



Northern Ireland
Executive

www.northernireland.gov.uk

Programme for Government Consultation Document

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Foreword

Government first and foremost must be about making people's lives better.

That's what Executive Ministers are determined to do.

That's the standard citizens should judge our record on.

Earlier this year, we announced a new approach to developing our Programme for Government, one that captured the sense of ambition the Executive has for our society.

It's a totally different way to do Government here. The "outcomes based approach" is about setting real-world objectives on how policies make a difference - improve lives and enhance public services. No one can foretell the outcome of the EU negotiations so our PfG and its review process will be flexible in responding to any changes.

It's clear that people and organisations are on board with this ambitious new approach, responding to the PfG public consultation in record numbers, expressing overwhelming support for the outcomes identified as priorities.

Now we move on to the next phase of the process, again seeking your views on what matters most to you. This second consultation phase will help the Executive agree the final document

Let the message go out loud and clear that Government here is a force for good.

Joined-up decisions from a determined Executive can and will make a real and positive difference.



RT HON ARLENE FOSTER MLA
First Minister



MARTIN McGUINNESS MLA
deputy First Minister

Introduction

This Programme for Government is designed to help deliver improved wellbeing for all our citizens. This is an approach that requires us to have a vision that extends beyond any single Executive or Assembly mandate. Deliberately this Programme for Government sets out a direction of travel that is not a short-term one, rather generational in its nature. We are delighted with the response to consultation on the draft Framework which confirmed widespread support for the move to an outcomes-based approach.

This notion of individual, economic and societal wellbeing reflects the very helpful work undertaken locally by the Carnegie UK Trust's Roundtable. Our Programme for Government offers a response to its call for a 'whole-of-government' approach, focused on delivering improvements to multiple aspects of people's lives – reaching beyond simple income measures to consider an individual's place in society, their links to family and the wider community, their relationship with the natural environment and the inter-relationships between multiple aspects of society that inform and assist this reality.

There are of course some issues on which the parties in the Executive do not share a single view – our different positions, for example, on the referendum on EU membership are well understood. We will work together to ensure that Northern Ireland's interests are protected and advanced and the benefits of North/South co-operation are fully recognised in any new arrangements which emerge as regards the United Kingdom's future relationship with the European Union.

It is also clear to us is that there are many, many more outcomes and strategies on which we **are** fully agreed and united. These are reflected in this document. And what is also clear is that, following the outcome of the referendum, this shared vision has become even more important.

Our Framework for Delivery

During consultation on our Programme for Government Framework we heard strong support for the overall approach we propose to take. We also listened carefully to those who suggested that more work was needed to demonstrate the links between the improved outcomes that everyone wants to see and the indicators we propose to use to help us and others monitor progress.

In our Programme for Government, we have set out more clearly that relationship between outcomes and indicators. We have also included more details on the data that we will use to measure our collective progress.

While it is most important that we establish clearly our programme goals and the areas in which we want to deliver improvement, we also want to be clear about the paths we will follow to achieve those goals. For each of our PfG indicators, we have identified a named senior official who is personally responsible and accountable for leading the work to deliver the improvements we have identified as necessary for our future wellbeing. These senior officials will lead engagement with other partners and ensure that the actions and reforms the Executive has agreed in order to achieve progress are delivered. Their delivery plans will be the means through which actions are identified.

The senior officials will also lead engagement with delivery partners on the plans during the consultation period as their development advances and on an ongoing basis in order to review their effectiveness. Each delivery plan sets out the key delivery partners involved, and their role.

Early drafts of these delivery plans are available via the links in the outcome chapters below. The senior responsible owners would welcome any comments or suggestions on how they might be improved.

As we refine and improve our approach to the overall Programme for Government, we will also refine and improve our approaches to delivery. The involvement of stakeholders in every stage of development and delivery is essential to spirit of the OBA collective planning and implementation process.

We are also clear that the decisions we will take on budget priorities will reflect and be driven by the improvement agenda we have set out in this Programme. The Programme for Government will also be supported by an updated Investment Strategy. We are also working to develop our Economic Strategy and to bring forward a new Social Strategy which will set out how the Executive proposes to tackle poverty, social exclusion and patterns of deprivation based on objective need. These key strategies will also be subject to consultation and engagement.

