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Michael Potter

Outcomes-Based Government: Scrutiny of Outcomes

1 Introduction

This paper has been compiled in the context of scrutiny by the Committee for the Executive Office of the outcomes-based approach of the Northern Ireland Programme for Government 2016-21¹. The paper builds on previous research regarding the model of outcomes-based government used by the Northern Ireland Executive².

The paper takes as a case study the scrutiny by the Scottish Parliament of the Scottish Government's outcomes-based approach (National Performance Framework), which is based on the same model as that in use by the Northern Ireland Executive³. This is then applied to the model stated in the Northern Ireland draft Programme for Government.

While the Scottish model provides the basis for the scrutiny of outcomes, linked to the budget, the evidence suggests that this is not used in a systematic, sustained way across all committees of the Scottish Parliament.

¹ Northern Ireland Executive (2016), *Draft Programme for Government Framework 2016-21*, Belfast: Northern Ireland Executive: <https://www.northernireland.gov.uk/topics/work-executive/programme-government>.

² Research and Information Service Briefing Paper 41/16 *Outcomes-based Government*, 22 June 2016:

<http://www.niassembly.gov.uk/assembly-business/research-and-information-service-raise/research-publications-2016/>.

³ *Ibid.*, p.8.

2 The Scottish National Performance Framework

What is the model?

A description of the National Performance Framework is set out in the previous paper *Outcomes-based government*⁴ and a thorough explanation of the Framework is available in the Scottish Parliament Information Centre (SPICe) paper *The National Performance Framework and Scotland Performs*. This will not be duplicated here, but a general overview is given in this section to indicate how scrutiny takes place.

In broad terms, the Framework comprises the following⁵:

Purpose⁶

The Purpose of the Scottish Government is to focus government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth

Purpose Targets track progress towards the Purpose in the areas of economic growth, productivity, participation, population, solidarity, cohesion and sustainability⁷.

The Purpose is reiterated in the Programme for Government⁸.

Strategic Objectives⁹

1. Wealthier and fairer
2. Smarter
3. Healthier
4. Safer and stronger
5. Greener

⁴ Ibid., pp.14-18.

⁵ 'About the NPF', Scottish Government website, accessed 7 July 2016:
<http://www.gov.scot/About/Performance/scotPerforms/NPFChanges>.

⁶ 'The Government's Purpose', Scottish Government website, accessed 7 July 2016:
<http://www.gov.scot/About/Performance/scotPerforms/purpose>.

⁷ Purpose Targets, Scottish Government website, accessed 7 July 2016:
<http://www.gov.scot/About/Performance/scotPerforms/purposetargets>.

⁸ Scottish Government (2015), *Stronger Scotland: The Government's Programme for Scotland 2015-16*, Edinburgh: Scottish Government, p.5: <http://www.gov.scot/Resource/0048/00484439.pdf>.

⁹ 'Strategic Objectives', Scottish Government website, accessed 7 July 2016:
<http://www.gov.scot/About/Performance/scotPerforms/objectives>.

National Outcomes¹⁰

1. We live in a Scotland that is the most attractive place for doing business in Europe
2. We realise our full economic potential with more and better employment opportunities for our people
3. We are better educated, more skilled and more successful, renowned for our research and innovation
4. Our young people are successful learners, confident individuals, effective contributors and responsible citizens
5. Our children have the best start in life and are ready to succeed
6. We live longer, healthier lives
7. We have tackled the significant inequalities in Scottish society
8. We have improved the life chances for children, young people and families at risk
9. We live our lives safe from crime, disorder and danger
10. We live in well-designed, sustainable places where we are able to access the amenities and services we need
11. We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others
12. We value and enjoy our built and natural environment and protect it and enhance it for future generations
13. We take pride in a strong, fair and inclusive national identity
14. We reduce the local and global environmental impact of our consumption and production
15. Our people are able to maintain their independence as they get older and are able to access appropriate support when they need it
16. Our public services are high quality, continually improving, efficient and responsive to local people's needs

