



Department for

**Infrastructure**

An Roinn

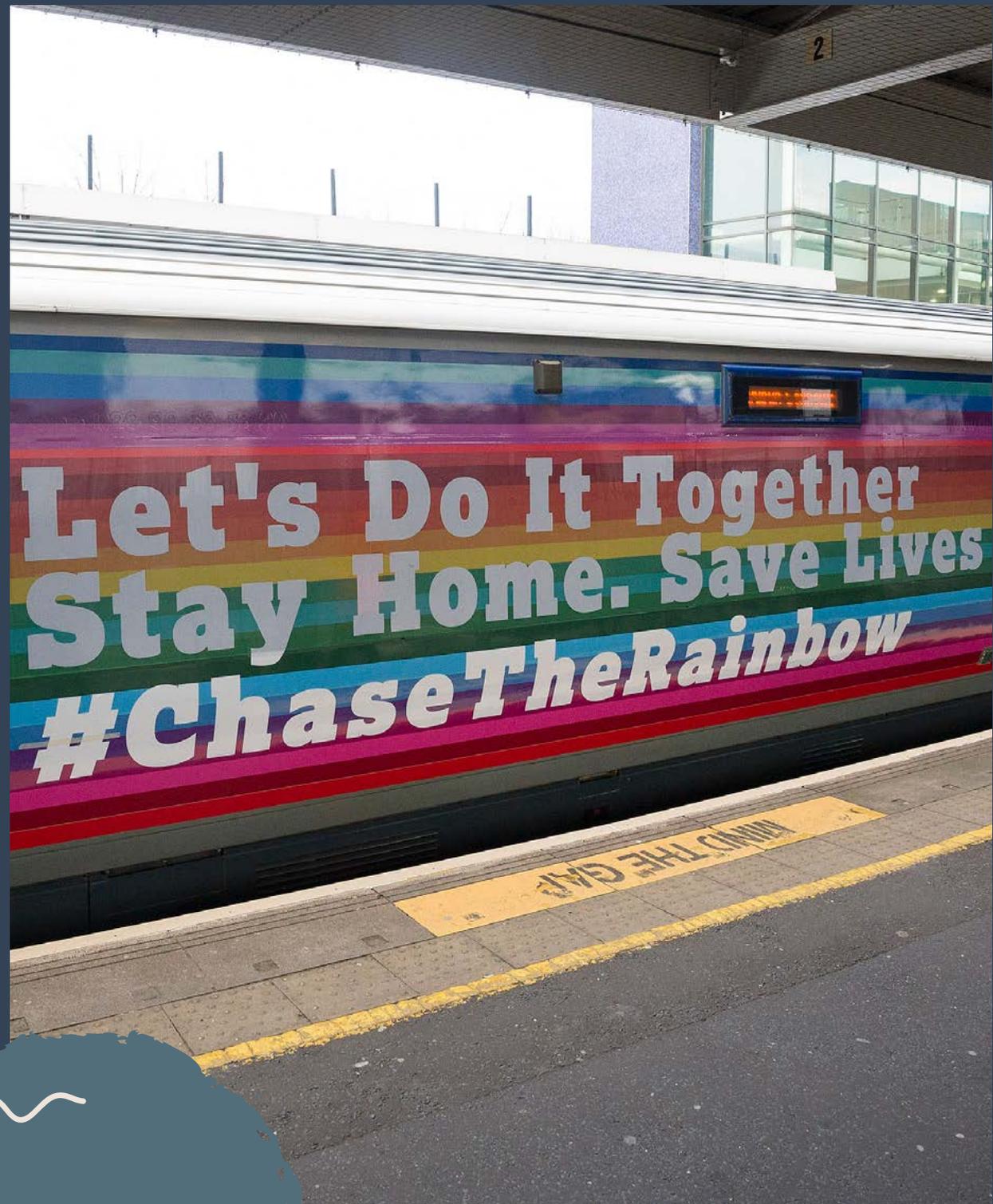
**Bonneagair**

[www.infrastructure-ni.gov.uk](http://www.infrastructure-ni.gov.uk)

# Responding to Covid-19

Dfi BUSINESS PLAN

*September 2020 - March 2021*



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**COVID-19**

**WE ALL  
MUST DO IT  
TO GET  
THROUGH IT**



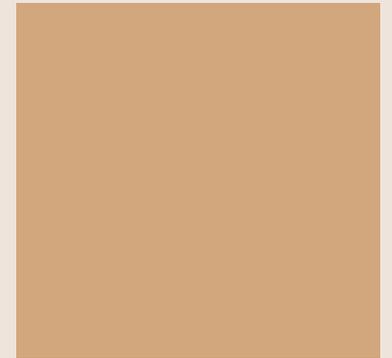
**KEEP  
DISTANCE**



**WEAR FACE  
COVERING**



**WASH  
HANDS**



*The Department for Infrastructure every day connects people safely, supports opportunities and creates sustainable living places.*

“  
NO SECTOR OR  
INDIVIDUAL  
HAS BEEN LEFT  
UNTOUCHED BY  
THE SCALE OF  
THE PANDEMIC.  
”

*Nichola Mallon MLA*  
MINISTER FOR INFRASTRUCTURE

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## Foreword

I have had the privilege of being the Minister for Infrastructure since January 2020 and in this short period of time the world has changed radically. *The COVID-19 crisis has dominated all of our lives* in a way we could never have envisaged or planned for. It has dramatically impacted upon each one of us whether in our work, our family lives or the communities we live in. No sector or individual has been left untouched by the scale of the pandemic.

The pandemic has also had a considerable impact on my Department and its arm's length bodies. I have been immensely proud of how, throughout this ongoing crisis, the essential public services we provide have continued, through the hard work and dedication of staff, who are determined to play their full part in helping us respond to this health emergency.

