



Department for  
**Infrastructure**

An Roinn

**Bonneagair**

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# **Corporate Plan 2019 – 2021 & Business Plan 2019/20**

# Every day connecting people safely, supporting opportunities and creating sustainable living places.



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# Foreword

Over my first year as Permanent Secretary of the Department for Infrastructure I have seen at first-hand the positive impact infrastructure has on the daily lives of local people, our communities, our environment and our economy.



**Katrina Godfrey,**  
Permanent  
Secretary; DfI

As a department, our focus is on connecting people safely; supporting opportunities; and creating sustainable living places. The work we do matters and makes a huge and positive difference to people and their wellbeing and contributes significantly to our overall aim across all NICS departments which is to improve wellbeing for all – by tackling disadvantage and driving economic growth.

Across DfI, there are a number of challenges that, working together and with others, we need to consider and address. The very real challenges presented by the current public expenditure context and the consequences of previous underinvestment in strategic infrastructure are, I know, well understood. That does not make them any easier to deal with and we continue to work hard to deliver our services in line with the direction set by previous ministers, balancing as best we can the demands associated with maintaining our existing assets and the aspirations we all have for a modern water, drainage and transport infrastructure, supported by effective planning policies, that contributes to improving wellbeing for all.

The challenge we face as civil servants in a world without ministers is not only unprecedented but also demanding. Our normal role is to advise ministers and support them to implement the decisions they make. While we take the decisions we can to ensure that service delivery continues, we are conscious that the absence of political direction

by Ministers is having an impact on policy development and decision making in many areas. This is particularly acute as we plan for EU exit and as we wrestle with the impact of other global challenges such as climate change.

We are, however, absolutely committed to serving the people of Northern Ireland. Throughout this Corporate Plan period, they will rightly look to us to do our best to deliver the policies, programmes and schemes agreed by previous ministers; to make progress on the areas prioritised first in the draft Programme for Government and subsequently in the NICS Outcomes Delivery Plans; and to be open, transparent and collaborative in all that we do.

I have been so very impressed by the professionalism, pride and passion that colleagues across DfI demonstrate. While it is clear that we face significant uncertainty in the coming months, I know we will deploy our collective expertise and strong relationships to work our way through the challenges that lie ahead and to deliver real progress towards achieving the goals and ambitions that the draft Programme for Government and this Corporate Plan set out.

**Katrina Godfrey**

# Introduction:

## About the Department for Infrastructure

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

### Who we are

The Department for Infrastructure was set up in 2016, bringing together a range of functions from the former Department of Agriculture, the former Department for Culture, Arts and Leisure, the former Department for the Environment, the former Office of the First and Deputy First Ministers and the former Department for 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

DfI delivers essential services every day to 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 planned properly and supported by the necessary infrastructure. Our focus is on planning and delivery in both the short term and long term. We plan future development to meet the projected needs of the Northern Ireland community a generation ahead, and we sustain a focus on delivery, now and for the future, to make sure that that infrastructure is there when it is needed.

We maintain road and rail networks to enable daily travel and transport of goods. Safety is a top priority for us. This includes working to reduce road fatalities, developing safety campaigns, maintenance and expansion of the



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

We also sponsor Northern Ireland Water, another ALB, which is the statutory water and sewerage undertaker, providing sewage management and 57 million litres of drinking water every day to 86,000 households. Having the right drinking water and sewage infrastructure is essential for enabling development and realising future opportunities. The Department also sponsors a third ALB, the Drainage Council, which decides which designated watercourses and sea defences should be maintained at public expense to address the risk of flooding, protect existing developments, and enable future development.

The Department, along with the Department of Culture, Heritage and the Gaeltacht also co-sponsors Waterways Ireland. Waterways Ireland is a cross-border body responsible for the management, maintenance, development and restoration of navigable waterways throughout the island of Ireland.


Finally, the Department works with partners in local government and the wider community to create healthy living places. We do this through our policy oversight of the planning system and significant planning applications, by supporting a planning IT system and promoting renewable energy and sustainable transport. We work with local government to support Councils in preparing their local development plans and local transport plans.

## Our People

We deliver our challenging work programme through teams of dedicated and committed people located throughout the region. 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 ensure that flood risks are addressed, water courses are managed, and that water and sewage 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.