National Indicators¹¹

55 National Indicators which show progression on a range of National Outcomes

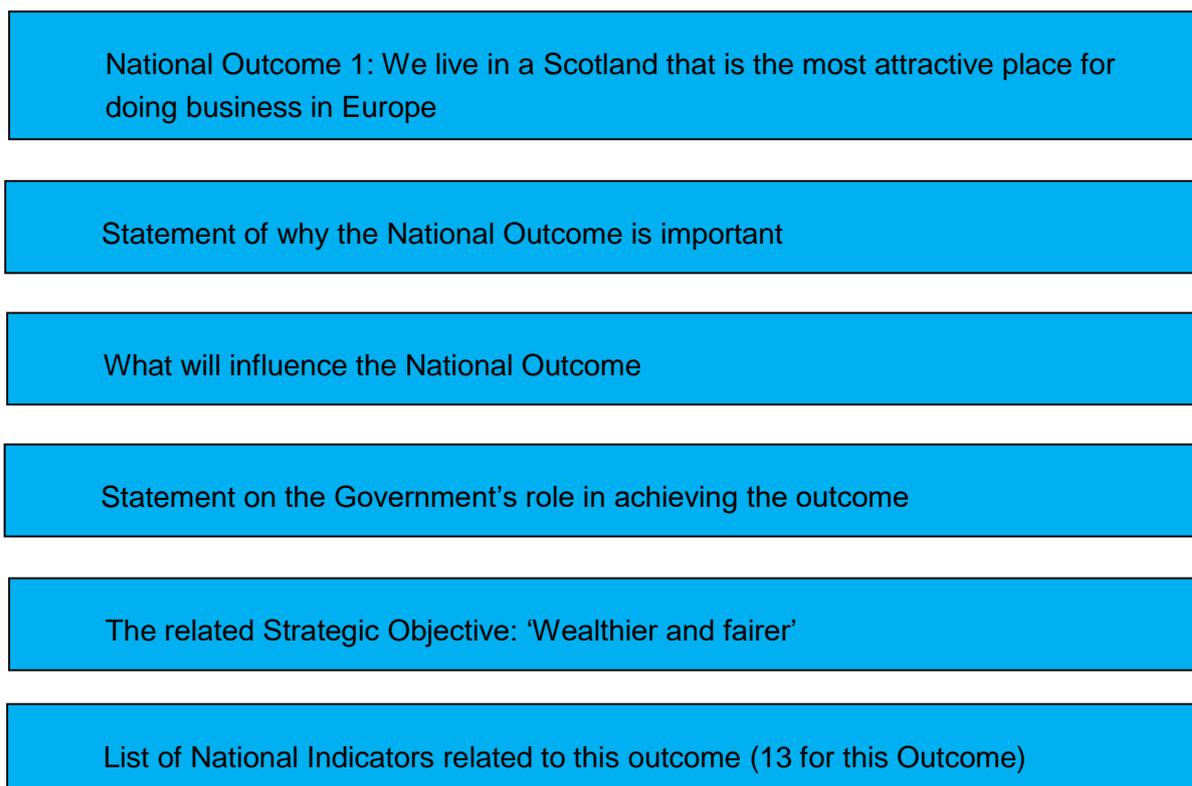
¹⁰ 'National Outcomes', Scottish Government website, accessed 7 July 2016: <http://www.gov.scot/About/Performance/scotPerforms/outcome>.

¹¹ 'National Indicators', Scottish Government website, accessed 7 July 2016: <http://www.gov.scot/About/Performance/scotPerforms/indicator>.

The Framework was introduced in 2007 and has undergone two reviews, or ‘refresh’ processes, in 2011 and 2016¹². The Community Empowerment (Scotland) Act 2015¹³ places an obligation on the Scottish Government to set National Outcomes and sets out related provisions.

How is the model used for parliamentary scrutiny?

The Scottish Government publishes progress in the Purpose Targets and the National Indicators through the **Scotland Performs** web pages¹⁴. The example below shows how on Outcome can be tracked using this system¹⁵.



