-domiciled students from Northern Ireland Higher Education Institutions who are in work or further study has been increasing in recent years, but there is a clear benefit to further improving that trend. As important, are the professional and technical skills that are provided through

Further Education Colleges and apprenticeships. People are the most important asset to the economy. Underutilisation of that asset, be it through economic inactivity, unemployment or underemployment, is harmful to the economy.

What are the issues and how will we respond?

The primary focus in progressing improvements to ensure we have more people working in better jobs needs to be in the following areas:

Job creation

Private sector businesses are the engine for growth. Work is needed on a number of levels to create more jobs in the local economy. It is important that business start-ups and enterprise can flourish and we will therefore continue efforts to support entrepreneurs at all stages. Large firms matter in small advanced economies. They provide critical mass, scale and specialisation. Growing our local companies, both large and small, will be a priority. Foreign Direct Investment (FDI) also plays a vital role in small open economies in driving international expansion as well as contributing to raising productivity and innovation activity. Competing effectively for inward investment will be a key ambition going forward.

Economic inactivity

Work remains the best route out of poverty, providing the income that will enable individuals and families to become financially independent. The right work also brings a range of other benefits, including improved levels of good health and wellbeing, confidence, self-respect and social inclusion. The socio-economic benefits of work apply as much to those who are economically inactive and/or unemployed and in the bottom

deprivation quintile, as they do to those who are underemployed and working part-time or less than 16 hours per week.

Employability and skills

Skills are integral to our economic ambition, and it is essential that we build on the existing skill levels and strengths of our people. A suitably qualified workforce can make a major contribution to the delivery of higher productivity and competitiveness. It is essential that the public sector works collaboratively with industry, education and academia, to ensure there is a pipeline of people ready and able to contribute to our economy, both now and in the future. There are three key groupings of people requiring bespoke interventions: those entering the workforce, those already in the workforce and those furthest away from work.

Regional balance

There is considerable variation in employment rates between the eleven council areas, ranging from by 59.6% to 74.2%. This reflects the differing economic conditions across different areas, impacted by the differences between urban and rural job opportunities, the population skills mix and the ease of travel. It is important that all sections and all geographic areas share equally in the benefits of sustainable economic growth, and that means achieving a more even spread of employment opportunities.

Graduate employment

Whilst over 90% of locally domiciled students either find work or go on to further study within six months of graduating, too few of those jobs are in professional or management occupations. Statistical and labour market information suggests that more needs to be done to achieve the skills profile required to ensure the workforce can support a successful economy. Putting in place the right macro-economic conditions will increase demand for graduate level jobs and it follows that the employability rate for graduates will increase.

We have developed detailed delivery plans for each of the five pillars that set out the actions that we plan to take and that others have agreed to take to help us achieve progress against this outcome over the next year initially. The delivery plans were developed through engagement with partners and stakeholders. Some of the key actions are contained in the table below.

How we will monitor our progress

For this outcome we have identified seven population level indicators that we will use to determine progress and to report that progress to others. These are:



For the most up-to-date data, please click [here](#).

What action will we take in 2018-19?

The plan of action below sets out what we intend to progress during 2018/19:

ACTIONS	RATIONALE AND BENEFITS
<p>Increase the proportion of graduates qualifying from NI Higher Education Institutions (HEIs) with an economically relevant STEM qualification.</p>	<p>Improving the skills profile of the population, particularly in STEM subjects, will significantly enhance our capacity to succeed in a global economic environment.</p>
<p>FE Sector will ensure that:</p> <ul style="list-style-type: none"> • A minimum of 70% of all Full Time qualifications delivered will be in economically relevant STEAM areas. • At least 30% of all Part Time qualifications delivered will be in economically relevant STEAM areas. 	<p>Will strengthen the skills base of the workforce and help attract high value jobs.</p>
<p>40% of regulated enrolments in FE colleges will come from the two most deprived quintiles.</p>	<p>Will help close the skills gap between different quintiles and improve the employment prospects and self-efficacy of those living in deprived communities.</p>
<p>Implement the Apprenticeships and Youth Training Strategies Implementation programme, including in 2018/19:</p> <ul style="list-style-type: none"> • supporting circa 450 apprentices at Levels 4 and 5 in conjunction with the Further Education Sector and CAFRE; • Introducing circa 100 Higher Level Apprenticeship opportunities at Level 6; • Supporting circa 5,500 apprentices (programme leavers) to achieve targeted qualifications; and • Supporting circa 4,000 young people (programme leavers) to achieve targeted qualifications. 	<p>Will help young people achieve the skills they need to progress with long term employment.</p>

ACTIONS

Deliver the Careers Strategy 'Preparing for Success 2015-2020' action plan for 2018/19, which will:

- offer face to face careers guidance interviews to all Year 12 pupils with the aim of accessing at least 95% of pupils in their final year of compulsory education; and
- deliver careers guidance to at least 12,000 adults through the delivery channel which best meets their needs including face to face interviews, webchat and telephony.

RATIONALE AND BENEFITS

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.

Successful roll-out of Phase 1 of the Peace4Youth programme to up to 1,875 marginalised 14-24 year olds and subject to satisfactory evaluation of Phase 1, commencement of Phase 2 by the end of March 2019.

Will enhance the self-efficacy of young people and help prepare them for employment.

Through the European Social Fund, assist:

- 550 unemployed people into employment;
- Over 600 economically inactive people into employment, education or training;
- Over 1,000 NEETs (Not in Employment Education or Training) into employment, education or training; and
- Over 450 participants with disabilities into employment, education or training.

Helping people who are unemployed or economically inactive will make an important contribution to tackling a range of negative social consequences including poor health and wellbeing outcomes, a lack of financial independence, low levels of social inclusion and high rates of deprivation.

Through the 'Local Works' approach, we will work with all 11 councils, and their community partners, to develop a localised approach to employability by better matching supply and demand, creating pathways for those who need additional support to find and sustain a good job.

Will improve the skills profile of people and help reduce levels of economic inactivity in local communities.

ACTIONS

Complete the roll out of Universal Credit.

We will offer all new benefit claimants with a health condition or disability a 'Health and Work Conversation' to help them make decisions about returning to work.

Support 17,600 people through employability programmes including programmes for people with health conditions and/or disabilities.

Secure 4,000 - 6,000 new Total Assisted Jobs through Invest NI's interventions with companies of which a minimum of 2,400 will pay salaries above the Private Sector Median.

Secure £32m - £42m of private sector investment in training and skills development through Skills Development projects (£m).

RATIONALE AND BENEFITS

Will help streamline the social security benefits system and encourage more people into employment by making work pay.

Will help people make informed decisions about a possible return to work in the future.

These programmes are designed to help unemployed and economically inactive people to find work and to remain in employment.

Creating jobs and attracting new inward investors is fundamental to economic growth.

Will provide important private sector investment and commitment towards improving the skills profile of the population.

OUTCOME 7

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

Outcome Team:

Peter May

Permanent Secretary, DOJ

David Lavery

Director, Access to Justice, DOJ

Mark Browne

Director, Strategic Policy, Equality & Good Relations, TEO

You can contact us at:

outcome7@justice-ni.x.gsi.gov.uk

OUTCOME 7

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

Why this matters

The adoption of a “Problem-Solving Justice” approach, which looks behind offending behaviours to identify and tackle underlying factors contributing to offending, will help reduce levels of crime. The efficiency of the criminal justice system is important for victims and witnesses, and their families and communities. Early resolution of cases can also help offenders understand the implications of their actions. Respect is important because it underpins a fully cohesive and peaceful society, based on human rights principles, and reconciliation is an important element of peace building.

What are the issues and how will we respond?

Our priorities for action to secure a safer community with respect for the law and for one another are:

Reducing crime

Crime is committed by people from all backgrounds and there are a range of socio economic factors which have a direct bearing on the level of crime including family dysfunction, mental health and substance misuse to name a few. Our approach to reducing crime will recognise this. Evidence shows that anti-social behaviour is often a precursor to more serious offending behaviour among young people. It is important therefore to intervene early to steer young people away from anti-social behaviour and offending, and to address underlying issues.

Organised crime groups are involved in a wide range of crimes, and an added dimension is that organised crime groups often have paramilitary connections. Ensuring an effective operational response to crime is essential not only to tackle

crime and the fear of crime but to disrupt organised crime groups, and to help increase confidence in policing and the justice system.

We will deliver multiagency action plans to address the crime and community safety issues facing people and communities by working with and through local partners, and by focusing on people and place based approaches. In taking forward these approaches, it will be important to recognise the particular prevalence of poor mental health and its impacts in terms of crime.