Our policy and administrative staff implement existing policies for the benefit of the public. Each year we administer around 120,000 theory and practical driving tests, conduct almost 1.1 million vehicle tests, issue around 275,000 driving licences, and administer the Blue Badge scheme. Through DVA's Digital Transformation Programme, we are aiming to provide fast, easy and secure digital services which will improve both our customer and employees' experience. Longer term, under the direction and control of a Minister, we will develop policy options for Ministerial/Executive consideration. This includes delivering a long-term water strategy, supporting shifts to more sustainable forms of transport, and increasing the efficiency of our key economic corridors.

A construction worker wearing a yellow hard hat and a high-visibility yellow and grey safety vest is working on a road surface. He is using a long-handled tool, possibly a rake or a similar implement, to spread or level material. The background shows a road with traffic cones, trees, and a clear sky. The overall scene is outdoors during the day.

**We deliver our  
challenging work  
programme through  
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and committed people  
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the region.**

# Programme For Government & NICS Outcomes Delivery Plan

DfI's vision and actions are rooted in and fully support the wider vision set out by the previous Executive and at the heart of its draft Programme for Government (PfG) which is:

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

DfI is also changing how it works and where it places its focus to reflect the recommendations made by the Organisation for Economic Co-operation and Development (OECD) and signed up to by the main parties here around working in a way which is focused on outcomes. It makes a key contribution across all draft PfG outcomes, particularly the following:

- We prosper through a strong, competitive, regionally balanced economy
- We live and work sustainably, protecting the environment
- We enjoy long, healthy, active lives
- We care for others and help those in need
- We have created a place where people want to live and work, to visit and invest
- We connect people and opportunities through our infrastructure.

We work to ensure a focus on connectivity as a key enabler of economic well-being, environmental improvements and social cohesion. This includes our public transport network, walking and cycling infrastructure, and water infrastructure as well, of course, as our road network. We have set out the actions we are taking in this plan and also in the Outcomes Delivery Plan.

In the longer term, we will measure our progress using the population indicators set out first in the draft PfG and more recently in the Outcomes Delivery Plan.

Our main focus is on the following three indicators:

- a) Average journey time on key economic corridors (PfG indicator 23);
- b) % of all journeys which are made by walking, cycling and public transport (PfG indicator 25); and
- c) NI Water Overall Performance Assessment (PfG indicator 47).

In the short term, we have reported on progress in the '[Outcomes Delivery Plan 2018/19 – End Year Report](#)' and also through report cards which focus, in line with the agreed NICS approach, not only on 'how much did we do' and 'how well did we do it' but also using measures that help to determine impact ('is anyone better off?').

A full suite of report cards monitoring our performance on DfI-led actions across the draft PfG framework is under development.

The 2018/19 end year report cards for our actions under Outcome 11 and Outcome 8 which are already available can be viewed at:

[\*\*Outcome 11 - We connect people and opportunities through our infrastructure\*\*](#)

[\*\*Outcome 8 – Concessionary Fares Scheme\*\*](#)

## Flagship projects

The Executive has designated a number of key strategic projects as "Flagship Projects". These projects are considered to be particularly important in achieving results to deliver the NICS Outcomes Delivery Plan, and were given priority by the Executive. DfI has responsibility for four flagship projects and has been working, in challenging circumstances, to ensure these are delivered.





### **Belfast Rapid Transit (BRT)**

The Belfast Rapid Transit flagship project has already been completed.

BRT Glider went live on 3 September 2018 providing a high frequency service connecting the East and West of the city and Titanic Quarter through the city centre. Whilst figures can vary from week to week, following a year of operation, Glider has proved an overwhelming success, exceeding all expectations. Year-on-year passenger growth since the launch in September 2018 is now around 45,000 additional journeys per week, equating to an increase of over 30% in passenger journeys.

### **A5 Transport Corridor**

Improvement of the A5 Western Transport Corridor will greatly enhance the road network in the West of Northern Ireland. Whilst this scheme is currently delayed following legal action in November 2018, we continue to carry out the necessary work to enable a fresh decision on the scheme to be taken during 2019.

### **A6 Transport Corridor**

Improvement of the A6 will greatly improve the connection between Belfast and Derry/Londonderry. The Randalstown to Toome section opened in August 2019 and the Toome to Castledawson section is expected to be opened in 2021. Construction on the Dungiven to Drumahoe section started in September 2018 and the overall scheme is expected to be completed by spring 2022.

### **Belfast Transport Hub**

Development of the Belfast Transport Hub, at Great Victoria Street, Belfast will be a key driver of economic growth and prosperity for Belfast and Northern Ireland. Work is expected to start in the summer of 2021 with completion expected in autumn 2024.