Each Indicator has a data source for measuring progress, in this case, the first Indicator, ‘Increase the number of businesses’, is measured by the total number of VAT/PAYE registered private sector enterprises in Scotland per 10,000 adults¹⁶.

¹² National Performance Framework 2016: <http://www.gov.scot/Resource/0049/00497339.pdf>.

¹³ Community Empowerment (Scotland) Act 2015: <http://www.legislation.gov.uk/asp/2015/6/contents/enacted>.

¹⁴ Scotland Performs web pages, Scottish Government website, accessed 7 July 2016: <http://www.gov.scot/About/Performance/scotPerforms>.

¹⁵ ‘We live in a Scotland that is the most attractive place for doing business in Europe’, Scotland Performs web pages, accessed 7 July 2016: <http://www.gov.scot/About/Performance/scotPerforms/outcome/business>.

¹⁶ ‘National Indicator: Businesses’, Scotland Performs web pages, accessed 7 July 2016: <http://www.gov.scot/About/Performance/scotPerforms/indicator/businesses>.

The website has a 'Performance at a Glance' page, which shows each of the Purpose Targets and each of the National Indicators with an indication of whether they are improving, regressing or staying the same¹⁷.

Scottish Parliament committees use the Framework for scrutiny purposes to varying degrees. For example, a reference to the Framework by the former Economy, Energy and Tourism Committee (2011-16) is as follows¹⁸:

National Performance Framework

75. The Scottish Government's National Performance Framework (NPF) underpins delivery of its agenda through an outcomes-based approach to performance. The Scotland Performs website reports on progress against the NPF. We understand that some changes to the NPF data set, including indicators relating to work and employment, are expected to be made by the Scottish Government in the near future.

76. We encourage our successor to review the changes to the National Performance Framework and to consider what further development may be useful.

The Committee received a briefing from the Scottish Government's Council of Economic Advisers in a briefing session on 8 October 2015 regarding, inter alia, the National Performance Framework¹⁹. In its report *Taking the High Road - Work, Wages and Wellbeing in the Scottish Labour Market*, the Committee makes a recommendation with regard to indicators relating to employment quality²⁰:

38. We were encouraged by the Scottish Government's confirmation that it intends to include an increased focus on employment quality within the NPF.

39. To assist evaluation of fair work interventions and to help focus the minds of policy-makers, we call on the Scottish Government to create a weighted matrix of employment and work quality indicators to produce a single 'Fair Work Index'. This would allow the Scottish Government to track changes over time and should be the basis of a new NPF national indicator, driven by data from the boosted and new survey models we have suggested.

¹⁷ 'Performance at a Glance', Scotland Performs web pages, accessed 7 July 2016:

<http://www.gov.scot/About/Performance/scotPerforms/glanceperformance>.

¹⁸ Economy, Energy and Tourism Committee (2016), *Legacy Paper* SP Paper 949, 7th Report, 2016 (Session 4), 15 March 2016, p.13: http://www.parliament.scot/S4_EconomyEnergyandTourismCommittee/Reports/EETS042016R07.pdf.

¹⁹ Economy, Energy and Tourism Committee (2016), *Annual Report 2015-16*, SP Paper 933, 6th Report, 2016 (Session 4), p.5: http://www.parliament.scot/S4_EconomyEnergyandTourismCommittee/Reports/EETS042016R06.pdf.

²⁰ Economy, Energy and Tourism Committee (2016), *Taking the High Road - Work, Wages and Wellbeing in the Scottish Labour Market*, SP Paper 874, 1st Report, 2016 (Session 4), p.11: http://www.parliament.scot/S4_EconomyEnergyandTourismCommittee/Reports/EETS042016R01Rev.pdf.

However, scrutiny of the National Indicators was not a standing item on the agenda for meetings of the committee.

Scotland Performs has produced scorecards to facilitate the scrutiny of outcomes, linked to the budget²¹. These summarise for each committee in the Scottish Parliament the performance indicators for Outcomes under the National Performance Framework. Scorecards summarise where indicators show 'performance improving', 'performance maintaining' or 'performance worsening'²². In this way, committees can see at a glance how the Scottish Government is progressing (or otherwise) towards the intended Outcomes in the Framework.