We will deliver a widespread media campaign to shift opinion on the harm caused by the coercive control of paramilitary groups and their associated criminality, and to promote a culture of lawfulness. This is part of supporting the public discourse and narrative regarding the delivery of the Tackling Paramilitarism Action Plan which is being progressed.

We will also develop thinking around how to best measure harm and vulnerability within communities.

Reducing reoffending

Evidence shows that by working with those who offend we can make communities safer and reduce future harm to victims. However, the criminal justice system working in isolation cannot reduce reoffending. There are a range of socio-economic factors which have an impact on reoffending, including mental health issues and substance misuse, homelessness, and a lack of educational attainment and employment opportunities. Contact with the criminal justice system exacerbates matters and often leads to a cycle of repeat offending which causes significant harm to victims and communities.

The focus of our plan is on tackling the issues highlighted above, and also on creating positive connections back into supportive families and communities so that they become enablers for change.

Recognising the particular prevalence of mental health issues among offenders, partnership approaches between health and criminal justice bodies will address the needs of those who have offended. We will take forward the related actions in the “Improving Health Within Criminal Justice: a Joint Strategy and Action Plan” and will explore the potential for a secure psychiatric unit, a secure rehabilitation unit and a secure behavioural unit to address the mental health needs of children in the justice system.

Improving the efficiency of the justice system

Speeding up how the criminal justice system responds to crime is a priority and building confidence in the justice system will demonstrate legitimacy and respect for the rule of law.

A number of improvements have already been identified and are being rolled out in three ways – through law reform, administrative improvements, and a focus on performance.

As part of our reform agenda, a range of initiatives will be implemented to speed-up the progress of cases. Reforms will include abolition of committal proceedings and improvements in areas including Statutory Case Management, Live Links and Early Guilty Pleas. We will also support the PSNI and PPS to progress the Working Together Project to improve prosecution file quality.

Learning from the success of the Ards Indictable Case Pilot we will roll out the same principles to around 25% of indictable offences across NI.

We will work with partners to continue to develop proportionate forensic reporting, in particular for cases involving cybercrime.

Having developed a baseline dataset, we will continue to provide performance data which details the time taken to complete key stages across the criminal justice process. Using the dataset, we are working with partners to establish guideline time limits within which cases should be completed.

Promoting reconciliation and respect

Respect is important because it underpins a fully cohesive and peaceful society, based on equality and human rights principles, whilst reconciliation is an important element of peace building.

The focus will be on providing young people with more opportunities to learn and socialise together and build respect for themselves and each other. The establishment of new shared education campuses, the Youth Initiative programme (Peace4youth) and the Cross Community Sports programme (Uniting Communities Through Sport and Creativity) will be instrumental as well as the continued delivery of the Together: Building a United Community Camps.

In order to provide more opportunities for communities to come together, we will establish new shared housing schemes; advance the five urban village schemes; and progress work with communities to remove all remaining interface barriers.

How we will monitor our progress

For this outcome we have identified five population level indicators that we will use to determine progress and to report that progress to others. These are:



For the most up-to-date data, please click [here](#).

What action will we take in 2018-19?

The plan of action below sets out what we intend to progress during 2018/19:

ACTIONS

Deliver a range of Problem Solving Justice initiatives and commence evaluations on the effectiveness of the pilot programmes:

- Substance Misuse Court
- Family Drug and Alcohol Court
- Enhanced Combination Orders
- Domestic Violence Perpetrator programme
- Support Hubs
- Mental Health Court

RATIONALE AND BENEFITS

Will help provide a focus on addressing harm, vulnerability and the underlying causes of offending behaviour.

Deliver the 2018/19 commitments within the Tackling Paramilitarism Action Plan:

- Develop costed delivery plans for each of the four strategic delivery approaches;
- Create a data development agenda to create baselines which will then be measured throughout the course of the programme; and
- Deliver a public awareness campaign to support the narrative of the programme.

Taken together delivery of the action plan works towards the four long term programme outcomes of: Paramilitarism has no place; a society where citizens and communities feel safe and confident; support is available for those who wish to move away from paramilitary activity and structures; the public support and having increased confidence in the justice system.

- Work across government to develop new approaches to dealing with harm and vulnerability including the establishment of demonstration programmes (Healthy Places) in collaboration with local councils, and partners across community, voluntary and statutory organisations.

Three themes have been identified as having the most potential to impact on those communities disproportionately affected by crime, harm and vulnerability: people based approaches, place based approaches and citizen contacts with the Criminal Justice system particularly in terms of those with alcohol, drugs and mental health issues.

ACTIONS

Conduct an initial scoping of the possibility of transforming Woodlands Juvenile Justice Centre and Lakewood Secure Care Centre into a joint multi-purpose Care and Justice Campus.

Working across Government, develop a strategic approach, actions and activities to support ex-offenders into employment.

Improve health within Prisons by:

- Collaborating with Social Care professionals to improve services for people in NI Prison Service (NIPS) care.
- Delivering a renewed person centred approach to supporting people at risk of suicide and/or self-harm.
- Completing Phase One of the joint health and justice review of vulnerable people in custody and begin implementation of recommendations by March 2019.

Embed the Indictable Cases Process (ICP).

Extend the rollout of proportionate forensic reporting to cybercrime cases.

RATIONALE AND BENEFITS

Will better support children in the justice system and the care system and address the prevalence of problems relating to mental health, substance misuse and childhood trauma.

Increasing access to and readiness for employment amongst those who offend, and ensuring that they are able to apply for jobs once they leave the justice system, makes it much more likely that they will have the needed stability in their lives to refrain from further offending.

Significant numbers of offenders have underlying health needs. Collaborative working between DOJ and DOH will help improve health outcomes for people who are dealt with by the criminal justice system.

Application of the ICP principles has proven to have a positive impact on case processing times.

The pilot project demonstrated the contribution proportionate forensic reporting can make to speeding up cases.

ACTIONS

Publish performance data on the speed of the justice system.

Deliver the T:BUC strategy, including delivery of the seven headline actions:

- Establish ten new shared education campuses;
 - Provide development opportunities to 10,000 young people not in education, employment or training through the PEACE IV Youth programme;
 - Develop 3 new shared neighbourhoods to complement 7 previous developments;
 - Develop five Urban Villages;
 - Deliver 'Uniting Communities Through Sport and Creativity' – a significant programme of cross community sporting and cultural activities in 3 urban villages and 3 rural villages;
 - Aim to remove all interface barriers by 2023; and
 - Deliver over 100 T:BUC camps, to approximately 4,000 young people per annum.
-

RATIONALE AND BENEFITS

The speed of the criminal justice system is relevant to confidence in justice, and it matters to victims, witnesses, defendants and the wider community. Good data will help justice agencies identify and tackle problem areas.

Provides a framework to tackle sectarianism, racism and other forms of intolerance.

ACTIONS

Progress the PEACE IV programme to make real and lasting change on the four key themes 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.

RATIONALE AND BENEFITS

The projects funded by PEACE IV will help to increase tolerance and respect, reduce sectarianism and racism and deepen reconciliation.

-
- Implement actions under the Racial Equality strategy.

Will help build a society in which equality and diversity is understood and where people of all backgrounds are acknowledged and feel valued.

OUTCOME 8

We care for others and
we help those in need

Outcome Team:

Leo O'Reilly

Permanent Secretary, DfC

Chris Matthews

Director of Mental Health/Disability/Older People's Policy, DOH

Colum Boyle

Deputy Secretary, Work and Inclusion Group, DfC

Louise Warde-Hunter

Head of Housing, Urban Regeneration and Local Government, DfC

Deborah Brown

Deputy Secretary, Engaged Communities Group, DfC

You can contact us at:

SPRG.Support@Communities-ni.gov.uk

OUTCOME 8

We care for others and we help those in need

Why this matters

It is important that we support all citizens in our society to build self-confidence and capacity to live independent self-fulfilling lives and in particular, those who are vulnerable, and ensure they have the means to help themselves and can live their lives free from fear, discrimination, and exclusion.

Caring for others and helping those in need is fundamental to the overall achievement of conditions of societal wellbeing. When taking forward priority actions, we must be careful to ensure we respect, value and protect those in need.

What are the issues and how will we respond?

The key priorities and the focus of our plans for caring for others and helping those in need will be as follows:

Reducing Poverty and the Causes of Poverty

The social welfare system in Northern Ireland provides the most important focus of government activity to support those who face financial difficulties in their lives and who need support to enable them to find new opportunities and to fulfil their ambitions and hopes for themselves and their families. It is through the social welfare system that we directly tackle poverty and relative disadvantage by providing financial support and other assistance to those who need it most. Almost £6 billion per year is provided in benefit payments to support parents and children, pensioners, carers, jobseekers, people in work, and those with health conditions and/or disabilities.