At the time of writing, it is clear that we remain in the grips of the pandemic and that the period through to March is likely to be difficult. All of our focus must be on adhering to public health advice and reducing the spread of the virus. As a result of the rise of COVID-19 within our communities and the likelihood of further restrictions, it is clear that public services may be adversely impacted. As was the case throughout the spring and summer, my focus will remain on providing our essential services, while adhering to public health advice and doing all we can to play our part in our Green Recovery.

Our top priority therefore during the remainder of 2020-21 will be to do everything we can to help reduce the transmission of COVID-19; to deliver essential public services safely during the pandemic; and to play our part in helping to support local communities and our economy in our Green Recovery from COVID-19.

While we must all focus on our response to coronavirus, we must keep an eye on the future. These are challenging times, but it is in circumstances like this that we need to be most ambitious, creative and courageous. Infrastructure has a crucial role to play in improving the lives of all of our citizens and in taking us all to a better place, economically, socially and environmentally. This plan sets out the progress we hope to make in the coming months.

Nichola Mallon MLA

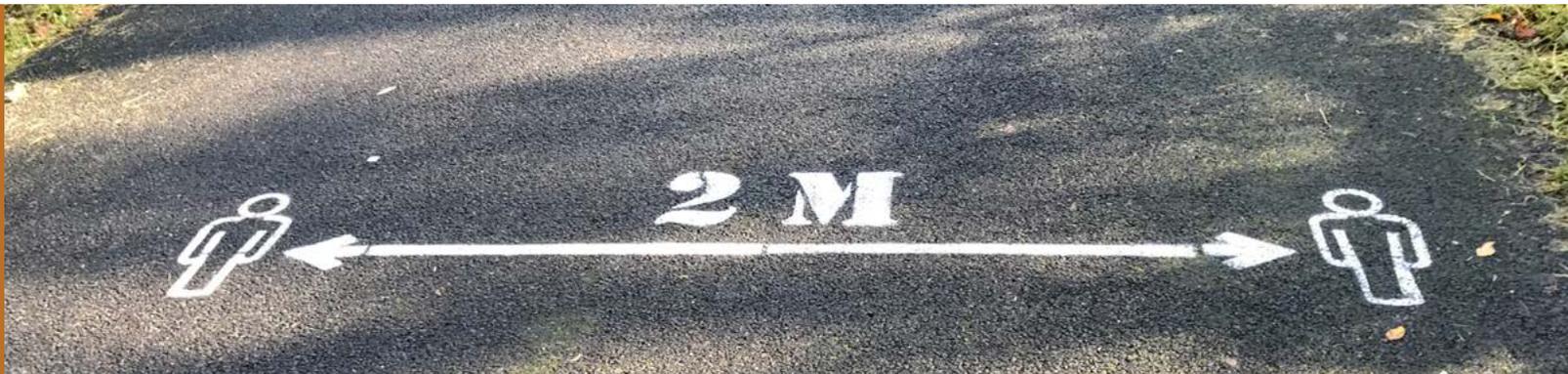
MINISTER FOR INFRASTRUCTURE



NEW ROAD  
LAYOUT  
FOR SOCIAL  
DISTANCING

# Strategic Context

The Department has responded to the COVID-19 recovery by undertaking new ways of working to ensure that our essential public services continue. In line with the Executive's *'Pathway to Recovery'*, DfI employees are working from home where possible while DfI front line staff continue to deliver critical services to the general public, adhering to the latest Public Health Agency guidelines.



As we look to the future and focus on recovery, we must do this with a degree of caution. As we respond to the current increase in the prevalence of the pandemic, it is clear that the weeks and months ahead will present challenges. In continuing to focus on expanding our service provision in line with appropriate health and safety guidance, we acknowledge that an increase in infection rate and subsequent changes in public health advice may impact our services once again.

At the same time, we must look to the future and plan for the delivery of long-term and sustainable improvements in societal wellbeing outcomes and of the commitments contained in New Decade, New Approach.

This business plan, therefore, reflects the new normal that we are living in. It focuses on how areas within the Department's remit will assist with our response and recovery from the COVID-19 pandemic, while also continuing to plan for improvements which will help to deliver on our Minister's priorities of: connecting people and communities; growing the all island economy and addressing regional imbalance; and tackling the climate emergency. For this reason, it is important to note that this business plan is a 'live' document that can be adapted as we continue to play our part in the Executive's response, and recovery from COVID-19.

As part of our response to these challenges, actions that will make a difference to people's lives have been prioritised. This includes a focus on keeping

people safe on our roads, green and blue infrastructure, creating more opportunities to encourage sustainable transport that connects communities and encouraging more of us to make more of our journeys by walking, wheeling and cycling and a focus on how infrastructure and people centred place shaping can help contribute to physical and mental wellbeing.

The Department will also play its full part in tackling the climate emergency that we are facing. For instance, taking forward opportunities to weave blue infrastructure with new cycle paths and footpaths. This better management of water in and through urban environments can reduce flood risk, while also creating more attractive and environmentally friendly spaces.

“  
**Connecting people  
and communities;  
growing the all  
island economy  
and addressing  
regional imbalance;  
and tackling the  
climate emergency.**  
”

We do, however, continue to face a wide range of other challenges. The Department has, for some time, been in a very difficult financial position. With the additional pressures which the COVID-19 pandemic has brought, those financial challenges have increased. The role of our infrastructure in supporting our recovery, both as an economy and a society, and in improving our health and wellbeing and our environment cannot be overstated. For example, we have seen how the introduction of greenways has helped to improve the physical and mental health of the local communities they serve, reducing congestion and emissions and also often helping to protect residents from flooding. It is in this context that our Minister set up a Ministerial Advisory Panel on Infrastructure to assist her in delivering cleaner, greener, sustainable and inclusive infrastructure. The Panel has undertaken a short, sharp, focused exercise and Minister Mallon is currently engaging with her Executive colleagues on how best to take the recommendations forward.

In taking forward new initiatives, it is important that we all learn from past experience. Following faults identified in relation to vehicle lifts in MOT Test Centres operated by the DVA, Minister Mallon commissioned two separate independent reviews. The first review investigated the circumstances that gave rise to the situation, and the second determined the next steps to return the MOT centres to full service again. The DVA has developed a detailed action plan in response to these reviews, and our Minister is committed to supporting its work to avoid anything similar arising in the future.