# Challenges

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

- Safeguarding our infrastructure;
- The UK's exit from the EU;
- Political uncertainty; and
- Climate Change;

## Safeguarding our Infrastructure

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

Furthermore, finding adequate resources to fund our most important business requirements will be a significant challenge during the period of this plan. One consequence of a lack of funding for critically important infrastructure (roads, water, and transport) will be a fall in the support for economic growth. The challenge is both immediate and long term.

Recognising the impact that inadequate infrastructure can have on our economic, personal and environmental wellbeing, our top priority is our water and wastewater service. New development is already constrained in almost 100 towns and villages across Northern Ireland where wastewater treatment works are at capacity. Without change, development will be further constrained, particularly 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 sewerage capacity.

Our public transport network also requires significant investment if we are to build on the success of Glider and encourage more people out of their cars onto more sustainable modes of transport, helping to ease congestion and reduce emissions, and, in turn, improving our living places and health. Other areas are already underfunded. Recent reports by the NI Audit Office and consultants (Jim Barton) have shown





that the funding currently available for maintenance of the road network is insufficient to maintain it at the current state of repair. Without more investment in maintenance, the state of repair of our roads network 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, greenways and blueways.

## In common with other government Departments and many other organisations, the United Kingdom's departure from the European Union will create challenges for DfI.

### **The UK'S exit from the EU**

In common with other government departments and many other organisations, the United Kingdom's departure from the European Union will create challenges for DfI. Significant time, effort and resource have gone into ensuring that appropriate legislation, preparations and contingency planning are in place. However, the level of intensity and challenge is not without consequences for other work.

### **Political Uncertainty**

In common with other NI Departments and public sector organisations, the absence of Ministers and a functioning Assembly creates an additional challenge for the Department limiting the scope for new legislation, and reducing the level of oversight and accountability.

The absence of Ministers deprives the Department of the source of new policy development and strategic direction. Some decisions which Ministers might have taken are deferred, while others are taken by senior officials under the terms of the Northern Ireland (Executive Formation and Exercise of Functions) Act 2018.

The absence of Ministers and an Assembly impacts on the Department's financial planning, making it more difficult to re-allocate resources. Business areas (such as roads maintenance), which rely heavily on re-allocation of funds through the in-year monitoring process, will face underfunding.

### **Climate Change**

Our infrastructure and, more importantly, how we use it, also has an important role in helping to address the global challenge of climate change. In Northern Ireland, transport and farming are two of the biggest contributors to greenhouse gases. Encouraging people out of their cars and onto public transport, bicycles or travelling by foot, together with a move to more sustainable engines for our cars and buses, will require significant additional investment.

# Connecting People Safely

We live in a world where travel and movement are essential parts of daily life, whether that involves commuting, shopping, visiting, or the delivery of goods, food or services.

Much of our work is about the safe and efficient movement of people and goods in a sustainable way. Our responsibilities include travel and transport by road or rail within Northern Ireland and our travel and transport connections through our ports and airports. Our key priority is to maintain our road and rail networks to ensure the daily safe travel and transport of goods by road and rail users.

## Travelling safely

Safety is a priority. We work to ensure that the transport infrastructure operates safely following adverse weather events, including providing our Winter Service, and dealing with the aftermath of storms and floods.

The Driver and Vehicle Agency aims to deliver improved road safety and better regulation of the transport sector through

driver licensing, vehicle and driver testing, and roadside enforcement.

Our Road Safety Strategy for the period 2011 to 2020 aims to reduce the number of fatalities and serious injuries caused by road traffic collisions. We work with road safety partners in a number of ways, including delivery of road safety information campaigns, road safety training in schools, and ensuring that roads and streets are properly maintained, well-lit and have clear lines of sight.

## Making travel and transport efficient

We seek to make our road and rail networks more efficient, so that goods and services can be provided quicker and at lower cost, while potentially reducing pollution. Better road and rail infrastructure supports our economy and provides opportunities for growth. In addition to the Flagship A5 and A6 projects, the A1 Southern Relief Road will make a major contribution to efficient travel and transportation.



We also plan to take forward phase 2 of the Belfast Rapid Transit project, which will potentially extend the current network to serve North Belfast, South Belfast, Queen's University and the City Hospital. This project has been confirmed as one of the infrastructure projects in the Belfast Region City Deal.

### **Sustainable travel**

We promote sustainable travel, whether by walking, cycling or public transport. Sustainable travel improves the environment and contributes to public health.