The key areas of support we provide to people, families and communities include pensions worth over £2 billion per year paid to over 300,000 older people to enable them to live with dignity

with their families and in their communities; support worth over £1 billion per year paid to over 213,000 people with disabilities to help with the extra costs due to long-term ill-health or a disability; over £700 million paid in housing benefit to enable those on low incomes to pay their rents and rates and thus provide secure accommodation for themselves and their families; and over £150 million per year paid to over 70,000 people who need help with their caring responsibilities. We also seek to promote financial responsibility among parents by enabling the administration of £17 million in child support payments supporting approximately 14,000 children across Northern Ireland. The Fresh Start Agreement included provision for extra support for the most vulnerable over four years to 'top-up' welfare arrangements in Northern Ireland, thereby providing additional financial support directly to those that need it most.

We continue to roll out the most important reform of the welfare system since the foundation of the welfare state through the Welfare Reform programme. At its heart lies the introduction of Universal Credit. This new benefit replaces a range of existing benefits and tax credits to provide targeted support to those outside the workforce as well as those in work to ensure that they are aware of and can avail of opportunities to find work and stay in employment for the benefit of themselves and their families.

It is essential that those facing poverty know exactly what support they are entitled to and are able to access that support easily. This is not always easy for individuals. Therefore we will continue to promote person centred interventions to break down barriers and help people to access not just welfare benefits, but also services from across Government such as accessing programmes that can help them and their families.

Promoting Work and Wellbeing Programmes

Whilst poverty is a multi-dimensional issue, assisting people to move towards the labour market and to find and retain good jobs is the most sustainable response to poverty in our community. We will continue to help economically inactive people to find work and remain in employment.

Key work and wellbeing programmes include Steps to Success; Workable NI which is a disability employment programme which enables people to find and stay in work; the Condition Management programme which is a work-focused rehabilitation programme to help people move into or return to paid employment; and Access to Work which provides assistance with travel to and from work as well as provision of equipment and adaptations to premises.

Supporting People to live independently

People want to stay at home as long as possible, living with support in their own homes and remaining connected to their own communities. Living in the community offers many social wellbeing benefits and helps to maintain an individual's independence for longer. Supporting people to live at home can also be more cost effective than providing a residential or nursing care package. It is important to promote and sustain independent living for people with a disability and offer support to assist individuals with care needs to remain living in their own homes for as long as it is safe and beneficial for them to do so.

We will continue to provide a range of housing support services through the Supporting People programme, which helps to make it easier for vulnerable people to maintain independence in their home, and we will provide additional

wheelchair accessible homes. We will also do more to help people live independently by rolling out Self Directed Support and Reablement on a regional basis so that people with a disability or care need have more influence over the issues that impact on their lives.

Improving access to suitable housing

Housing supply in Northern Ireland is delivered through a number of tenure types, but primarily owner occupancy, the private rented sector, housing associations and the NI Housing Executive. We will continue to work with all providers of homes to help ensure that the supply of housing across all sectors meets demand.

The population of Northern Ireland has increased by approximately 15% between 1991 and 2015 due to a combination of people living longer (on average) and net inward migration. At the same time, the size of the average household in Northern Ireland has reduced from 2.9 to 2.5. As a result, there has been considerable growth in the number of households in Northern Ireland, which has led to an increased demand for suitable housing.

The number of people on the Social Housing Waiting List with an assessment of housing need in excess of 30 points (referred to as "Housing stress") is increasing. At the end of December 2016, there were 23,311 in housing stress. At the end of December 2017, there were 23,949 in housing stress. This is largely due to demand (numbers joining the social housing waiting list is increasing), social supply (number of social homes, existing and new available to the NIHE and Housing Associations), and other supply (there are not enough new homes being constructed in the private sector to keep pace with the changes in the population).

To reduce the numbers in housing stress, support will be directed to delivering new social homes (7600 planned in the period to 2021). Support will also be given to new home building across all tenures, maintaining existing social homes to a lettable standard and ensuring they are allocated as effectively as possible. Effective reform in the private rented sector is also a priority to make it an attractive housing option for more households and make home ownership more accessible to first time buyers on modest incomes through shared ownership products. We will ensure that, where possible, people who are having difficulty remaining in their own homes are supported to do so.

Improve the quality of life for older people

Northern Ireland's population is growing and we are living longer. We must consider the needs of an ageing population, promote positive attitudes to older people and tailor support to enable them to enjoy better health and active lifestyles. We also need to ensure that older people are able to feel safe and secure in their environments, and that they do not become economically or socially isolated.

We will work with older people to identify areas where specific action might be taken so that older people enjoy good health for longer and lead active lives.

We will continue to provide benefit entitlement checks to lone pensioners who do not receive pension credit as part of the Make the Call initiative, and we will embed age friendly planning at local and regional level to help create age friendly environments. We will support older people to remain connected to communities, services, social, cultural and other opportunities throughout life through improvements to the

transport system, the Concessionary Fares Scheme for public transport and awareness training.

Improve the quality of life for people with disabilities

People with disabilities are more likely to live in poverty, to be economically inactive and to face problems with housing. They are less likely to have a qualification or a degree. Many experience social exclusion and low levels of participation in public and community life including the arts and sport.

Improving the quality of life for those of us with disabilities, means empowering people to have more influence over their own lives, and providing opportunities to participate in decisions which impact on them. The aim is to achieve a greater sense of belonging in communities and in a society, where people feel valued and respected and have the opportunity to participate fully in public and community life.

We will ensure that the services we provide to disabled people empower them to live independently, and to make their own choices. We will make housing provision more supportive of independent living and we will provide care in more tailored and more sophisticated ways to better suit the needs of the individual. We will also make our transport system more inclusive for people with disabilities through infrastructure investment, the Concessionary Fares Scheme and awareness training.

Improving Mental health

Evidence suggests people in Northern Ireland have worse mental health than in other jurisdictions; in fact, the Ulster University estimates that approximately 213,000 people in NI are

suffering from mental health problems that are directly related to the “Troubles”.

We will focus on establishing a Regional Mental Trauma Network for NI, to address the unmet needs of people with mental health problems directly related to the conflict here, as well as

other traumatic events. It will provide a range of services from both within the community and in clinical settings, dealing with a spectrum of severity from low to high intensity and it will ensure that people affected by trauma have timely access to appropriate services.

How we will monitor progress

For this outcome, we have identified six population indicators that we will use to determine progress and to report that progress to others. These are:



For the most up-to-date data, please click [here](#).

What action will we take in 2018-19?

The plan of action below sets out what we intend to progress during 2018/19:

ACTIONS	RATIONALE AND BENEFITS
<p>Reach 55,000 people through the Make the Call Wraparound Service to ensure that individuals and families are receiving all of the social security benefits they are entitled to.</p>	<p>Will help to ensure that people do not miss out on the benefits or supports that might be available to them.</p>
<p>Provide assistance through social security benefits (approx. £6bn in 2018/19) to individuals and families in our society that require financial support. This will be achieved through the delivery of a suite of important welfare benefits including:</p> <ul style="list-style-type: none"> • State pension; • Disability Living Allowance / Personal Independent Payment; • Employment Support Allowance; • Jobseekers Allowance; • Carers Allowance; and • The roll out of Universal Credit throughout Northern Ireland. 	<p>One of the most direct ways in which poverty and disadvantage is tackled is through the social welfare system.</p>
<p>Support 17,600 people through employability programmes including programmes for people with health conditions and/or disabilities. These programmes include Steps to Success, Workable NI, Condition Management programme, Access to Work and European Social Fund.</p>	<p>These programmes are designed to help unemployed and economically inactive people to find work and to remain in employment.</p>

ACTIONS

Invest funding of approx. £10m to deliver a Child Maintenance Service, with the following key performance targets:

- Ensure that at least 9 out of 10 parents are paying their child maintenance by 31 March 2019; and
- Achieve 97% accuracy in its Child Maintenance Assessments by 31 March 2019.

RATIONALE AND BENEFITS

Will help children receive the support they need by ensuring that parents living apart from their children contribute financially to upkeep.

Invest funding of approximately £147m to:

- Provide an additional 1,850 new social home starts, of which 200 will be shared housing and 8% of new builds will be wheelchair accessible;
- Support 750 first time buyers to purchase a new home through co-ownership or similar schemes;
- Provide housing advice to 7,200 people and prevent homelessness in 450 cases through the Housing Rights Service; and
- Support people to live independently through the Supporting People programme. The NI Housing Executive will provide £72.8m of support to approximately 17,000 households.