A further challenge for the Department in the future will be the uncertainties around Brexit. It is likely that this will bring additional complexities and challenges to the current operation of many aspects of the Department, both in administration and funding, and will require the Department to work in new ways to overcome these.

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The Department for Infrastructure every day connects people safely, supports opportunities and creates sustainable living places.

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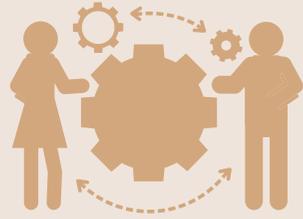


# Introduction



## WHO WE ARE

The Department for Infrastructure was set up in 2016, bringing together a range of functions from the former Departments of Agriculture, Culture, Arts and Leisure, Environment, Office of the First and Deputy First Ministers and Regional Development. The Department has approximately 3,000 staff. We are industrial, professional and technical staff, engineers, planners, policy makers and administrators. We are all DfI. A list of the Department's senior management team and their responsibilities is provided at Annex A.



## WHAT WE DO

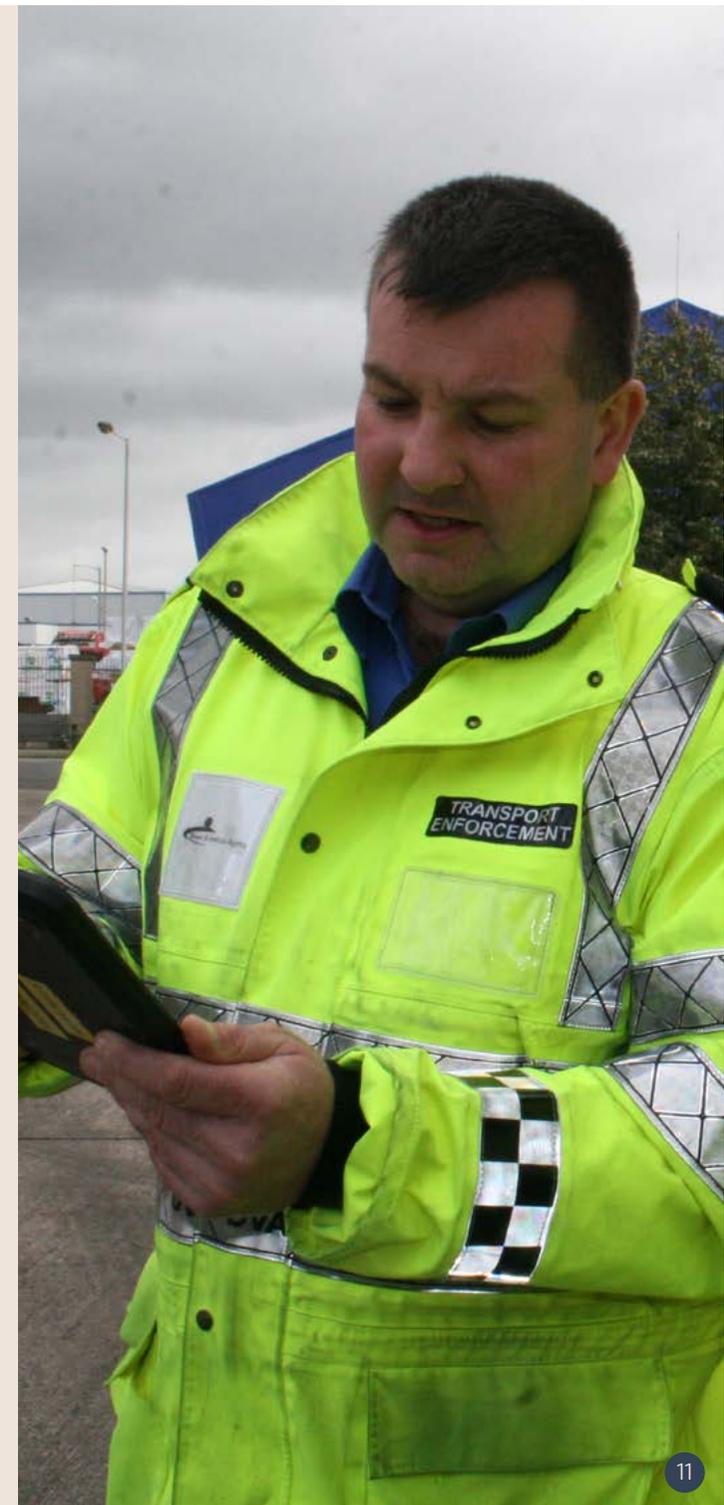
Under the direction and control of the Minister for Infrastructure, Nichola Mallon MLA, the Department delivers essential services every day and works to improve the lives of all those living in, working in and visiting Northern Ireland.

We provide and maintain the connections for safe travel and transport for people and goods; we support opportunities for economic growth and sustainable development; and we ensure that the creation of living places is properly planned and supported by the necessary infrastructure.

We maintain road and rail networks to enable daily travel and transport of goods. Safety is a top priority for us and for the Driver and Vehicle Agency (DVA). This includes working to reduce road fatalities, developing safety campaigns, maintenance and expansion of the existing roads network and licensing of drivers and vehicles. We sponsor the NI Transport Holding Company (NITHC), which is an Arm's Length Body (ALB) of the Department, and the parent

company of the publicly owned bus and rail companies in the region, collectively known as Translink, which deliver over 80 million passenger journeys each year.

The DVA is the Department's only Agency with responsibilities that include driver and commercial transport licensing, vehicle and driver testing, compliance and roadside enforcement. Day to day responsibility for the management and operation of the DVA sits with its Chief Executive, who is also the Agency's Accounting Officer with responsibilities set out in his letter of appointment and an Agency Framework Document. The DVA produces an Agency Business Plan which can be found at the following link: <https://www.infrastructure-ni.gov.uk/publications/dva-business-plan-2020-2021>.