Our Governance

The Executive has appointed the Head of the Civil Service as the Senior Responsible Owner for the Programme for Government. He chairs the NICS Board which will drive the collaborative approach necessary to ensure sustained progress towards our outcomes. This Programme carries with it a commitment to transparency through the publication of the data supporting each outcome on a regular basis for public scrutiny of the delivery of this Programme. The Executive will also provide an annual report to the Assembly on progress against the key indicators that support each outcome. The Assembly will also have a crucial role to play in offering scrutiny and assistance.

Equality of opportunity

Equality of opportunity and good relations are framing themes across all Executive strategies, development plans and delivery actions. We want to make a clear commitment to addressing key inequalities, particularly those experienced by the Section 75 equality groups, through this Programme for Government, and to tracking progress for these groups in relevant PfG population indicators or associated performance indicators, wherever the data permits. In line with the vision we have, we also commit to promoting good relations.

In the delivery plans which are attached to this Programme we expect there to be an appropriate level of equality impact assessment. We will ensure that the routine monitoring of programme delivery provides data on all relevant Section 75 categories and routinely analyses the impact to ensure that we provide both an equal society and that we actively promote equality of opportunity at every opportunity. We want to instil as a norm the expectation that government intervention will not only avoid inequality but that it will actively promote enhancing equality and a common sense of fairness in all its actions through reflective practice.

Partnership working

The approach we set out in this draft Programme for Government recognises our role in framing and leading a new style of outcomes-based government that recognises the importance of partnership. We are encouraged by the considerable interest in particular of local government in aligning community planning with the goals we described in the draft PfG framework and by the enthusiasm and energy of

the voluntary and community sector. We also welcome the many encouraging comments from voices in the private sector. Acting together all of us can secure benefits that none of us will enjoy if we are fragmented in our approach.

Our approach to partnership working includes searching for ways for all members of society to take opportunities for realising their own self efficacy and wellbeing.

Consultation

The publication of this document starts an eight week period of consultation. Responses are invited to the [online survey](#) or directly to the Programme for Government team at PfG@executiveoffice-ni.gov.uk or by post to:

Programme for Government Team
Room 5.06
Castle Buildings
Stormont
Belfast BT4 3SR

The Programme for Government team will also deliver information sessions on request to groups of key stakeholders during this consultation period. Further information can be sought from the PfG Team at PfG@executiveoffice-ni.gov.uk or by telephone to (028) 9052 0584.

Consultation on the Programme for Government

We begin this new phase of consultation and engagement following an earlier public consultation on the framework and approach to our Programme for Government that reflected the commitment made in the Fresh Start Agreement to adopt a more outcomes-based approach.

Following Executive agreement to the draft Programme for Government Framework in May, a public consultation was launched to seek views on both the approach taken and the content of the Framework. The consultation ran for 8 weeks and closed on Friday 22 July 2016. A total of 810 responses were received; almost all indicated support for the adoption of an “outcomes-based” approach in developing the Programme. Respondents also were broadly supportive of the suite of proposed outcomes, indicators and measures contained in the Framework and their inter-relationship with each other.

The consultation results have helped shape the new Programme and have contributed to the process of developing the delivery plans that set out the specific actions to be taken in support of the desired outcomes.

Whilst there were no strong calls for any of the outcomes to be removed, there were a number of areas where respondents felt more was needed. Some considered that the Programme was not explicit enough on respecting, valuing and protecting older people. The wellbeing of older people is of huge importance to the Executive, and we are determined that they, along with all other groups in our society, should share in the progress towards each of the outcomes.

We intend to provide for this by ensuring that data on performance is gathered and reported on across all Section 75 categories wherever possible. This will allow the impact of programme delivery on older people to be clearly identified.

Other respondents called for a strengthening of the position in relation to housing, the environment, water and energy. We have taken on board those views in this latest version of the Programme.

We recognise that there might still be things we have missed and that there could be better ideas for inclusion in the delivery plans. That is why we are embarking on a second phase of consultation and why we will continue to welcome engagement and comments aimed at improving and refining the Programme until it is finalised and agreed by the Executive.

In the consultation on this draft Programme for Government we include hyperlinks to draft Delivery Plans which illustrate the range of actions that might be taken to deliver on the outcomes we want to see delivered. An OBA approach means that plans need to be developed with ongoing stakeholder engagement, throughout their development and delivery. We do not therefore offer these as defined proposals. We expect further development of the individual plans during the consultation period and thereafter and we encourage respondents to contact the named lead officials regarding the further refinement of the plans.