Will help address identified housing need and support the supply of new private housing which will enable people on modest incomes find their own housing solution and enter home ownership.

Will also support The Housing Executive-led Homelessness Strategy (Ending Homelessness Together 2017-22).

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.

During 2018/19 invest in Special Olympics Ulster to:

- Enable the recruitment of 200 new athletes with learning disabilities and sensory impairments;
- Recruit and train 150 new volunteers to support the athletes and their clubs; and
- Provide coaching and competition support to 270 Ulster athletes participating in 14 different sporting disciplines at the Special Olympics Ireland Games (June 2018) and 12 athletes competing at the World Games in Abu Dhabi (March 2019), including pre-competition camps.

Will contribute to people's self-efficacy by enhancing the social development and competitive abilities of individuals with learning and /or sensory restrictions, and help alter wider social attitudes.

ACTIONS

Deliver increased opportunities for participation and enjoyment for everyone in health enhancing physical activity and sport, with an emphasis on those with disabilities or learning and sensory impairments.

This will be achieved through all 11 sporting hubs being fully operational across Northern Ireland in 2018/19, additional equipment being supplied and additional pool pods being installed.

RATIONALE AND BENEFITS

Will increase confidence, capacity and capability amongst target groups through removing barriers and negative attitudes. Providing a range of new opportunities and experiences to participate, progress and succeed will mean that participants can achieve their full potential, enjoy more active lifestyles and enjoy equality of experience, personal choice and no limits in physical activity and sport.

Invest approximately £200k to support and develop BSL (British Sign Language) and ISL (Irish Sign Language) communities in a linguistic context, in order to improve access to services and promote respect and understanding of BSL/ISL.

Will help redress the educational academic under achievement for deaf/people with hearing impairment in order to reach their full potential and gain better employment prospects. It will also build capacity to enable all services to become accessible to allow the sign language user to be fully included.

Support the development of the Health & Social Care elements of the Regional Mental Trauma Network (the Network) including:

- Recruit a Network Manager to drive the development of and co-ordinate the Network;
- Recruit 10 additional therapists to begin to build the capacity of the HSC element of the Network;
- Train 10 therapists to a Masters level in Cognitive Behavioural Therapy (CBT); and
- Develop and implement a regional referral pathway which spans across statutory and non-statutory domains for all five Health & Social Care Trusts.

Will lead to better coordination of work across the five HSC Trusts and voluntary/community organisations, and help ensure people get timely access to high quality support and therapy.

ACTIONS

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.

RATIONALE AND BENEFITS

Will help remove the financial barriers to individuals using public transport, particularly for those people aged over 60 and to those people with a disability.

OUTCOME 9

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

Outcome Team:

Leo O'Reilly

Permanent Secretary, DfC

Deborah Brown

Deputy Secretary, Engaged Communities Group, DfC

Mark Browne

Deputy Secretary, Strategic Policy, Equality & Good Relations, TEO

You can contact us at:

SPRG.Support@Communities-ni.gov.uk

OUTCOME 9

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

Why this matters

Increasing respect goes hand in hand with increasing the self-confidence of people and communities. Promoting tolerance and building resilience will help remove barriers to participation in society experienced by people of different religious belief, political opinion, racial group, age, marital status, sexual orientation, gender, disability, and whether they have dependants.

Addressing the legacy of the past and creating space for sharing between traditionally divided and new communities are particular challenges. Our connections to the wider world make our society stronger – their potential is greatest when people and communities feel confident and empowered to make the most of them.

What are the issues and how will we respond?

The key priorities and focus of our plans for creating a shared, welcoming and confident society that respects diversity will be as follows:

Increasing Respect & Shared Spaces; and Promoting Reconciliation and Good Relations

Good relations between our communities and people is fundamental to foster the respect and reconciliation needed to create a shared and welcoming society. Addressing issues relating to good relations and reconciliation are set out in the Together: Building a United Community (T:BUC) strategy. It outlines a vision of “a united community”, based on equality of opportunity, the desirability of good relations and reconciliation – one which is strengthened by its diversity, where cultural expression is celebrated and embraced and where everyone can live, learn, work and socialise together, free from prejudice, hate and intolerance.

We will continue to take forward the T:BUC Strategy and its headline actions alongside the PEACE IV programme, the action plan for Tackling Paramilitarism and the Racial Equality Strategy. We will also deliver a programme of Public Realm Improvement Schemes that provide and enhance shared spaces. In doing so we will ensure that robust plans are in place to foster inclusivity.

Increasing Confidence

Issues of confidence, capability and resilience are central to efforts to build a society that respects diversity, and feels strengthened and enriched by different perspectives and experiences. Personal wellbeing and self-efficacy provide an important foundation for a peaceful and respectful society.

Building self-confidence is an incremental process that is very personal. No single approach suits everyone. However, getting more involved in community-led or team-based activities can be effective, especially for people who need more encouragement and support.

Similarly, sport has an appeal for many people that more formal engagement activities do not possess. It emphasises the positive links between physical and mental health and can provide pathways for many people to become more actively involved in society and the economy.

Digital technology has become a driving force across all aspects of our social, cultural and economic lives. This presents society with great opportunities but also some threats. On one hand it can empower socially excluded and isolated people to engage more actively in all walks of life. On the other, it can be used as a platform for bullying and intolerance. Recent research has shown that there is a growing need to ensure that everyone has the digital skills needed to benefit from new and future technology and to remain safe online.

We will deliver an Adult Digital Literacy programme through the Libraries NI public libraries network to help people living in deprivation, poverty, isolation and/or social exclusion acquire the essential digital skills they need to prosper.

The outcome based approach highlights the importance of understanding the impact of social inclusion and community relations interventions. Measuring the levels of self-confidence before and after people access these programmes/ services is becoming increasingly important. We will develop practical guidance on the measurement of social impact for use by service providers (within Government and across the voluntary and community sector).

Quality of Life for People with Disabilities

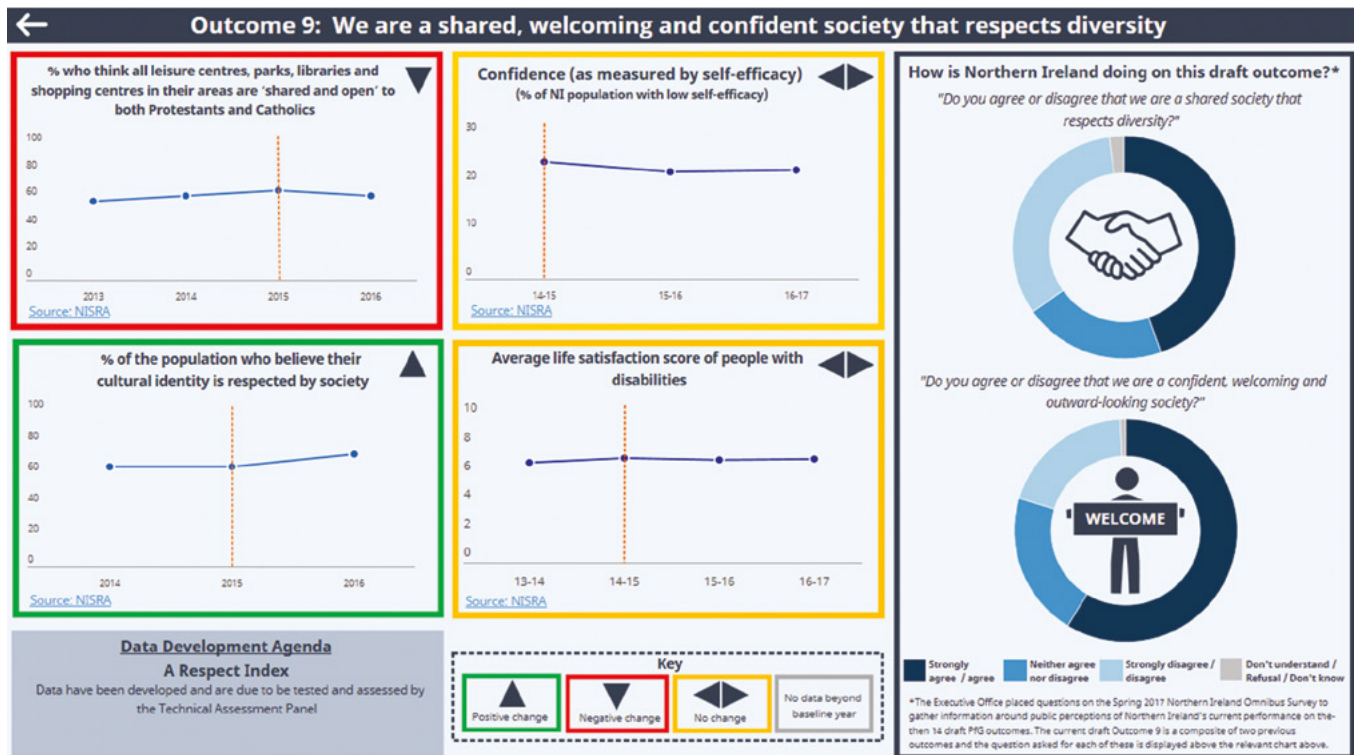
People with disabilities are more likely to live in poverty, to be economically inactive and to face problems with housing. They are less likely to have a qualification or a degree. Many experience social exclusion and low levels of participation in public and community life including the arts and sport.