“The importance of the work of the Department is firmly reflected within *‘New Decade, New Approach’*.”

### WHAT WE DO

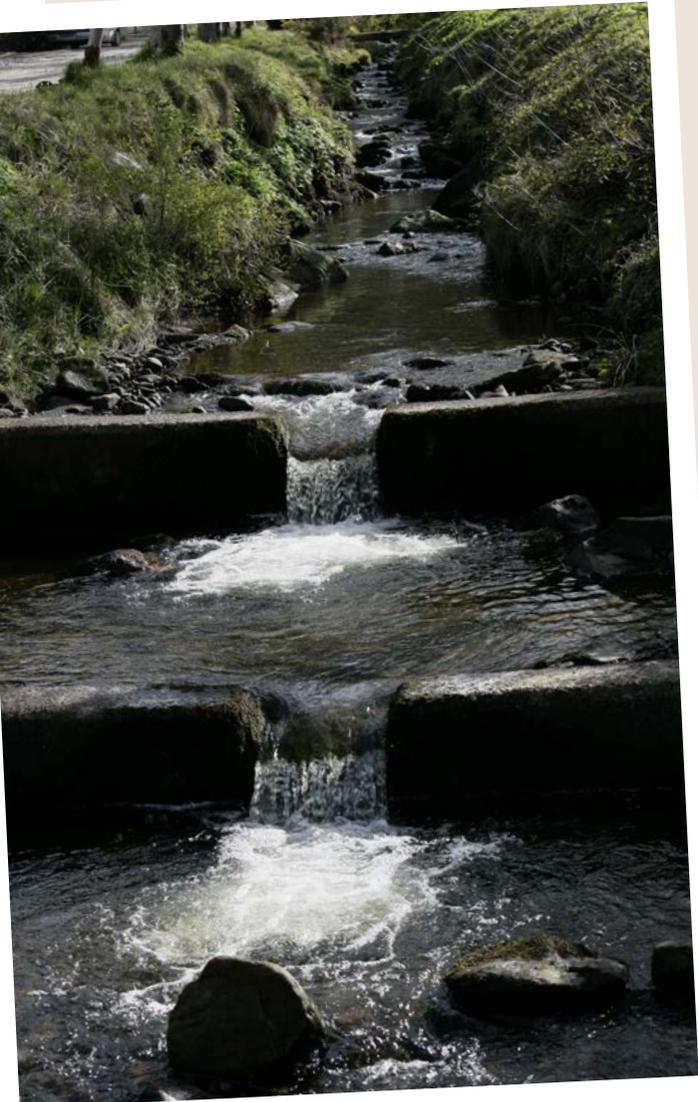
In addition to our role in relation to water, waste water and drainage policy, we sponsor Northern Ireland Water. The ALB, which is the statutory water and sewerage undertaker, provides 585 million litres of drinking water every day to 883,000 households and businesses and treats the wastewater produced before returning clear water to the environment. Having the right drinking water and waste water infrastructure is essential for enabling development and realising future economic and housing opportunities. The Department also sponsors a third ALB, the Drainage Council, which, amongst other functions, determines which watercourses and sea defences should be maintained at public expense.

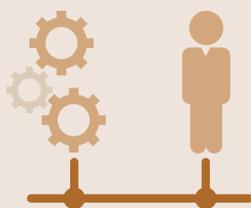
The Department is responsible for maintaining designated watercourses and mitigating flood risk through the provision of flood alleviation infrastructure, and fulfils Lead Department responsibilities for the co-ordination of the emergency response to flooding. It also co-sponsors Waterways Ireland, along with the Department of Housing, Local Government and Heritage in the South. Waterways Ireland

is an all-island body responsible for the management, maintenance, development and restoration of navigable waterways throughout the island of Ireland.

In taking forward these functions, together with our policy oversight of the planning system and significant planning applications, the Department works with partners in local government and the wider community to create healthy, clean and green living places.

The importance of the work of the Department is firmly reflected within *‘New Decade, New Approach’*. It recognises that modern and sustainable water, drainage and transport infrastructure are the building blocks that need to be in place if the Executive’s wider commitments on health, housing, the economy, environmental protection and climate change are to be met. This central role in growing the economy and well-being is also reflected within our COVID-19 recovery plans, and is embedded in the principles of the outcomes based Programme for Government.





## OUR PEOPLE

We deliver our challenging work programme through teams of dedicated and committed people located throughout the north. We also work in partnership with our sponsor bodies, private contractors, other departments and local government.

Our industrial and technical staff and engineers, design, build, maintain and repair roads, bridges and street lights. They also ensure that flood risks are addressed, water courses are managed,

and that water and wastewater treatment and management is safe and effective. They ensure effective licensing and enforcement. Much of this work takes place outside offices, and outside office hours. Many of our staff work anti-social hours in very difficult conditions when necessary: to grit roads; to deal with the aftermath of storms, flooding and fallen trees; and to ensure the enforcement of driver and vehicle licensing laws in the interests of public safety.

Under the direction and control of the Minister for Infrastructure, Nichola Mallon MLA, we develop policy options for Ministerial/Executive consideration. This includes delivering a long-term water strategy, supporting shifts to more sustainable forms of transport, increasing the efficiency of our key economic corridors and addressing the climate crisis.





“ We’re about people and places; families, communities and businesses. The infrastructure we build, oversee and maintain is critical to their wellbeing – but as an enabler and not as an end in itself. ”

# Departmental Priorities

The Department's vision is rooted in, and fully supports, an outcomes based approach to improving wellbeing for all, by tackling disadvantage and driving economic growth.

We're about people and places; families, communities and businesses. The infrastructure we build, oversee and maintain is critical to their wellbeing – but as an enabler and not as an end in itself.

Having modern and sustainable water, drainage and transport networks is essential if we are to grow our economy and improve the lives of everyone. The quality of our infrastructure influences investor confidence and the costs and ability to access labour and skills. Investment in key projects is therefore important if we are to address a key barrier to economic growth across all parts of Northern Ireland.