Our Strategic Park and Ride Programme supports travel choices that include bus travel. Many park and ride sites are full on a daily basis, and with an average occupancy rate of over 80%, this scheme continues to ease pressure on key transport corridors. Our multi-modal transport hubs support the use of public transport, and provide cycle parking to encourage cycling.

We are working with the Public Health Agency to progress eight greenway schemes, to add new or improved walk ways, cycle ways and safe crossings, to provide the freedom and confidence to walk and cycle for everyday journeys. The Department also delivers the Active Schools Travel Programme, working with schools to encourage children to travel more actively to school (walking, cycling, scooting/skating, or Park and Ride/stride/scoot).

### **Accessible travel**

We support accessible travel, ensuring that public transport is accessible to all and that our public spaces are designed to accommodate everyone whatever their mobility. To support this, we rolled out JAM Card awareness training across the Department. Already used on Translink's services, the JAM Card allows people with a communication difficulty to discreetly inform a service provider that they need Just A Minute of patience and understanding.



# Supporting Opportunities

The Department plays a central role in supporting the sustainable development of Northern Ireland. Key to this is our investment in infrastructure.

Efficient, properly planned and maintained transport networks make a significant contribution to our economic development. We also contribute to social inclusion through our concessionary fares scheme and our support for community transport.



In addition to our investment in transport, we have invested significantly, through Northern Ireland Water, in our water and sewerage infrastructure. Water infrastructure is a key building block for economic growth, improving public health and ensuring a clean, thriving environment.

## We work collaboratively with our many partners to create living places which deliver positive benefits for our health and well-being

However, as a consequence of historic underfunding, significant investment will be required over the next few years to upgrade our drainage and wastewater treatment infrastructure right across Northern Ireland. Belfast particularly suffers from an ageing infrastructure already operating well above the capacity it was designed for.

Some 11,000 properties in the greater Belfast area are considered to be at risk of flooding. Water quality in parts of Belfast Lough has fallen significantly and development in some areas of the city cannot proceed where the sewerage network is already at full capacity.

### Creating Living Places

In DfI our everyday role is about connecting people, supporting opportunities and creating living places for work and leisure and for our many visitors.

We cannot do this on our own, and therefore work collaboratively with our many partners to create living places which deliver positive benefits for our health and well-being, for employment and economic growth as well as sustaining and protecting our environment.

### Regional planning and strategic planning decisions

We are responsible for regional planning policy, reflecting the strategic framework which shapes how we develop living places in Northern Ireland. In doing so, we support the wider strategic goals and outcomes set out in the draft Programme for Government and in the NICS Outcomes Delivery Plan.

We also process regionally significant planning applications by addressing decisions that are referred to us. Some important decisions have already been taken for example, decisions on offices at City Quays 3, and Notices of Opinion to approve the Transport Hub, Belfast Harbour Power Station and Cruise Terminal.

### Working with local planning authorities

As set out in the Department's "Living Places" guidance we will continue to work together to develop places which positively impact on people's lives. Local government takes decisions on local planning matters, and we engage with Councils to support the development of their Local Development

Plans and Local Transport Plans, to secure the sustainable land use and transport network.

As with our regional planning responsibilities, the key to high-quality local planning is close collaborative working with the local planning authorities and many others to ensure that all perspectives are fully considered.

## Rathlin Island

Positive place-making in remote communities is also an important element of the Department's wider place-shaping and place-making agenda. The Rathlin Island Policy is a collaborative approach whereby government departments, the islanders and other interested parties work to ensure policy aims and objectives are taken forward. The Department also provides funding for the Rathlin Island Ferry.