Improving the quality of life for those of us with disabilities, means empowering people to have more influence over their own lives, and providing opportunities to participate in decisions which impact on them. The aim is to achieve a greater sense of belonging in communities and in a society, where people feel valued and respected and have the opportunity to participate fully in public and community life.

We will ensure that the services we provide to disabled people empower them to live independently, and to make their own choices. We will make housing provision more supportive of independent living and we will provide care in more tailored and more sophisticated ways to better suit the needs of the individual. We will also make our public transport system more inclusive for people with disabilities through infrastructure investment, the Concessionary Fares Scheme and awareness training.

How we will monitor progress

For this outcome we have identified five population level indicators that we will use to determine progress and to report that progress to others. These are:



For the most up-to-date data, please click [here](#).

What action will we take in 2018-19?

The plan of action below sets out what we intend to progress during 2018/19:

ACTIONS

Deliver the T:BUC strategy, including delivery of the seven headline actions:

- Establish ten new shared education campuses;
- Provide development opportunities to 10,000 young people not in education, employment or training through the PEACE IV Youth programme;
- Develop three new shared neighbourhoods to complement seven previous developments;
- Develop five Urban Villages;
- Deliver 'Uniting Communities Through Sport and Creativity' – a significant programme of cross community sporting and cultural activities in three urban villages and three rural villages;
- Aim to remove all interface barriers by 2023; and
- Deliver over 100 T:BUC camps, to approximately 4,000 young people per annum.

RATIONALE AND BENEFITS

The Together: Building a United Community Strategy provides the framework for government to tackle sectarianism, racism and other forms of intolerance.

Support ambitious initiatives to build capacity in communities in transition in eight geographic areas identified as those most affected by paramilitary influence or coercive control.

The Tackling Paramilitarism programme has four strategic objectives:

- The public support and have increasing confidence in our justice system;
- We all live in safer and more confident communities;
- Support is available for those who want to move away from paramilitary activity and structures; and
- Paramilitarism has no place.

ACTIONS

Deliver actions under the PEACE IV programme in support of community cohesion, with a particular impact on the most socially and economically excluded people through interventions in good relations, training and education, including in relation to:

- Shared Education – provision of direct, sustained, curriculum based contact between pupils and teachers from all backgrounds through collaboration between schools from different sectors.
- Children & Young People – capacity building actions to support children and young people to form positive and effective relationships with others of a different background and make a positive contribution to building a cohesive society.
- Shared Spaces & Services - increased provision of shared spaces and services.
- Building Positive Relations - promoting positive relations at a local and a regional level, characterised by respect, and celebration of cultural diversity and people learning and socialising together, free from prejudice, hate and intolerance.

RATIONALE AND BENEFITS

Will make an important contribution to community cohesion and help create a place where people want to live and visit by improving tolerance and respect, reducing sectarianism and racism and deepening reconciliation.

Implement actions under the Racial Equality Strategy and review the Minority Ethnic Development Fund to ensure it meets the changing needs of the minority ethnic sector.

Will help build a society in which equality and diversity is understood and where people of all backgrounds are acknowledged and feel valued.

Continue development of 14 Public Realm Environmental Improvement and Revitalisation Schemes including a flagship project in Portrush to help prepare the town for the influx of visitors for the Open Golf Tournament in June 2019.

Enhancing public spaces has positive impacts for local communities and helps create high quality multi use shared space.

ACTIONS

Invest funding of approx. £21.5m to support a range of neighbourhood renewal projects in 36 areas.

Deliver increased opportunities for participation and enjoyment for everyone in health enhancing physical activity and sport, with an emphasis on females, older people and people with disabilities.

This will be achieved through programming activities at the disability sporting hubs across the 11 Council areas and through the 6 Active Fit and Sporty female participation projects targeting young girls, students, sports clubs, older people and people with disabilities.

Invest approximately £200k to support and develop BSL (British Sign Language) and ISL (Irish Sign Language) communities in a linguistic context, in order to improve access to services and promote respect and understanding of BSL/ISL.

RATIONALE AND BENEFITS

These projects will enhance community wellbeing and will help close the gap between the quality of life for people in the most deprived neighbourhoods and the rest of society.

Will increase confidence, capacity and capability amongst target groups through removing barriers and negative attitudes. Providing a range of new opportunities and experiences to participate, progress and succeed will mean that participants can achieve their full potential, enjoy more active lifestyles and enjoy equality of experience, personal choice and no limits in physical activity and sport.

Will help redress the educational academic under achievement for deaf/people with hearing impairment in order to reach their full potential and gain better employment prospects. It will also build capacity to enable all services to become accessible to allow the sign language user to be fully included.

OUTCOME 10

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

Outcome Team:

Sue Gray

Permanent Secretary, DoF

David Lavery

Director, Access to Justice, DOJ

Eugene Rooney

Deputy Secretary, Skills and Business Development Group, DfE

Mark Browne

Deputy Secretary, Strategic Policy, Equality & Good Relations, TEO

Andrew McCormick

Director General, International Relations, TEO

You can contact us at:

ProgrammeforGovernment@finance-ni.gov.uk

OUTCOME 10

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

Why this matters?

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. Secure employment in quality jobs brings a range of benefits – it provides individuals with financial stability for people and their families and a sense of self-esteem, as well as wider benefits including better health and greater social stability.

Building a place on the international stage, and actively promoting Northern Ireland as an investment and tourist destination will be a key catalyst for economic growth by supporting the creation of sustainable jobs, increasing economic prosperity and driving higher living standards for all.

What are the issues and how will we respond?

Our key priorities and the focus for our delivery plans for creating a place where people want to live and work, to visit and invest are summarised as follows:

Attractive employment opportunities

A dynamic employment market is essential for a successful and robust economy. 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.

We want to develop and strengthen the Northern Ireland labour market to fully utilise the skills that are available and attract more people into the workforce. We want to improve our productivity and competitiveness but we want to do so in a way that broadens employment opportunities

and creates higher value and higher paid jobs.

We will focus on creating well paid, secure jobs in priority sectors whilst also addressing the longer term challenge of improving the living standards for those on lower wages. The challenge is to continue to broaden the range of employment opportunities in parallel with increasing productivity and competitiveness.

We will target investment in sectors with known potential for significant future growth through export and innovation. We aim to grow these sectors through a mix of new foreign direct investment, expansion of existing overseas investors and the expansion of indigenous businesses.

Respect for diversity

A number of factors combine to influence levels of respect, reconciliation and shared space in our society. A lack of respect can exacerbate feelings of isolation and social exclusion. Respect is therefore an important component in building a united and cohesive society. Building a peaceful and respectful society depends on a number of factors: on political and civic leadership; on tackling segregation in housing, education and across society; on tackling poverty; and increasing aspiration.

A key focus should be on young people, providing opportunities for them to learn and to socialise together and build respect for themselves and each other. Ongoing work to establish new shared education campuses and to involve young people not in education, employment or training in the new Youth Initiative (Peace4Youth) will be instrumental here along with continued delivery of Together: Building a United Community Camps and the Cross Community Sports programme (Uniting Communities Through Sport and Creativity).

Attractiveness to visitors

From a low base little more than a decade ago, tourism has become a key sector for economic growth in the local economy. Direct tourism and tourism-related industries support 61,300 jobs. It is one of the largest, locally owned, internationally traded sectors of our economy. It will be important to build on the momentum already achieved and unlock the potential to attract visitors from new and emerging markets.

We need to make it easier and more attractive to visit Northern Ireland by working in collaboration with airports and airlines to grow direct air access with key overseas markets. Implementing and promoting a programme of experiences and products and hosting events, such as the 2019 Open Championship, that will give visitors new reasons to come and visit us and to stay longer.

International reputation

Building a place on the international stage will require a co-ordinated strategic approach involving multiple agencies across the public sector. Economic sustainability remains the focus and promoting investment and tourist potential will have a direct impact on the local economy by supporting the creation of sustainable jobs, increasing economic prosperity and driving higher living standards for all.