The scorecards are allocated in the document to the most relevant Scottish Parliament committee by the Executive. However, it is acknowledged that many indicators are cross-cutting²³:

The scorecards collate Scotland Performs indicators on the basis of those most likely to be of interest to each parliamentary committee, consistent with the approach adopted for the 2014-15 Draft Budget. However, the strategic nature of outcomes means that there are areas of overlap and committees may benefit from considering the package of scorecards as a whole.

The Framework has been used by committees for initial scrutiny of budget outcomes, for example, the Rural Affairs, Climate Change and Environment Committee included an item in its meeting of 5 November 2016 in which the government's objectives and relevant indicators were used in the scrutiny of the draft budget for 2015-16²⁴. However, the Finance Committee of the Scottish Parliament, has issued advice to other committees that they use the Framework suggests the practice is not as widespread as it might be²⁵.

The model on which the Framework is based has two sets of accountability questions that provide a methodological approach to scrutiny. These are for **Population Accountability**, i.e. relating to the well-being of a given population, and for **Performance Accountability**, i.e. relating to programmes, agencies and service systems involved in delivery²⁶. The seven questions relating to each of these are given below.

²¹ Scottish Government (2014), *Scotland Performs Update 2015-16*, Edinburgh: Scottish Government: <http://www.gov.scot/Resource/0046/00460523.pdf>.

²² For an example of a scorecard, see the previous report, Research and Information Service Briefing Paper 41/16 *Outcomes-based Government*, 22 June 2016, pp.12-13.

²³ Scottish Government (2014), *Scotland Performs Update 2015-16*, Edinburgh: Scottish Government, p.15.

²⁴ 'Rural Affairs and Environment budget and portfolio performance', Rural Affairs, Climate Change and Environment Committee meeting papers, 5 November 2014: http://www.parliament.scot/S4_RuralAffairsClimateChangeandEnvironmentCommittee/Meeting%20Papers/Meeting_Papers_05_11_2014.pdf.

²⁵ Finance Committee (2016), *Finance Committee – Budget guidance for committees*, convener to convener advice, 30 June 2016.

²⁶ Mark Friedman (2015), *Trying Hard is Not Good Enough: How to Produce Measurable Improvements for Customers and Communities*, Parse: Santa Fe, pp.37-98.

Population Accountability

1. What are the quality of life conditions we want for the children, adults and families who live in our community?
2. What would these conditions look like if we could see them?
3. How can we measure these conditions?
4. How are we doing on the most important of these measures?
5. Who are the partners that have a role to play in doing better?
6. What works to do better, including no-cost and low-cost ideas?
7. What do we propose to do?

Performance Accountability

1. Who are our customers?
2. How can we measure if our customers are better off?
3. How can we measure if we are delivering services well?
4. How are we doing in the most important of these measures?
5. Who are the partners that have a role to play in doing better?
6. What works to do better, including the low-cost and no-cost ideas?
7. What do we propose to do?

As outlined in the previous report²⁷, these questions have been adapted to the needs of specific contexts, for example, the State Government of Connecticut. For scrutiny purposes, the executive could be asked how they have applied these questions to a given policy or programme.

²⁷ Research and Information Service Briefing Paper 41/16 *Outcomes-based Government*, 22 June 2016, p.7.

3 The Northern Ireland Approach

What is the model?

A description of the outcomes-based model in the draft Programme for Government is set out in the previous paper *Outcomes-based government*²⁸. This will not be duplicated here, but a general overview is given in this section to identify scrutiny points.

The Northern Ireland Executive has taken a similar approach to the Scottish Government in the draft Programme for Government 2016-21²⁹:

This Programme for Government Framework is a new approach which focuses on the major societal outcomes that the Executive wants to achieve and provides a basis for all sectors to contribute to the development of plans and actions.