Whilst we cannot ignore the fact that public finances are constrained and many of our services are under pressure, this should not limit our ambitions. As a Department, we need to plan now for the long-term, create opportunities for our people and tackle head-on the challenges facing our economy, society and environment.

In this context, we have a number of inter-related priorities:

**Connecting People and Communities**  
- We need to build connectivity through infrastructure in ways which are sustainable. Maintaining and developing our strategic road network is essential for improving journey times on key economic corridors, enabling the quick

transport of goods and people. However, in parallel we need to increase the number of people who undertake journeys on public transport, on foot or on bicycle, particularly in our urban areas, if our economy is to have the capacity to grow. Investment in our water and wastewater services is also required if development isn't to be curtailed and hospitals, schools and homes can continue to be built.

**Addressing regional imbalance and growing the all island economy**  
- This requires a long-term focus which can anticipate economic and social developments and determine how future infrastructure can best contribute to balanced regional growth. Improving our current road, cycle, bus and rail network and linking it into the transport network across the rest of the island is vital if we are to better connect people, communities and opportunities.

**Tackling the Climate Emergency**  
- Transport is the second biggest

contributor of greenhouse gases here, next to agriculture. Encouraging a modal shift away from the private car to more sustainable forms of travel, such as public transport, walking and cycling must be a priority, given the positive environmental impact it will have on greenhouse gas emissions and air quality. As well as a focus on alternative energy sources, such as electric and hydrogen, that will help to reduce the carbon impact of our transport network, we need to consider how our infrastructure, including our water and flood risk management assets, can help to mitigate against the impact of climate change.

To deliver progress in these areas we recognise the need to work collaboratively and in partnership across the public and private sector and civil society. We also want to develop more innovative solutions that allow us to deliver opportunities and tackle the very real challenges facing our communities, our economy and our environment.

# Challenges

During the period covered by this plan, the Department will have to address challenges in four main areas:



COVID-19  
RESPONSE



GREEN  
RECOVERY



SAFEGUARDING OUR  
INFRASTRUCTURE



BREXIT



## COVID-19 Response

At the start of the financial year, Northern Ireland was in the grip of the coronavirus health emergency, with all departments working to do everything they could to support the public health response, prevent the spread of the virus and help to save lives.

The resourcing of emergency planning structures to focus on our immediate response, together with the need to implement social distancing measures in line with The Health Protection (Coronavirus, Restrictions) (Northern Ireland) Regulations 2020, had a significant impact across the Department and its ALBs. This impact included the necessary suspension of a number of services within the DVA and within the Department, particularly affecting the work of our Roads Engineering, Roads Network Services and Rivers Directorates.

Immediate work was undertaken to increase the number of staff who were IT enabled and able to work from home, and collaboration tools such as WEBEX, Zoom, MS Teams and teleconferencing have been used widely across the Department to enable staff whose jobs can be undertaken at home to work from home safely and efficiently. It is likely that a large proportion of our non-industrial workforce will be required to remain working from home for a large proportion of the 2020-21 financial year.

Since the initial period of lockdown, the Department has been working to resume its frontline services, including those performed by staff working on site or in test centres, in line with social distancing measures.

The focus of the second half of this year will be on the full and safe resumption of services, improving resilience and contributing towards Northern Ireland's Green Recovery.



...this will protect our valuable environment and improve health and well-being for all our communities across Northern Ireland.

## *Green Recovery*

While the impacts of the COVID-19 pandemic have introduced additional challenges, the pandemic has also provided an opportunity to do things differently and encourage a recovery that is green and sustainable.

The Department has established a new Blue/Green Infrastructure Fund which will act as a catalyst for positive infrastructure and cultural change in the way we live and travel. The Fund will facilitate an inclusive approach with a wide range of stakeholders having the opportunity to identify innovative solutions that will transform our communities for the better.

This Fund is being used to weave blue/green infrastructure together, including new cycle and footpath networks. The expansion and improvements to our greenways network is helping to improve the physical and mental health of the local communities they serve, reduce congestion and emissions on our roads, and by incorporating sustainable drainage methods it is also helping to protect residents from flooding.

As part of the Green Recovery plans, the Department has announced a number of Active Travel initiatives across Northern Ireland including piloting pop up cycle lanes, pedestrianisation and quiet streets, and the newly designated Walking and Cycling Champion will lead on the identification of collaborative opportunities for investment in infrastructure.

Minister Mallon has prioritised tackling climate change and using available resources to green our infrastructure. This includes delivering sustainable transport that connects people and unlocks our economic potential. Together with investment in our blue infrastructure and managing our water resources in a sustainable way, this will protect our valuable environment and improve health and well-being for all our communities across Northern Ireland.

The uptake in cycling and walking during the pandemic period has been encouraging and, over the next year, the Department will build on this Green Recovery work to ensure that momentum is maintained.

The Department is continuing to work with other departments to ensure that this green approach to recovery feeds into wider work of the Executive. Alongside the Department for Communities and DAERA, the Department is funding the COVID-19 Town Revitalisation Programme, which will help secure investment across all council areas, to support the economic recovery from the COVID emergency, while promoting the physical and mental health of our citizens.

The Department will continue to support, and play its part in, the development and delivery of collaborative strategies such as the Green Growth Strategy and Energy Strategy and development of a Climate Change Act.

## *Safeguarding our Infrastructure*

The Department continues to operate in a very difficult financial environment. Developing strategic infrastructure requires long-term planning. However this, together with ensuring best value for money, are severely hampered by single year budgets.

Furthermore, securing adequate resources to fund our most important business requirements will be a significant challenge during the period of this plan. Infrastructure underpins much of the economy and spending on water and transport networks is a key element of economic growth and will be crucial to recovery from the impact of COVID-19. The challenge is both immediate and long term.