Implementing an outward programme of visits and maintaining an inward diplomatic visit programme to help secure a positive international reputation.

Reduced crime

Crime, organised crime and anti-social behaviour can blight the lives of many individuals and communities. Crimes are committed by people from all backgrounds and there are a range of socio economic factors which have a direct bearing on the level of crime. In light of the evidence that shows that anti-social behaviour is often a precursor to more serious offending behaviour among young people, it will be a priority to intervene early to steer young people away from anti-social behaviour and offending, and to address the underlying issues which manifest in such behaviours.

Organised crime groups are also involved in a wide range of crimes, and an added dimension is that organised crime groups often have paramilitary connections. Ensuring an effective operational response to crime is essential not only to tackle crime and the fear of crime but to disrupt organised crime groups, and to help increase confidence in policing and the justice system.

How we will monitor our progress

For this outcome we have identified five core population level indicators that we will use to determine progress and to report that progress to others. These are:



For the most up-to-date data, please click [here](#).

What action will we take in 2018-19?

The plan of action below sets out what we intend to progress during 2018/19:

ACTIONS

Deliver the T:BUC strategy, including delivery of the seven headline actions:

- Establish ten new shared education campuses;
- Provide development opportunities to 10,000 young people not in education, employment or training through the Peace IV Youth programme;
- Develop three new shared neighbourhoods to complement seven previous developments;
- Develop five Urban Villages
- Deliver 'Uniting Communities Through Sport and Creativity' – a significant programme of cross community sporting and cultural activities in three urban villages and three rural villages;
- Aim to remove all interface barriers by 2023; and
- Deliver over 100 T:BUC camps, to approximately 4000 young people per annum.

RATIONALE AND BENEFITS

Provides a framework to tackle sectarianism, racism and other forms of intolerance.

Progress the PEACE IV programme to make real and lasting change on the four key themes 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.
-

The projects funded by PEACE IV will help to increase tolerance and respect, reduce sectarianism and racism and deepen reconciliation.

ACTIONS**RATIONALE AND BENEFITS**

<p>Implement actions under the Racial Equality strategy.</p>	<p>Will help build a society in which equality and diversity is understood and where people of all backgrounds are acknowledged and feel valued.</p>
<p>Deliver the International Relations Strategy by:</p> <ul style="list-style-type: none"> • arranging overseas visits on behalf of Departments, and • hosting inward visits. <p>Participants will have a focussed message on Northern Ireland's attractiveness as a location for investment, partnership, events or to visit.</p>	<p>A coordinated and focused approach across all government departments and stakeholders to international engagement will help create jobs, attract investment, stimulate tourism, broaden education parameters and share knowledge to improve society.</p>
<p>Deliver international sales and marketing campaigns.</p>	<p>These campaigns will be designed to enhance international awareness of Northern Ireland as a location to start and scale a business.</p>
<p>Run tactical marketing programmes.</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, including preparations for the 2019 Open Championship.</p>	<p>Hosting major international events will provide an opportunity to promote investment and tourism potential.</p>
<p>Provide a programme of activities to attract visitors to NI heritage sites.</p>	<p>An extensive, high profile programme to attract visitors to Northern Ireland's heritage sites will attract visitors and promote tourism potential.</p>

ACTIONS

Deliver a business ambassador programme.

Secure 4,000 - 6,000 new Total Assisted Jobs through Invest NI's interventions with companies.

Encourage increased entrepreneurial activity with the aim of increasing business start-ups and an increase in the number of businesses of scale by:

- Supporting 10 - 15 High Potential Start-up (HPSU) companies with the potential to grow significant sales in global markets;
 - Identify and work with 10 - 12 'Pre-Scaling' companies to accelerate their Development;
 - Identify and work with 4 - 6 'Scaling' companies to accelerate their Development; and
 - Securing £25m - £35m investment by SMEs in their growth and development through Access to Finance funds.
-

RATIONALE AND BENEFITS

The programme will showcase Northern Ireland as a place to do business by attracting key executives and organisations to visit.

Creating jobs and attracting new inward investors is fundamental to the growth of the NI economy.

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.

OUTCOME 11

We connect people
and opportunities through
our infrastructure

Outcome Team:

Katrina Godfrey

Permanent Secretary, DfI

John McGrath

Deputy Secretary, Transport and Resources, DfI

John Irvine

Deputy Secretary, Planning, Water and DVA, DfI

Colin Lewis

Deputy Secretary, Infrastructure and Regulation
Group, DfE

Paul Wickens

Chief Executive Enterprise Services, DoF

Louise Warde-Hunter

Head of Housing, Urban Regeneration and Local
Government, DfC

You can contact us at:

pfg@infrastructure-ni.gov.uk

OUTCOME 11

We connect people and opportunities through our infrastructure

Why this matters

Economic well-being, social cohesion and environmental improvements all rely in varying ways on advances in our connected infrastructure as key enablers to achieving the overall objective. While the various elements addressed under this outcome are quite distinct in terms of the services they offer and the benefits they bring, the key linkage is in terms of how they collectively help to shape the potential of the region and of individual places within the region.

One of the benefits of looking at these areas together is the opportunity to take the outcomes based approach alongside the promotion of individual service improvement.

What are the issues and how will we respond?

Our key priorities and the focus of delivery plans under this outcome are:

Improving journey times on key economic corridors

In the absence of rail freight in the region, all goods and services essentially travel along our road network alongside passenger transport. Enhancing the flow of traffic on key routes between population centres will therefore not only benefit the individual road user but also enhance economic growth and reduce environmental hotspots as a result of traffic congestion. It is a key enabler for economic growth.

The new suite of regional Transport Plans being developed in partnership with local government will set out an integrated package of measures to enhance our regional roads, rail and public transport infrastructure focusing on outcomes with an ambition for regional growth.

Increasing usage of public transport and active travel

In isolation, road improvements will also drive an increase in road traffic, generating further congestion and poorer air quality. Incentivising more sustainable and efficient ways of travelling such as walking, cycling and public transport as choices will reduce traffic congestion particularly in the peak am/pm commuter period and encourage healthier, more environmentally sustainable lifestyles which will be of wider benefit.

A significant programme of investment, including new transport hubs for Belfast and Derry/Londonderry and the introduction of the Glider (Belfast Rapid Transit) will incentivise use of public transport. Alongside that, the provision of additional bespoke cycling and walking provision including through a programme of greenway development and enhancements of cycling provision particularly in urban areas will also encourage modal shift away from single occupancy car journeys.

Local transport plans are being developed for every Council area in Northern Ireland. The plans, which will set out the key transport schemes and priorities for the next 15 years are being progressed in partnership with local governments' Local Development Plans. This will ensure an integrated approach to land-use and transport planning focused on outcomes. In urban areas the plans will focus on enhancing public transport and active travel.

Extending superfast broadband availability

Broadband availability is a core element to support economic growth and social cohesion. Economic growth can be supported through provision of superfast broadband for those premises that require it and the spread of enhanced internet speed connectivity to particular areas which currently lag behind government's vision for increased coverage across the UK. At present, 88% of premises in Northern Ireland have access to superfast broadband, defined as at least 30Mbps download speed. Through a sustained investment (including £150m as a result of the Confidence and Supply Agreement), substantial improvements will be possible over the lifetime of the programme. While the details of the programme have yet to be decided, it is estimated that it will result in at least 95% of premises having access to superfast broadband. The rural nature of our landscape presents particular technical difficulties in delivering communication services, and existing infrastructure such as poles, masts, ducts, cables etc. may need replacement or upgrading. Much of the infrastructure required needs to be located in remote areas and often requires access to reliable electrical power supplies

Enhanced uptake of public services through electronic means

Building on the success of the programme of enabling public services to be accessed through the internet and the extended broadband availability investment, the opportunity exists to make more government services available online and increase the number of people who can use these online channels whilst also improving the efficiency of the public service delivery through the same approach. The programme for further

advancement in the period ahead will see substantial further increases in uptake of public services through electronic means.