The key elements of the new approach are stated as follows:

- a focus on outcomes – these are things with which people can identify such as living longer and healthier lives or getting good jobs – which are designed to stay in place for a generation rather than a single Assembly term and define if we are progressing as a society;
- indicators which show the change we want to bring about;
- measures that will let us know if we are succeeding;
- a focus on shifting what happens in people's lives such as jobs, education and health – not about how things are delivered;
- a focus on impact rather than the amount of money spent or the number of programmes that have been introduced; and
- an opportunity for the Executive to work with local government, the private sector and the voluntary and community sectors about how we tackle the biggest challenges facing this society

Following the Scottish model, the Purpose is stated as follows:

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

²⁸ Ibid., pp.14-18.

²⁹ Northern Ireland Executive (2016), *Draft Programme for Government 2016-21*, Belfast: Northern Ireland Executive, p.7: <https://www.northernireland.gov.uk/topics/work-executive/programme-government>.

Unlike the Scottish model, there are no ‘Strategic Objectives’, but there are fourteen ‘outcomes’, as follows³⁰:

1. We prosper through a strong, competitive, regionally balanced economy
2. We live and work sustainably – protecting the environment
 3. We have a more equal society
 4. We enjoy long, healthy, active lives
5. We are an innovative, creative society, where people can fulfil their potential
 6. We have more people working in better jobs
7. We have a safe community where we respect the law, and each other
 8. We care for others and we help those in need
 9. We are a shared society that respects diversity
10. We are a confident, welcoming, outward-looking society
11. We give our children and young people the best start in life
 12. We have high quality public services
13. We have created a place where people want to live and work, to visit and invest
14. We connect people and opportunities through our infrastructure

The outcomes are then allocated indicators and measures (42 in all). These are listed in Appendix 1.

The Northern Ireland Statistics and Research Agency (NISRA) lists the data sources used to measure the indicators³¹. There is no measurement annex for nine of the 42 indicators, as data development is required for the following cases:

5. Improve the quality of the healthcare experience
9. Improve support for adults with care needs
13. Improve the quality of education
15. Improve child development
18. Increase the proportion of people working in good jobs
23. Improve transport connections for people, goods and services
26. Increase respect for each other
28. Increase the confidence and capability of people and communities

³⁰ Ibid., p.12.

³¹ Northern Ireland Programme for Government Framework (2016/21), Consultation Process, Measurement Annexes, NISRA website, accessed 8 July 2016: <http://www.nisra.gov.uk/pfg/>.

40. Improve our international reputation

The indicators and outcomes are inter-related and indicators can refer to more than one outcome. A chart showing this inter-relationship is at Appendix 2.

How can the model be used for parliamentary scrutiny?

The measures identified could be used to scrutinise progress towards objectives in the Programme for Government. This could be facilitated by a Scotland Performs style web resource which would give performance indicators at a glance. However, as stated above, nine indicators lack data sources for measurement.

Indicators have been used by parliamentary committees in Scotland for scrutiny purposes, but this does not appear to be regularised in a specific format, such as a standing agenda item. The model has been used in Scotland for scrutiny of the budget, and greater use of the model has been recommended for subject committees. But such scrutiny in Northern Ireland would necessitate greater linkages between the budget and the Programme for Government than have been in evidence heretofore.

As raised in the previous paper, the availability, timeliness and quality of data, as well as the use of provisional data, can affect the accuracy of reporting on indicators³². In addition, a critique of the Scottish model is that it might benefit from being more specific in terms of objectives³³, i.e. the National Outcomes refer to 'increases' and 'improvements', but do not say by how much or in what timescales, therefore it is not clear what would constitute success or failure.

One immediate observation is that certain indicators may have fairly complex influences, rather than those represented by the single measure given in the Programme for Government (see Appendix 1). For example, Indicator 7 – 'Improve health in pregnancy' – uses as a measure 'The proportion of babies born at a low birth weight'. This takes little account of the health of the mother (other than conditions that affect birth weight). Scrutiny of the Programme for Government may go beyond the measures relating to the Indicators listed.