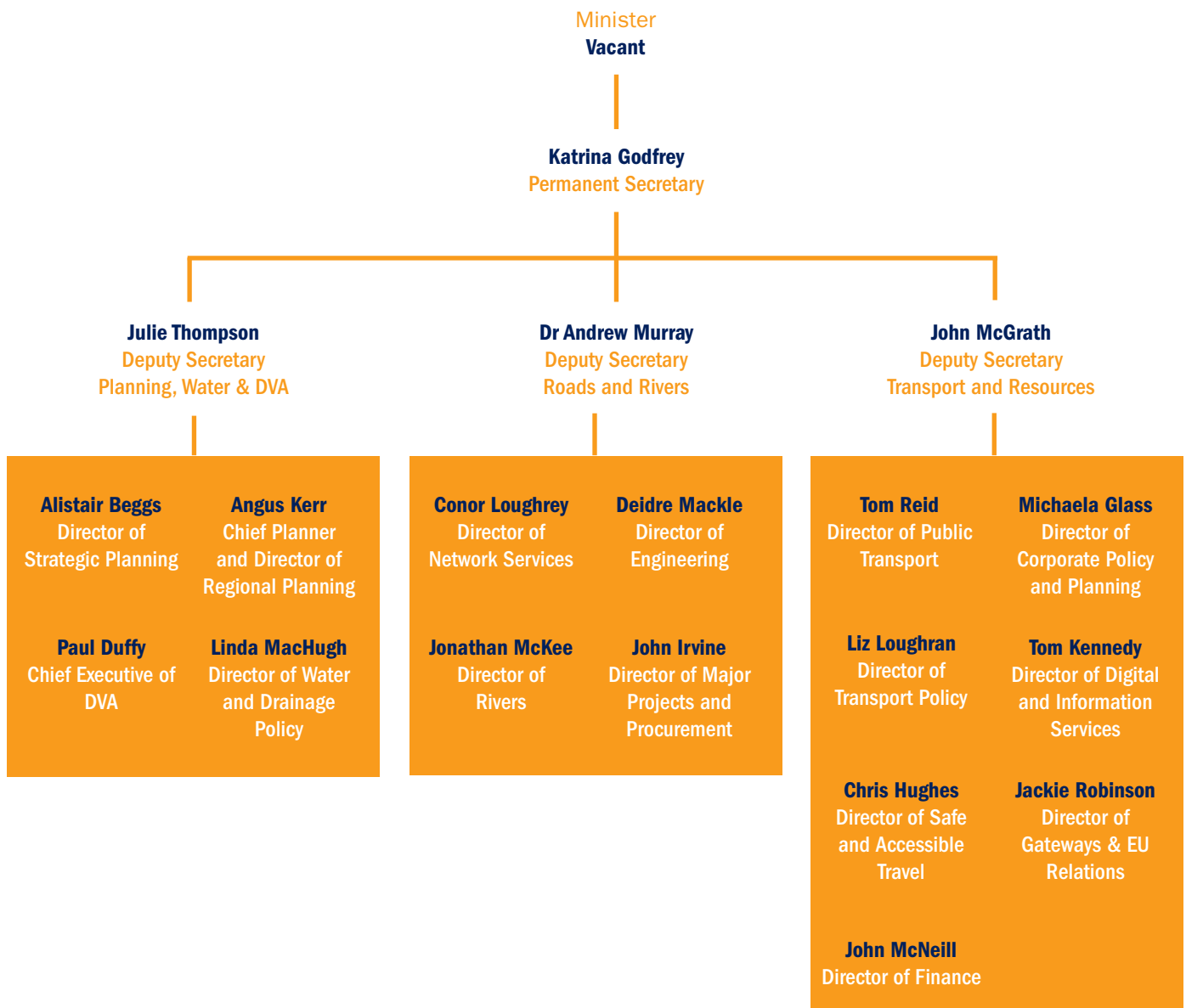
# Dfi Business Planning

The Annual Business Plan for the Department, setting out what we will do in the 2019-2020 business year is included at **Annex B**.

An update for the Department against its goals for the 2018-2019 business year is available in the Annual Report and Accounts for the year ending 31 March 2019

[www.infrastructure-ni.gov.uk/publications/dfi-annual-report-and-accounts-2018-19](http://www.infrastructure-ni.gov.uk/publications/dfi-annual-report-and-accounts-2018-19)].