Enhanced provision of water and wastewater services

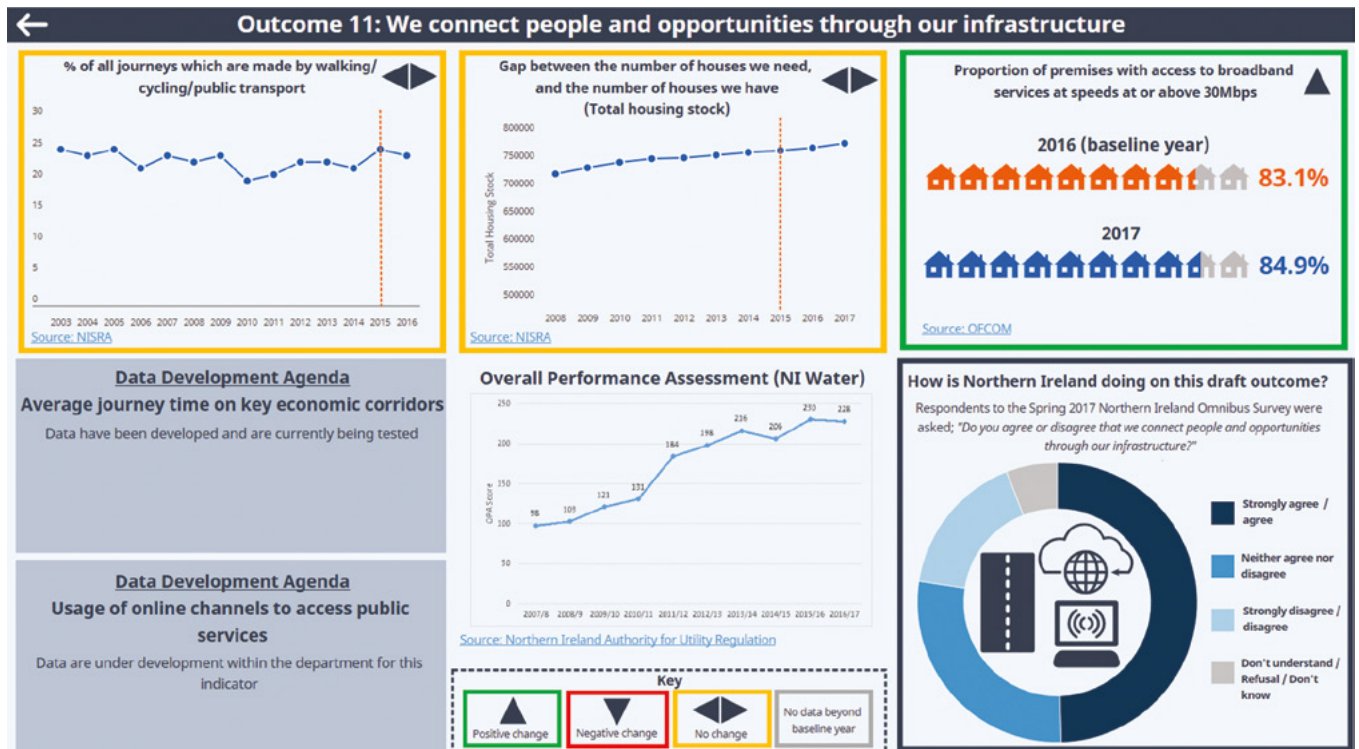
The past 10 years have seen unparalleled improvements in all aspects of water and wastewater services as measured independently by the Utility Regulator. The objective under this indicator is to continue the improved customer experience and enhanced environmental outcomes resulting from improved service delivery. The programme will include enhancements to the existing network to meet new demand and upgrade to existing infrastructure to ensure sustained service delivery and environmental performance.

Improving access to suitable housing

Housing supply in Northern Ireland is delivered through a number of tenure types, but primarily owner occupancy, the private rented sector, housing associations and the NI Housing Executive. We will continue to work with all providers of homes to help ensure that the supply of housing across all sectors meets demand.

How we will monitor our progress

For this outcome we have identified six population level indicators that we will use to determine, and report on, progress. These are:



For the most up-to-date data, please click [here](#).

What action will we take in 2018-19?

The plan of action below sets out what we intend to progress during 2018/19:

ACTION	RATIONALE & BENEFIT
<p>Reducing the gap between the number of houses we need and the number of houses we have by:</p> <ul style="list-style-type: none"> • Providing 1,850 new social home starts by March 2019 of which 200 will be shared housing and 8% will be wheelchair accessible; and, • Supporting 750 first time home buyers to purchase a new home through Co-Ownership or similar schemes by March 2019; and, • Releasing two public sector sites for housing development. 	<p>These measures will address housing need and support the supply of new private housing with a focus on those on modest incomes.</p>
<p>Reducing journey times on our key economic corridors by progressing the delivery of major road schemes including flagship projects such as:</p> <ul style="list-style-type: none"> • The A6 Randalstown-Castledawson and Derry-Dungiven schemes and the A5 Newbuildings-North of Strabane. • Publish by autumn 2018 the Regional Strategic Network Transport Plan. 	<p>To deliver reductions in peak journey times of 25-40%, reduce congestion and bottlenecks (thereby reducing greenhouse gas emissions) and improve road safety for over 30,000 motorists daily.</p>
<p>Increase journeys made by walking, cycling and public transport by:</p> <ul style="list-style-type: none"> • Introducing the Belfast Rapid Transit (BRT) service, connecting East Belfast, West Belfast and Titanic Quarter via the city centre using new eco-friendly Glider vehicles carrying on average an additional 5,800 passengers per day (or circa 8m total passengers per annum by 2022). 	<p>Investing in walking and cycling infrastructure and in public transport to improve connections for people and businesses across Northern Ireland, decrease congestion and air-pollution and improve health and wellbeing.</p> <p>Will help instil behavioural change in children encouraging them to make more active travel choices.</p>

ACTION

- Progressing the development of the Belfast Multi-Modal Transport Hub known as Weavers Cross (catering for 8-13m passenger journeys) and North West Multi-Modal Transport Hub incorporating a new train terminus, bus stands, Park and Ride facility, bicycle parking and services.
- Developing the greenways programme including upgrading the Comber Greenway to include a pedestrian/cyclist bridge to Dundonald Ice Bowl along with new and upgraded walking and cycling linkages across Northern Ireland.
- Completing Transport strategies focusing on modal shift to public transport and active travel for all Council areas during 2018/19.
- Deliver the Active Schools Travel Programme which works with schools to encourage and promote children to travel more actively to school (cycling, walking, scooting/skating or by Park and Ride/stride/scoot).

RATIONALE & BENEFIT

Increase usage of online public services by:

- Providing a further five services online;
- Increasing digital transactions by 25% (against current baseline of 15.2m since April 2014); and
- Increasing those that use online services by 2% (from a current baseline of 81%).

There is public appetite to access services online, and it also provides scope to enhance the efficiency of public services. In addition, these measures will help address issues of digital inequality and support economic growth.

ACTION

Increase access to 30 Mbps Broadband by:

- Commencing a procurement process to reduce the gap of 12% of premises currently unable to access a broadband service of at least 30 Mbps using the Confidence and Supply agreement; and
- Developing a Digital Infrastructure Strategy for Northern Ireland.

RATIONALE & BENEFIT

Access to 30 Mbps Broadband is recognised as a key enabler for economic growth as well as providing for high quality customer experience for the individual user.

While this investment will take time to be completed, it will significantly increase availability across Northern Ireland.

Will help ensure that NI telecoms partners and providers are following the best paths to benefit citizens and businesses.

Improve water and wastewater services by:

- Upgrading 167 km of water mains and 12 km of the sewer network; and
- Alleviating low pressure problems for 159 properties;
- Alleviating the risk of flooding at eight properties; and
- Preventing intermittent pollution to watercourses at eight locations.

Investment in upgrades to the water mains network will help maintain high quality of drinking water and reduce the risk of unplanned interruptions to supply to customers.

Investment in upgrades to the sewer network will help reduce pollution incidents and out-of-sewer flooding, particularly at times of intense rainfall.

OUTCOME 12

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

Outcome Team:

Derek Baker

Permanent Secretary, DE

Liz Redmond

Director, Population Health Directorate, DoH

Tommy O'Reilly

Deputy Secretary, Education and Children's Services, DE

Eilis McDaniel

Director of Family and Children's Policy, DoH

You can contact us at:

PfGOutcome12@education-ni.gov.uk

OUTCOME 12

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

Why this matters

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

There is a strong relationship between what happens in the earliest years of life and future health and wellbeing and other life outcomes.

Supporting the best outcomes for children and young people requires proactive and purposeful collaboration across government and beyond.

What are the issues and how will we respond?

Our key priorities and the focus of our delivery plans for giving children and young people the best start in life will be as follows:

Health in pregnancy

Giving children the best start in life begins with a focus on foetal and neonatal health. Maternal and child health is not solely a matter of individual responsibility. Like all health outcomes and health behaviours, maternal and child health is influenced by the wider social circumstances and conditions in which people live their lives.