Summary

Outcomes-based approaches have been used in previous Programmes for Government: the 2008-11 Programme for Government had 23 Public Service Agreements, each with a set of objectives to which measurable targets were linked³⁴; the 2011-15 Programme for Government had 83 'commitments' with measurable targets for each year³⁵. The difference with the 2016-21 Programme for Government is

³² Research and Information Service Briefing Paper 41/16 *Outcomes-based government*, 22 June 2016, p.15.

³³ Ross Burnside (2014), *Budget Scrutiny, 2015-16*, Financial Scrutiny Unit Briefing 14/73, 24 October 2014, Edinburgh: SPICe, p.40: http://www.parliament.scot/ResearchBriefingsAndFactsheets/S4/SB_14-73.pdf.

³⁴ Northern Ireland Executive (2008), *Programme for Government 2008-11*, Belfast: Northern Ireland Executive: <https://www.northernireland.gov.uk/publications/programme-government-2008-2011-and-related-documents>.

³⁵ Northern Ireland Executive (2012), *Programme for Government 2011-15*, Belfast: Northern Ireland Executive, p.14: <https://www.northernireland.gov.uk/publications/programme-government-2011-2015>.

that the outcomes are stated as long-term societal outcomes and are linked to specific measurable indicators that show performance over time, although indicators have not been available for all outcomes at the outset.

The Scottish model has used 'scorecards' which show at a glance whether a given indicator is improving, worsening or staying the same. The National Performance Framework there has been used to link outcomes to the draft budget for committee scrutiny purposes.

Appendix 1: Indicators and Measures in the Programme for Government 2016-21³⁶

Programme for Government Framework – Measures	
Indicator	Measure
1. Reduce crime	Prevalence rate – number of victims of any Crime
2. Reduce health inequality	Gap between highest and lowest deprivation quintile in healthy life expectancy at birth
3. Increase healthy life expectancy	Healthy life expectancy at birth
4. Reduce preventable deaths	Preventable mortality
5. Improve the quality of the healthcare experience	% of people who are satisfied with health and social care (based on their recent contact)
6. Improve mental health	% of population with GHQ12 scores ≥ 4 (signifying possible mental health problem)
7. Improve health in pregnancy	The proportion of babies born at a low birth weight
8. Improve the supply of suitable housing	The number of households in housing stress
9. Improve support for adults with care needs	The number of adults receiving personal care at home or self directed support for personal care, as a % of the total number of adults needing care
10. Improve support for looked after children	% of care leavers who, aged 19, were in education, training or employment
11. Improve educational outcomes	% of school leavers achieving at level 2 or above including English and Maths
12. Reduce educational inequality	Gap between % of school leavers and % of FSME school leavers achieving at level 2 or above including English and Maths
13. Improve the quality of education	% of schools where provision for learning is good or better
14. Improve the skills profile of the population	The 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

³⁶ Northern Ireland Executive (2016), *Draft Programme for Government 2016-21*, Belfast: Northern Ireland Executive, p

15. Improve child development	% of children who are at the appropriate stage of development in their immediate pre-school year
16. Increase the proportion of people in work	Seasonally adjusted employment rate (16-64)
17. Reduce economic inactivity	Economic inactivity rate excluding students
18. Increase the proportion of people working in good jobs	A Good Jobs Index
19. Reduce poverty	% of population living in (absolute) poverty (BHC) AND % of population living in (relative) poverty (BHC)
20. Increase the size of the economy	Private Sector NICEI (Northern Ireland Composite Economic Index)
21. Increase the competitiveness of the economy	External sales
22. Increase innovation in our economy	Regional innovation ranking
23. Improve transport connections for people, goods and services	Average journey time on key economic corridors
24. Improve internet connectivity	Proportion of Northern Ireland premises with access to broadband services in excess of 30 Mbps
25. Increase the use of public transport and active travel	% of all journeys which are made by walking/cycling/public transport
26. Increase respect for each other	A Respect Index
27. Improve cultural participation	% engaging with arts/cultural activities in the past year
28. Increase the confidence and capability of people and communities	Self-efficacy
29. Increase environmental sustainability	Greenhouse Gas Emissions
30. Improve our attractiveness as a destination	Total spend by external visitors