## Annex A: Dfi Senior Management





## Annex B:

### Annual Business Plan 2019/2020

#### Every day safely connecting people

Action	Impact	Owner
<p>Implementing the actions in the Road Safety Strategy 2020 to reduce the number of:</p> <ul style="list-style-type: none"> <li>• people killed to &lt;53(from 55);</li> <li>• people seriously injured to &lt;671 (from 730);</li> <li>• children (0-15) Killed or Seriously injured (KSI) to &lt;61 (from 63); and</li> <li>• young people (16-24) KSI to &lt;169 (from 173).</li> </ul>	<p>Improving road safety to contribute to a reduction in the number of people killed or seriously injured on Northern Ireland roads.</p>	Chris Hughes
<p>Ensuring that vehicles and drivers are tested and licensed appropriately through the work of DVA by:</p> <ul style="list-style-type: none"> <li>• providing appointments for 92% of vehicle test applications within 21 days or, on request, at a later date;</li> <li>• providing appointments for 92% of practical driving test applications within 28 days or, on request, at a later date; and</li> <li>• processing 95% of completed paper driver licence applications within 10 working days and 95% of completed online driver licence applications within 5 working days.</li> </ul>	<p>Improving road safety to contribute to a reduction in the number of people killed or seriously injured on Northern Ireland roads.</p> <p>Ensuring that an individual's entitlement to drive is up to date and accurate and can be accessed and examined by law enforcement bodies and employers.</p>	Paul Duffy
<p>Implement a new Compliance and Enforcement digital solution with roadside technology to improve the effectiveness and efficiency of enforcement operations by December 2019.</p> <p>Implement a new online taxi and bus operator licensing system by December 2019.</p>	<p>Improving efficiency of staff and minimise delays for operators and drivers.</p> <p>A more efficient and timely service to customers.</p>	Paul Duffy
<p>Informing 95% of applicants for Blue Badges of our decision within eight weeks of receipt of their valid applications. (Excludes referral times for applications referred to GPs for comment.)</p>	<p>Enhancing the quality of life by promptly providing the opportunity to utilise this scheme and enhance their quality of life without delay.</p>	Deidre Mackle

<p>Build enabling physical and organisational infrastructure by:</p> <ul style="list-style-type: none"> <li>• supporting the delivery of the Executive's flagship programme to build the Belfast Transport Hub at Weaver's Cross;</li> <li>• optimising Translink's operational and financial performance via the Service Agreement and reviewing that contract with a view to developing a replacement;</li> <li>• hold a public consultation on lighting the Comber Greenway;</li> <li>• completing the Blaris walking and cycling path and the Island Street bicycle infrastructure scheme;</li> <li>• introducing a capital grant scheme for greenways;</li> <li>• publishing an agreed Belfast Bicycle Network;</li> <li>• through the Commercial Bus Service Permit system, facilitating the provision of additional services that complement Translink's network; and</li> <li>• supporting the provision of physical infrastructure for public transport services and, in particular, the completion of the North West Region Multi-modal Transport Hub by the end of 2020.</li> </ul>	<p>Supporting a sustainable mode of transport which helps our population engage in economic and social activities.</p> <p>Building safe traffic-free and segregated on-road walking and cycling infrastructure will give people the freedom and confidence to walk and cycle for everyday journeys.</p> <p>Increasing the number of bus services available on the public transport network to improve accessibility, particularly in rural areas.</p> <p>Supporting sustainable modes of transport which helps our population engage in economic and social activities.</p>	<p>Tom Reid</p> <p>Tom Reid</p> <p>Jackie Robinson</p> <p>Jackie Robinson</p> <p>Jackie Robinson</p> <p>Jackie Robinson</p> <p>Tom Reid</p> <p>Tom Reid</p>
<p>Investing in the motorway and trunk road network so that at least 85% is in satisfactory structural condition i.e. a residual life of greater than five years.</p>	<p>Maintaining a safe, fit for purpose road network and transportation system</p>	<p>Conor Loughrey</p>
<p>Increase the capacity of the roads network by:</p> <ul style="list-style-type: none"> <li>• progressing the development of the A5 Western Transport Corridor;</li> <li>• continuing construction of the A6 Derry to Dungiven (Drumahoe to Dungiven section);</li> <li>• continuing construction of the A6 Randalstown to Castledawson scheme, including completion of the Randalstown to Toome section; and</li> <li>• progressing the Strategic Park and Ride Delivery Programme 2016-20.</li> </ul>	<p>Improving journey times, improve safety and increase capacity on the strategic road network to facilitate interchange to sustainable public transport alternatives.</p>	<p>John Irvine</p>