Babies born at low birth weight, either due to premature birth or the infant being small for gestational age or a combination of both, have a greater immediate risk of death, disability and impaired development and are more susceptible as adults to coronary heart disease, raised blood pressure and diabetes.

Interventions to prevent low birth weight are directed at addressing risk factors in pregnancy through early antenatal care, supporting mothers at risk and monitoring growth of the baby during pregnancy.

Early child development

A child's experiences in their first five years are foundational to their lifelong health and wellbeing. Early intervention at this stage offers an opportunity to improve outcomes for all children and interrupt intergenerational impacts of poverty and deprivation, and to prevent problems before they have a chance to become established.

Learning

The qualifications that young people have when they leave formal education are a strong predictor of their life chances. More of our young people have the potential to do well at school than do so currently – and there are some groups that have particular issues. It is important that action is taken to enable more young people to enjoy their learning and excel.

Help for those with complex issues

Many young people face particularly challenging circumstances, often due to a combination of factors, most commonly linked to deprivation. Finding ways to intervene successfully and early to improve outcomes for such young people will require innovative and collaborative working with a wide range of partners to get them the support they need.

Children and young people in care

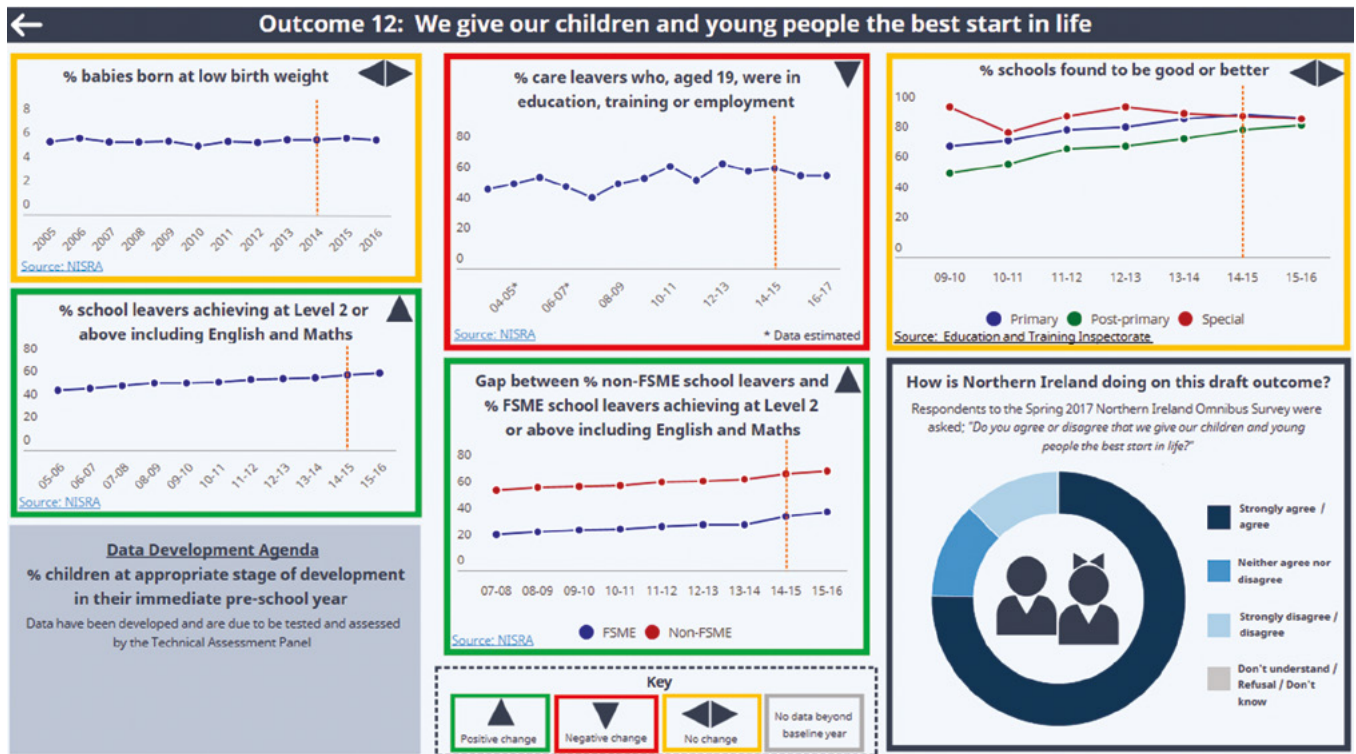
There are nearly 3,000 children in care and it is crucial that their individual needs are understood and met, and that care givers, including kinship carers and families who adopt children from care and residential child care workers, receive the support they need.

The aim must be to keep children safely out of care and to ensure that decisions about whether they will enter care are made without unnecessary delay. However, we also need to build the capability and capacity of our care workforce and systems to ensure it continues to meet the growing complexity of those placed in care.

Attention is also required for supporting families and young people beyond their time in care to ensure that families continue to stay safely together and that the risk of breakdown is reduced.

How we will monitor our progress

For this outcome we have identified six population level indicators that we will use to determine progress and to report that progress to others. These are:



For the most up-to-date data, please click [here](#).

What action will we take in 2018-19?

The plan of action below sets out what we intend to progress during 2018/19:

ACTIONS	RATIONALE AND BENEFITS
Provide targeted support for pregnant women identified as being at risk of delivering low birth weight babies through increased foetal monitoring and support for reducing smoking, overweight and obesity in pregnancy.	Low birth weight babies have a greater immediate risk of death, disability and impaired development and are more susceptible as adults to coronary heart disease, raised blood pressure and diabetes.
Increase participation on the Family Nurse Partnership.	Recognises the needs of young mothers, and will provide them with measures that specifically target their needs.
By March 2020, recruit up to 50 new specialist foster carers across all five Health and Social Care Trusts and establish a number of Foster Care Hubs (the Mockingbird Model) on a trial basis.	Will help address the growing complexity of need among the looked after children population.
By March 2020, design and deliver bespoke leadership training for team leaders and service managers in the residential care workforce and have established coaching and mentoring networks to cascade learning and promote supportive working relationships.	A better trained workplace will provide a more complete service and enhance ability to respond to the increasing complexity of need among the looked after children population.
By March 2019, we will trial in the NHSCT area a different housing offer for 16/17 year olds when they present as homeless or are at risk of becoming homeless.	Will help support young people by providing accommodation in a community setting. Support will be organised around the young person's pathway and be available to them wherever they reside and stay with them wherever they move.

ACTIONS

By March 2019, a peripatetic support team will be established in each HSCT to support children mainly in residential care, to minimise placement disruption and prevent escalation into high end, secure, custodial or in-patient facilities.

By March 2019, trial a new Family Drug and Alcohol Court in the Newry Court / South Eastern Health and Social Care Trust area; and trial 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).

By March 2020, train circa 2,500 social workers in the Signs of Safety approach across all five Health and Social Care Trusts.

Produce an initial system evaluation framework for (statutory) education.

Continue to deliver a range of actions and interventions aimed at improving the life choices of children and young people including under the following:

- Targeting Social Need;
- Extended Schools programme;
- Full Service programmes;
- West Belfast Community Project;
- Sharing the Learning programme; and
- Pupil attendance strategy / policy.

RATIONALE AND BENEFITS

Will enhance support for young people in need.

Will help parents at risk of having their children removed from their care.

Will provide a basis for intervening as early as possible to provide support to meet the needs of children and families, and help keep children safe from harm.

To inform policy planning to improve educational processes and educational outcomes for children. The framework will articulate the interplay of responsibilities across key stakeholders and identify where changes to policies, processes or practice may be required.

Will improve the aspiration, ambition and outcomes for all children, particularly those from disadvantaged backgrounds. These programmes have a proven track record of success.

ACTIONS

Implement a parental engagement campaign aimed at developing parents' role in education.

Provide for every child, whose parents want it, access to a funded place in the Pre-school Education programme in their immediate pre-school year.

By March 2019:

- ensure that 75% of pre-school settings participate in the Getting Ready to Learn programme to promote consistent, strong early child development messages and support for parents; and
- continue roll out of the 3+ health review to pre-school children.

RATIONALE AND BENEFITS

Will help develop a supportive learning environment in which more children will succeed.

The provision of quality early years education and learning services supports personal, social and emotional development, promotes positive learning dispositions and enhances language, cognitive and physical development in young children, and provides a foundation for improved educational attainment and life-long learning.

Encouraging and supporting parents to understand their role as first and ongoing educators is key to ensuring positive home learning environments and parental involvement in their child's early education and development.

The 3+ health review is a collaborative initiative between early years education and health practitioners which, in discussion with parents, enables earlier intervention if support is required.