31. Increase shared space	% who think leisure centres, parks, libraries and shopping centres in their areas are 'shared and open' to both Protestants and Catholics
32. Increase economic opportunities for our most deprived communities	The employment rate of 16-64 year olds by deprivation quintile
33. Reduce underemployment	% of people working part time who would like to work more hours
34. Improve regional balance of economic prosperity through increased employment	Employment rate by geographic area (areas to be defined)
35. Increase reconciliation	% of the population who believe their cultural identity is respected by society
36. Increase household waste recycling	% of household waste that is recycled or composted
37. Improve air quality	Nitrogen dioxide concentration
38. Increase the effectiveness of the justice system	Proportion of criminal cases processed within guideline time limits
39. Reduce reoffending	Reoffending rate
40. Improve our international reputation	National Brand Index
41. Increase the proportion of graduates moving into employment, or on to further study	Proportion of local graduates from local institutions in work or further study six months after graduation
42. Increase quality of life for people with disabilities	Average life satisfaction score of people with disabilities

Appendix 2: Indicators and Outcomes of the Draft Programme for Government³⁷

DRAFT PROGRAMME FOR GOVERNMENT FRAMEWORK CHART OF OUTCOMES, INDICATORS AND MEASURES		OUTCOMES															
		O1	O2	O3	O4	O5	O6	O7	O8	O9	O10	O11	O12	O13	O14		
Ref	INDICATORS and MEASURES	Via prosper through a strong, competitive, (regionally balanced) economy Via live and work sustainably, protecting the environment Via have a more equal society Via enjoy long, healthy, active lives Via are an innovative, creative society where people can fulfil their potential Via have more people working in better jobs Via have a safe community where we respect the law, and each other Via care for others and we help those in need Via are a shared society that respects diversity Via are a confident, welcoming, outward-looking society Via have high quality public services Via have created a place where people want to live and work, to visit and invest Via connect people and opportunities through our infrastructure Via give our children and young people the best start in life															
I1 I38 I39	Reduce crime (Prevalence rate – number of victims of any crime) Increase the effectiveness of the justice system (Proportion of criminal cases processed within guideline time limits) Reduce reoffending (Reoffending rate)			•					•		•			•	•	•	6
I2 I3 I4 I7	Reduce health inequality (Gap between highest and lowest deprivation quintile in healthy life expectancy at birth) Increase healthy life expectancy (healthy life expectancy at birth) Reduce preventable deaths (Preventable mortality) Improve health in pregnancy (The proportion of babies born at a low birth weight)		•	•	•					•						•	5
I6 I9	Improve mental health (Percentage of population with GHQ12 scores ≥4 (signifying possible mental health problem)) Improve support for adults with care needs (The number of adults receiving personal care at home or self directed support for personal care, as a percentage of the total number of adults needing care)				•		•			•				•		•	5
I5 I10	Improve the quality of the healthcare experience (Percentage of people who are satisfied with health and social care (based on their recent contact)) Improve support for looked after children (Percentage of care leavers who, aged 19, are in education, training or employment)				•					•				•		•	3 5
I11 I12 I13	Improve educational outcomes (Percentage of school leavers achieving at level 2 or above including English and Maths) Reduce educational inequality (Gap between percentage of school leavers and percentage of FSM school leavers achieving at level 2 or above including English and Maths) Improve the quality of education (Percentage of schools where provision for learning is good or better)	•		•		•	•			•				•		•	7
I15	Improve child development (Percentage of children who are at the appropriate stage of development in their immediate pre-school year)				•	•				•						•	4
I2 I12 I19 I28	Reduce health inequality (Gap between highest and lowest deprivation quintile in healthy life expectancy at birth) Reduce educational inequality (Gap between percentage of school leavers and percentage of FSM school leavers achieving at level 2 or above including English and Maths) Reduce poverty (Percentage of population living in (absolute) poverty (BCH) AND percentage of population living in (relative) poverty (BHC)) Increase the confidence and capability of people and communities (Self-efficacy)	•		•	•	•	•		•	•		•			•	•	10
I17 I32 I33	Reduce economic inactivity (Economic inactivity rate, excluding students) Increase economic opportunity for our most deprived communities (The employment rate of 15-64 year olds by deprivation quintile) Reduce underemployment (Percentage of people working part time who would like to work more hours)	•		•		•	•			•				•	•	•	8
I8	Improve the supply of suitable housing (The number of households in housing stress)				•					•			•	•	•	•	6