## Supporting opportunities

Action	Impact	Owner
<p>Providing NI Water with capital investment and governance support to achieve the Overall Performance Assessment outcomes in the draft Programme for Government through targeted investment in water and wastewater infrastructure and improved customer service.</p> <p>Setting strategic priorities for price control via PC21, through the Social &amp; Environmental Guidance, and working with stakeholders to scope longer-term water and wastewater investment requirements and how these may be met.</p>	<p>Improving customer experience and enhanced environmental outcomes resulting from improved service delivery, thereby supporting economic growth, improving environmental compliance and contributing to the health and wellbeing of citizens.</p>	Linda MacHugh
<p>Leading the delivery of Sustainable Water – a Long-term Water Strategy and prepare and agree the third annual report for the Executive.</p> <p>Through the Living with Water Programme, progressing development of a draft Strategic Drainage Investment Plan for Belfast for consultation by end 2019.</p> <p>Progress the development of a draft Flood Risk Management Plan for the period 2021-27, including the completion of a consultation report on the published timetable and works programme for the review of Flood Risk Management Plans by 30 September 2019 and the review of existing flood hazard and flood risk maps by 22 December 2019.</p>	<p>Managing flood risk in an integrated and sustainable way and providing improved customer experience and enhanced environmental outcomes resulting from improved service delivery.</p>	Linda MacHugh
<p>Supporting shifts to more sustainable forms of transport by;</p> <ul style="list-style-type: none"> <li>• reviewing the public transport offer in Northern Ireland with a view to ensuring viability and support for the delivery of the draft PfG;</li> <li>• working with colleagues, stakeholders and operators to enhance the accessibility of the transport network, including through the Commercial Bus Permit system, in line with the draft PfG;</li> <li>• promoting accessible transport for those most at risk of social exclusion by providing discounted and free fares on public transport;</li> </ul>	<p>Making transport more accessible, helping people to engage more fully, in both economic and social activities.</p>	<p>Tom Reid</p> <p>Tom Reid</p> <p>Tom Reid</p>

### Key

Programme for Government  
Indicator 47- ODP

Programme for Government  
Indicator 25- ODP

Programme for Government  
Indicator 23- ODP

<ul style="list-style-type: none"> <li>developing an engagement strategy to identify and implement behavioural change ('nudge') approaches associated with a move away from reliance on private motoring and towards walking, cycling and public transport; and</li> <li>developing policies to reduce the priority of motor vehicles and enhance provision for walking and cycling in towns and cities.</li> </ul>	<p>Incentivising more sustainable and efficient ways of travelling such as walking, cycling and public transport, to reduce traffic congestion and encourage healthier, more environmentally sustainable lifestyles.</p> <p>Reducing the priority of vehicles in areas of high walking and cycling footfall, to improve place making in towns and cities, strengthen local economies and make Northern Ireland a place where people want to live, work and invest in by prioritising people rather than motor vehicles.</p>	<p>Tom Reid</p> <p>Liz Loughran</p>
<ul style="list-style-type: none"> <li>Developing a Safe and Sustainable Travel Action Plan for 2020 and beyond.</li> </ul>	<p>Combining the development of road safety policies with the development of sustainable travel policies to enable us to deliver a safe and sustainable travel and transportation network.</p>	<p>Chris Hughes</p>
<p>Maintaining our drainage and flood defence infrastructure to protect people and property by repairing at least 2km of designated culverts and 6km of fluvial defences.</p> <p>Constructing infrastructure to offer enhanced flood protection to 85 properties.</p>	<p>Enhancing flood protection so that people, communities and property will benefit as a result of the infrastructure and flood alleviation works carried out.</p>	<p>Jonathan McKee</p>
<p>Increase the efficiency of our key economic corridors by:</p> <ul style="list-style-type: none"> <li>preparing a transport Plan for the Regional Strategic Transport Network, (RSTNTP), with an indicative target to be substantially complete by September 2019; and</li> <li>identify and where possible pursue, EC and UKG derived sources of funding to support the delivery of projects of strategic priority.</li> </ul>	<p>Increasing the efficiency and safety of our key economic corridors, whilst also increasing public transport use.</p> <p>Improving accessibility to transport services that support economic and social development e.g. the development of the integrated multimodal Transport Hub in Derry/Londonderry and the Belfast Rapid Transport system.</p>	<p>Liz Loughran</p> <p>Jackie Robinson</p>

<p>Contributing to the implementation of A Fresh Start including:</p> <ul style="list-style-type: none"> <li>Working with the Department of Transport, Tourism and Sport to identify preferred option for Narrow Water Bridge and;</li> <li>Supporting the work of the North West Strategic Growth Partnership.</li> </ul>	<p>Improving local access in the Carlingford lough area and aid the active tourism industry.</p> <p>Enhancing the role of the Derry-Letterkenny Gateway as a sub-regional driver of growth.</p>	Liz Loughran
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## Creating living places