Recognising the impact that inadequate infrastructure can have on our economic, personal and environmental wellbeing, a key priority is our water and wastewater service. New development is already constrained in 116 areas across Northern Ireland where wastewater treatment works or systems are at capacity. Without change, development will be further constrained, including in Belfast. Our Strategic Drainage Infrastructure Plan for Belfast will address a significant part of this challenge, by reducing the risk of flooding, improving water quality in Belfast Lough and helping to grow the economy by increasing wastewater capacity.

Our public transport network also requires significant investment if we are to encourage more people out of their cars and onto more sustainable modes of transport, helping to ease congestion and reduce emissions, and, in turn, improving our living places and our health.

Other areas of our responsibilities are also underfunded. Independent reports, including by the NI Audit Office, have shown that the funding currently available for maintenance of the road and public transport network is insufficient to maintain it at the current state of repair. Without more investment in maintenance, the state of repair of these networks will continue to decline.

Further significant investment is also required in order to minimise flood risk and protect and develop our network of inland waterways along with our network of greenways and blueways that provide multi-activity trails through our green spaces and alongside lakes, canals and rivers.





## *Brexit*

While our focus in the early part of the year was on responding to COVID-19, considerable planning and policy work has been taken forward with colleagues across these islands to deal with the impacts of the UK's withdrawal from the EU. The challenges faced are wide-ranging.

The Department continues to plan for a number of potential outcomes from the ongoing negotiations.

The UK's exit from the European Union will lead, in some cases, to the transfer of powers from Brussels and the EU institutions to the Devolved Administrations. The British Government is working with Devolved Administrations and departments on Common Frameworks which will manage and agree the level of divergence between Whitehall departments and the Devolved Administrations. The purpose of the Common Frameworks is to identify common goals, minimum or maximum standards and areas of mutual recognition and harmonisation. In this regard, the Department for Infrastructure is involved in considering issues around market access for hauliers and passenger transport services, driver licensing, and technical standards relating to hazardous substances and railways.

We have conducted an extensive audit of our legislation to identify the amendments required to ensure our statute book is fully operational

following the end of the transition period. This has meant reviewing over 250 individual Statutory Rules to identify the changes required to prepare us for exiting the EU and amending around 50 Statutory Rules in advance of 1 January 2021.

A significant amount of the Department's statute book is derived from EU directives and regulations. As the UK exits the EU, the Department will lose access to regulation making powers it previously relied on in a number of its policy areas. Consequently, we are working with other Departments to bring forward legislation that will enable the Department to continue making regulations across those areas most affected by Brexit.

The NI Protocol places an obligation on parties to "maintain the necessary conditions for continued North-South co-operation, including in the areas of transport". The Department will, therefore, need to consider the policy and practical implications of fulfilling the obligations of the Protocol.

In order to assist us, the Department continues to hold regular engagement events with key stakeholders to share information and discuss sectoral impacts in the context of the Government's stated approach and the NI Protocol.



## DfI Business Planning

The Annual Business Plan for the Department, setting out what we will do in the 2020-2021 business year is included at *Annex B*. An update for the Department against its goals for the 2019-2020 business year is available in the Annual Report and [Accounts for the year ending 31 March 2020](#).

The work of the Department in supporting the delivery of key strategic activities is overseen by a Corporate Governance Framework which conforms to current best practice guidance and encompasses a robust risk management regime that is adaptable and constantly reviewed. This is especially important, given the unprecedented nature of the pandemic and the new ways in which many of us are working.

As we continue to move through the Executive's five step 'Pathway to Recovery' Plan, we will resume services where possible, ensuring that the health and safety of staff and customers remains paramount while maintaining a focus on building a better future for all of our citizens.

# Senior Management Structure



**Nicola Mallon**  
Minister



**Katrina Godfrey**  
Permanent  
Secretary



**Julie Thompson**  
Deputy Secretary  
Planning, Safety and  
Transport Policy Group



**Dr Andrew Murray**  
Deputy Secretary  
Roads and Rivers



**Linda MacHugh**  
Acting Deputy  
Secretary Resources,  
Governance and EU  
Group.



**Alistair Beggs**  
Director of  
Strategic  
Planning



**Angus Kerr**  
Chief Planner  
and Director  
of Regional  
Planning



**Jeremy Logan**  
Chief Executive  
of DVA



**Chris Hughes**  
Director of Safe  
and Accessible  
Travel



**Liz Loughran**  
Director of  
Transport Policy



**Conor Loughrey**  
Director of  
Network  
Services



**David Porter**  
Director of  
Engineering



**Jonathan  
McKee**  
Director of  
Rivers



**John Irvine**  
Director of Major  
Projects and  
Procurement



**Susan Anderson**  
Director of  
Finance



**Sian Kerr**  
Director  
of Corporate  
Policy and  
Planning



**Jackie  
Robinson**  
Director  
of Public  
Transport



**Tom Kennedy**  
Director of  
Digital and  
Information  
Services



**Simon  
Richardson**  
Director of  
the Living  
With Water  
Programme



**Bernie Rooney**  
Director of  
Gateways &  
EU Relations



**Damian  
Curran**  
Acting Director  
of Water and  
Drainage  
Policy

## ANNEX B

# Business Plan

### *Departmental Priorities*

CONNECTING PEOPLE  
AND COMMUNITIES

GROWING THE ALL  
ISLAND ECONOMY  
AND ADDRESSING  
REGIONAL IMBALANCE

TACKLING THE  
CLIMATE EMERGENCY

“ Our top priority during the remainder of 2020-21 will be to do everything we can to help reduce the transmission of COVID-19; to deliver essential public services safely during the pandemic; and to play our part in helping to support local communities and our economy in our Green Recovery from COVID-19. The actions in this business plan are written in that context and progress may be affected or timescales amended depending on the resource and attention that needs to be given to our top priority. ”