³⁷ 'Chart of Outcomes, Indicators and Measures', Draft Programme for Government Framework, accessed 8 July 2016: <https://www.northernireland.gov.uk/consultations/draft-programme-government-framework-2016-21-and-questionnaire>.

DRAFT PROGRAMME FOR GOVERNMENT FRAMEWORK CHART OF OUTCOMES, INDICATORS AND MEASURES		OUTCOMES														
		O1	O2	O3	O4	O5	O6	O7	O8	O9	O10	O11	O12	O13	O14	
Ref	INDICATORS and MEASURES	Via prosper through a strong, competitive, (regionally balanced) economy Via live and work sustainably, protecting the environment Via have a more equal society Via enjoy long, healthy, active lives Via are an innovative, creative society where people can fulfil their potential Via have more people working in better jobs Via have a stable community where we respect the law, and each other Via care for others and we help those in need Via are a shared society that respects diversity Via are a confident, welcoming, outward-looking society Via have high quality public services Via have created a place where people want to live and work, to visit and invest Via connect people and opportunities through our infrastructure Via give our children and young people the best start in life														
I27	Improve cultural participation (Percentage engaging with arts/cultural activities in the past year)					•				•	•		•		•	5
I42	Increase quality of life for people with disabilities (Average life satisfaction score of people with disabilities)			•		•			•	•		•	•	•	•	8
I20	Increase the size of the economy (Private Sector Northern Ireland Composite Economic Index (NICEI))	•					•						•			3
I14	Improve the skills profile of the population (Proportion of the workforce in employment with qualifications at level 1 and above, level 2 and above, level 3 and above, and 4 and above)															
I16	Increase the proportion of people in work (Seasonally adjusted employment rate (age 16-64))															
I18	Increase the proportion of people working in good jobs (A Good Jobs Index) - (To be developed)															
I21	Increase the competitiveness of the economy (External Index)	•	•	•		•	•		•	•			•	•	•	10
I22	Increase innovation in our economy (Regional Innovation Ranking)															
I34	Improve regional balance of economic prosperity through increased employment (Employment rate by geographic area (areas to be defined))															
I41	Increase the proportion of graduates moving into employment, or on to further study (Proportion of local graduates from local institutions in work or further study six months after graduation)															
I24	Improve internet connectivity (Proportion of Northern Ireland premises with access to broadband services in excess of 30 Mbps)	•				•	•						•	•		5
I23	Improve transport connections for people, goods and services (Average journey time on key economic corridors)	•	•		•	•	•	•			•	•	•	•	•	10
I25	Increase the use of public transport and active travel (Percentage of all journeys which are made by walking/cycling/pub to transport)															
I29	Increase environmental sustainability (Greenhouse Gas Emissions)															
I36	Increase household waste recycling (Percentage of household waste that is recycled or composted)		•		•							•				4
I37	Improve air quality (Nitrogen dioxide concentration)															
I26	Increase respect for each other (A Respect Index) - (To be developed)															
I31	Increase shared space (Percentage who think leisure centres, parks, libraries and shopping centres in their areas are shared and open to both Protestants and Catholics)			•	•			•	•	•	•		•	•	•	9
I35	Increase reconciliation (Percentage of the population who believe their cultural identity is respected by society)															
I30	Improve our attractiveness as a destination (Total spend by external visitors)	•	•	•		•	•	•		•	•		•	•		10
I40	Improve our international reputation (National Brand Index)															
		8	5	9	9	11	9	6	12	5	6	9	11	10	13	Total Indicators 123