Action	Impact	Owner
Processing Regionally Significant Planning Applications from date valid to a Ministerial Recommendation or withdrawal date within an average of 30 weeks.	Securing the orderly and consistent development of land whilst furthering sustainable development and thus improving the wellbeing of wider society.	Alistair Beggs
By summer 2019 commencing the procurement of the new Planning IT system and award contract by January 2020.	Supporting the delivery of planning functions across local councils and the Department, resulting in an enhanced, modernised service with improved customer and stakeholder experience and a more efficient use of resources with the potential for cost reductions.	Angus Kerr
Bringing forward, for Ministerial decision, a consultation draft revised strategic planning policy for renewable energy development by December 2019.	Ensuring the best strategic planning policy approach for onshore renewable energy is in place, which furthers sustainable development and which is appropriate for the two-tier planning system.	Angus Kerr
Engaging with local government and central government to contribute to the delivery of Council's Local Development Plans in line with agreed timetables and statutory timescales.	Securing the orderly and consistent development of land whilst furthering sustainable development and thus improving the wellbeing of wider society.	Alistair Beggs

### Key

	Programme for Government Indicator 47- ODP		Programme for Government Indicator 25- ODP		Programme for Government Indicator 23- ODP
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<p>Supporting shifts to more sustainable forms of transport by:</p> <ul style="list-style-type: none"> <li>working with local government in undertaking local transport studies to inform and support the outworking of the Community Planning and Local Development Planning processes in alignment with PfG Outcomes.</li> </ul>	<p>Reducing private car dependency and increasing use of public transport, cycling and walking.</p> <p>Supporting and taking forward actions to encourage a shift to more sustainable forms of transport.</p> <p>Investigating transport concerns raised in relation to connectivity and access to services, in Fermanagh and Causeway Coast and Glens.</p>	Liz Loughran
<p>Completing all four independent research commissions and the associated project plan required to inform a Ministerial decision on the potential formulation of a long term Infrastructure Delivery Plan for Northern Ireland by September 2019.</p>	<p>Providing the evidence base for strategic planning in respect of long term infrastructure supply and demand.</p>	Angus Kerr
<p>Review of governance and oversight of performance in the planning system.</p>	<p>Ensuring the efficient and effective operation of the planning system to ensure the public has confidence in the integrity of the planning system.</p>	Angus Kerr
<p>Improve environmental governance and compliance in the planning system.</p>	<p>Improving capacity to deliver sound decisions that balance the societal, environmental and economic aspects of sustainable development.</p>	Angus Kerr
<p>Progressing the Belfast Tidal scheme and obtaining Internal Gateway 4 Approval by appointing a Design and Build contractor and commencing construction.</p>	<p>Protecting communities and property.</p>	Jonathan McKee

## Departmental Activity

Action	Impact	Owner
Ensuring no overspend against budget and ensure any underspend is managed to below 1.5%.	Maximising efficiency to utilise resources effectively.	John McNeill
Representing the Department within the wider context of the NI Executive's economic priorities associated with the UK's decision to leave the European Union.	Improving understanding of key issues, to improve future decision making and EU relationship environment, increasing economic competitiveness. Ensuring arrangements in place to enable continued cross-border travel and public transport.	Jackie Robinson
Providing enhanced delivery of Online services using digital means and innovative approaches to meet citizen needs. The aim is to have an average increase in online transactions of 5% across all online services through implementation of the DfI Digital Strategy.	Improving public engagement through use of on-line digital services 24/7.	Tom Kennedy
Ensuring the delivery of a quality Driver and Vehicle Testing service with accreditation of the ISO 9001:2015 quality standard as its benchmark.	Enhancing DVA service delivery.	Paul Duffy
Providing 70% of Personal Injury Claimants with a decision within 6 months from date of site inspection with claimant and/or claimant's legal representative.	Saving departmental resources by reaching decisions on liability before legal proceedings issue and costs increase.	Deidre Mackle
Providing 70% of Property Damage Claimants with a decision within 6 months from receipt of claim. Providing 70% of Vehicle Damage Claimants with a decision within 4 months from receipt of claim. Increasing the proportion of monies recovered for Parking Penalty Charge Notices to 75%. Achieving maximum possible surplus land disposals.	Releasing funding within the Department to deliver a better public service. Maximising efficiency to utilise resources effectively.	Deidre Mackle
DfI HR Business Partner to provide strategic, timely, supportive advice.	Assisting managers with resourcing and staffing issues to ensure business areas are appropriately staffed.	Linda Barlow

NB: All actions, by their nature, may not be completed within the 2019/2020 period but progress reports will be requested at mid-year and at end of year, ideally in the OBA report card format currently being implemented across PfG/Outcomes Delivery Plan (ODP).



Department for

**Infrastructure**

An Roinn

**Bonneagair**

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