OUTCOME	WHAT WILL WE DO? (How much and how well)	WHAT IMPACT ARE WE AIMING TO HAVE BY TAKING THIS ACTION? (Is anyone better off?)	DEPARTMENTAL PRIORITIES		
<h2 style="color: #C8513E;">Connecting People Safely</h2>	<p>Ensure that Translink has the steps in place to move to procurement of a main works contractor for the <b>Belfast Transport Hub</b> by June 2021, to ensure a delivery date of late 2025 can be achieved.</p>	<p>Improve regional connectivity and encourage people to choose to undertake more of their journeys using public transport, and walking or cycling to complete the trip, rather than by private car.</p>			
	<p>Ensure the completion of the project brief and the development of a robust tender documentation by March 2021. These will be used to procure a design team to initiate the feasibility study for the <b>Phase 3 upgrade of the Derry – Coleraine railway line</b>.</p>	<p>Provide an up to date evidence base to inform a future business case that will be the basis for decision making.</p>			
	<p>Ensure that Translink has the steps in place to provide the <b>agreed public service network</b>, as outlined in the Public Service Agreement</p>	<p>Rebuild confidence and passenger numbers on public transport by providing a network that offers a safe, attractive and sustainable mode of transport, helps reduce dependence on the private car and increase active travel opportunities, and reduce transport emissions.</p>			
	<p>Ensure the safe and reliable operation of the public transport network.</p>				
	<p>Introduce three <b>hydrogen-fuelled zero emission buses</b> by March 2021.</p>				
	<p>Bring forward options for development of the <b>Narrow Water Bridge</b> so that a decision can be taken on the best means of securing this project.</p>	<p>Working on a north/south basis, we will improve all island connectivity and secure progress on the joint projects identified as priorities in New Decade, New Approach</p>			
	<p>Work with Department of Transport to commission a feasibility study on options for <b>High/Higher Speed Rail on the Derry-Belfast-Dublin-Limerick-Cork</b> corridor to tackle regional imbalance and create a spine of connectivity on the island.</p>				
	<p>Progress the <b>Ulster Canal</b> through work with the Regional Development Fund and Department of Housing Local Government and Heritage.</p>				

OUTCOME	WHAT WILL WE DO? (How much and how well)	WHAT IMPACT ARE WE AIMING TO HAVE BY TAKING THIS ACTION? (Is anyone better off?)	DEPARTMENTAL PRIORITIES		
<h2 style="color: #C8513E;">Connecting People Safely</h2>	<p>By March 2021, publish the <b>Belfast Metropolitan Transport Study</b>, the <b>North West Transport Study</b> and the remaining local studies that together make up the <b>Sub-Regional Transport Study</b>. The studies are part of the development process for the new suite of transport plans that will give effect to advances in transport policy and will guide future investment.</p>	<p>Provide an evidence based strategic approach to the development of NI's transport network delivering closer integration of transport and spatial planning focussed on place.</p>			
	<p>Develop and launch a <b>walking campaign</b> by August 2020 and evaluate its effectiveness during 2020-21.</p>	<p>More people choosing to walk, including for everyday journeys, leading to healthier outcomes.</p>			
	<p>Develop and consult on a <b>new Road Safety Strategy</b> during 2020-21.</p>	<p>More people adopt behaviours that will help to reduce the number of people killed or seriously injured on our roads.</p>			
	<p>Implement part time <b>20mph speed limit signs at 100 schools</b> by end March 2021.</p>				
	<p>Deliver a programme of <b>public information campaigns</b> addressing the key causation factors in road traffic collisions.</p>				
	<p>Implement legislative change in relation to <b>drink driving</b> (removal of statutory option).</p>				
	<p>Implement legislative change to bring forward an increase in level of <b>fixed penalty for illegal use of a mobile phone</b> when driving.</p>				
	<p>Develop and publish an evidence base regarding a potential <b>biennial MOT test regime</b>.</p>				

OUTCOME	WHAT WILL WE DO? (How much and how well)	WHAT IMPACT ARE WE AIMING TO HAVE BY TAKING THIS ACTION? (Is anyone better off?)	DEPARTMENTAL PRIORITIES		
<h2 style="color: #C8513E;">Connecting People Safely</h2>	<p>Informed by the outcome of the Public Inquiry, develop proposals for the next steps in delivering the A5 Western Transport Corridor.</p>	<p>More people and goods moved more efficiently on the road network with reduced journey times on strategic routes leading to less congestion and improved road safety and transport connectivity.</p>			
	<p>Continue to progress construction of A6 Randalstown to Castledawson and A6 Drumahoe to Dungiven Executive flagship schemes towards completion in 2021 and 2022 respectively.</p>				
	<p>A1 Junctions Phase 2 – informed by the outcome of the Public Inquiry, advance work to improve safety along this key corridor.</p>				
	<p>York Street Interchange - complete an assurance review of the project and agree the next steps in its delivery by 31 December 2020.</p>				
	<p>Increase the use of LED, extra low voltage and other signal technology to reduce future maintenance needs, improve performance and reduce energy consumption.</p>	<p>We will keep the road network and associated infrastructure up to date and in as good a condition as can be achieved with the available budget in order to deliver reduced journey times and the flow of traffic Improved, increasing safety and reducing greenhouse gas emissions.</p>			
	<p>Increase the use of ITS (including CCTV, electronic message signs and journey time predictions using ANPR on the A6 Belfast to Derry corridor).</p>				
	<p>Upgrade and extend the CCTV network in Omagh, Londonderry, Ballymena and Coleraine.</p>				
	<p>Ensure TrafficwatchNI has the additional functionality it needs including social media, additional camera feeds and congestion mapping.</p>				
	<p>Deliver an investment programme that ensures that at least 85% of our motorway and trunk road network is in satisfactory structural condition by 31 March 2021 i.e. a residual life of greater than five years.</p>				

OUTCOME	WHAT WILL WE DO? (How much and how well)	WHAT IMPACT ARE WE AIMING TO HAVE BY TAKING THIS ACTION? (Is anyone better off?)	DEPARTMENTAL PRIORITIES		
<h3>Connecting People Safely</h3>	<p>Support the road transport industry through;</p> <ul style="list-style-type: none"> <li>- a programme of education and communication;</li> <li>- the processing of licensing applications within 40 days; and</li> <li>- effective regulation of non-compliant goods vehicle operators.</li> </ul>	<p>To improve road safety, reduce damage to the environment around operating centres and assist fair competition by increasing compliance within the road transport industry.</p>			
<h3>Creating Sustainable Living Places</h3>	<p>We will work with the Irish and British Governments to explore the potential for the <b>Shared Island and Union Connectivity</b> programmes to improve connectivity and promote sustainable infrastructure investment.</p>	<p>Improving connectivity and opportunities and tackling regional imbalance working both north/south and, with the other devolved administrations, on an east/west basis.</p>			
	<p>Develop a <b>Departmental Climate Change Policy Statement</b> working with business areas, ALBs and stakeholders, to identify short and longer term action to address the climate change emergency.</p>	<p>Provide a clear and coherent position on how the Department will manage the implications of climate change on current and future delivery of DfI functions.</p>			
	<p>Develop policy options to <b>decarbonise transport</b>, based on evidence and stakeholder engagement, taking account of the implications of COVID-19 pandemic and wider UK decarbonisation plans, as part of the cross departmental Energy Strategy led by DfE.</p>	<p>Encourage more people to switch to more sustainable, zero/low emission modes of transport to help achieve net zero emissions target.</p>			

OUTCOME	WHAT WILL WE DO? (How much and how well)	WHAT IMPACT ARE WE AIMING TO HAVE BY TAKING THIS ACTION? (Is anyone better off?)	DEPARTMENTAL PRIORITIES		
<h2 style="color: #C85A32;">Creating Sustainable Living Places</h2>	<p>Develop and publish the <b>Belfast Strategic Drainage Infrastructure Plan</b> for consultation in autumn 2020.</p>	<p>Provide more reliable and secure water supply, greater protection against the risk of sewerage spillages, and provide investment critical to enabling our economy to thrive.</p> <p>Provide sustainable solutions that will help to protect people, businesses and living places from flooding.</p>			
	<p>Support NI Water to deliver essential <b>water and waste water services</b>. By March 2021, ensure NI Water has met the regulatory determined Overall Performance Assessment target of 236, demonstrating delivery across a range of service indicators including drinking water quality, pollution control, leakage and customer service.</p>				
	<p>Develop and publish a draft <b>Northern Ireland Flood Risk Management Plan (FRMP) 2021-2027</b> for consultation by 22 December 2020.</p>				
	<p>Progress the development of the <b>Belfast Tidal Flood Alleviation Scheme</b> and obtain Gateway 4 approval by 31 March 2021.</p>				
	<p>Establish a walking and cycling advisory group, pilot new approaches to walking, wheeling and cycling infrastructure and develop long term plans to deliver walking, wheeling and cycling infrastructure by March 2021.</p>	<p>Encourage more people to undertake active travel journeys helping to reduce reliance on the private car, ease congestion and improve health outcomes.</p>			
	<p>Invest through a new blue/green infrastructure fund to support the transformation of our communities, promote active travel and shape our places to live in the new normal.</p>	<p>Encourage more people to undertake active travel journeys helping to reduce reliance on the private car, ease congestion and improve health outcomes.</p>			
	<p>We will work in partnership with councils and other stakeholders to plan, design and deliver infrastructure to support cycling, wheeling and walking and create green, liveable places.</p>				

OUTCOME	WHAT WILL WE DO? (How much and how well)	WHAT IMPACT ARE WE AIMING TO HAVE BY TAKING THIS ACTION? (Is anyone better off?)	DEPARTMENTAL PRIORITIES		
<h2>Creating Sustainable Living Places</h2>	Process <b>regionally significant planning applications</b> from date valid to a Ministerial recommendation or withdrawal date within an average of 30 weeks.	An efficient and effective planning system that supports economic growth and helps to create places in which people want to live and work.			
	Award the contract and develop a <b>new planning IT system</b> for implementation in 2021/22.				
	Make the regulations for the <b>Review of the implementation of the Planning Act (NI) 2011</b> and complete the associated review report by March 2021.				
	Work in partnership with councils and statutory consultees through the <b>Planning Forum</b> to improve the efficiency and effectiveness of the planning system.				
	Improve the performance of the Department as a <b>statutory consultee in the planning process</b> , both overall and for economically significant applications.	Facilitate quicker planning decisions which will have consequential impacts on place making and the economy.			
	Work with <b>City and Growth Deal Partners</b> to support the delivery of City Deals across the Region and identify supporting infrastructure schemes for inclusion in other deals.		Increased connectivity that will improve place making by removing traffic from town centres and increasing public transport and active travel opportunities.		
	Progress the development in line with Executive Board timelines and targets of infrastructure schemes in the <b>Belfast Region City Deal</b> <ul style="list-style-type: none"> <li>- Belfast Rapid Transit 2</li> <li>- Lagan Pedestrian and Cycle Bridge</li> <li>- Newry Southern Relief Road</li> </ul>				

OUTCOME	WHAT WILL WE DO? (How much and how well)	WHAT IMPACT ARE WE AIMING TO HAVE BY TAKING THIS ACTION? (Is anyone better off?)	DEPARTMENTAL PRIORITIES		
<p><b>We prosper through a strong, competitive, regionally balanced economy</b></p>	<p>Provide effective schemes of financial support to the taxi and private coach sectors under the Financial Assistance Act 2009.</p>	<p>Responding to the exceptional circumstances created by the COVID-19 pandemic.</p>			
	<p>Ensure that all possible action is taken to ensure the continuation of critical bus and rail services, an appropriate regulatory framework for the haulage sector and the supplies and frameworks needed to ensure effective water and wastewater treatment.</p>	<p>Prepare effectively for the end of the transition period.</p>	■	■	■
	<p>Progress legislation to uplift the limit in relation to grants and loans to seaports.</p>	<p>Key seaports will have sufficient capacity to facilitate future economic growth, and are connected to key destinations and markets.</p>		■	
	<p>Progress a programme of legislation that enables and supports the Department's functions and operations post EU Exit.</p>	<p>A functional statute book post EU Exit.</p>	■	■	■