Our outcomes-based accountability model

Our outcomes-based approach takes account of international advice and what is considered best practice.

Mark Friedman, a leading international authority on Outcome Based Accountability (OBA) who provided comments on the draft Framework, considered that we had “taken a great step forward” with the “potential to place NI in the front ranks of governments using outcomes-based plans”.

The key elements of this approach are:

- a focus on both current and desired outcomes. These are things with which people can easily identify with, such as living longer, healthier lives or getting better jobs. They are designed to stay in place for a generation rather than a single Assembly term and to define how we are progressing as a society
- indicators that help measure our progress on achieving outcomes
- a focus on the issues that people have told us matter most for their wellbeing, such as jobs, education and health
- a focus on impact rather than the amount of money spent or the number of programmes that have been introduced; and
- partnership with local government, the private sector and the voluntary and community sectors to tackle the biggest challenges facing this society.

Collective planning techniques often focusing on outcomes have gained currency internationally in recent years, with governments in a number of jurisdictions applying such approaches to public governance and accountability arrangements.

In our own case, the OECD recently underlined our commitment to an outcomes-based approach and recommended that we *‘prepare and implement a multi-year strategic, outcomes-based Programme for Government (PfG) framed by a vision for Northern Ireland’s people and its economy’*.

In taking forward our work, we are drawing on the outcomes-based accountability model set out by Mark Friedman in his book *‘Trying Hard is Not Good Enough’*, which describes a range of practical techniques supporting an increased outcome focus in public policy. We believe there is considerable value in terms of consistency of application and the discipline offered by the use of such a model. We are committed to thoughtful use of this model and we will reflect on our practice as it develops.

Linking Outcomes and Actions

In our original framework, the outcomes were supported by 42 indicators and 43 measures. What we heard during the engagement and consultation process was that there needed to be clearer links between each outcome and the primary indicators that support it and allow us to measure our progress. The OBA model we are using to inform our approach works best when each outcome is supported by around 3-5 key indicators that can be used to measure the extent to which the outcome is being achieved. An important principle is that indicators are attached to outcomes not strategies.

That feedback has allowed us the opportunity to think carefully about the indicators and strategies that most directly support each of our PfG outcomes and to group these in ways that draw out those links to facilitate collaborative working.

For each of our outcomes, therefore, we have identified the primary supporting indicators and these can be seen in the table below. Responding to feedback, each indicator is now measurable in a very open and transparent way. Where an area of importance is not already measured, we have set out our proposals to create a measure. This allows us to ensure that progress can be monitored at the level of individual indicator and at overall outcome level.

Programme for Government Outcomes Framework

Our Purpose

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

Outcomes



Respond to the consultation: www.northernireland.gov.uk

Programme for Government

OUTCOMES

INDICATORS

We prosper through a **STRONG, COMPETITIVE** regionally balanced economy



01

- Private sector NICEI
- External sales
- Rate of innovation activity (% of companies engaging in innovation activity)
- Employment rate by council area
- % change in energy security of supply margin

We live and work sustainably - protecting the environment



02

- % all journeys which are made by walking/cycling/public transport
- Greenhouse gas emissions
- % household waste that is reused, recycled or composted
- Annual mean nitrogen dioxide concentration at monitored urban roadside locations
- % water bodies at 'good' status
- Biodiversity

We have a **MORE EQUAL SOCIETY**



03

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

We enjoy long, healthy, active lives



04

- Healthy life expectancy at birth
- Preventable mortality
- % population with GHQ12 scores ≥ 4 (signifying possible mental health problem)
- % babies born at low birth weight
- % people who are satisfied with health and social care
- Gap between highest and lowest deprivation quintile in healthy life expectancy at birth

We are an **INNOVATIVE, CREATIVE, SOCIETY,** where people can fulfil their potential



05

- Rate of innovation activity (% of companies engaging in innovation activity)
- Proportion of premises with access to broadband services at speeds at or above 30Mbps
- % engaging in arts/cultural activities in the past year
- Self-efficacy
- % school leavers achieving at least level 2 or above including English and Maths

We have more people working in better jobs



06

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

We have a **SAFE COMMUNITY** where we respect the law, and each other



07

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

Programme for Government

OUTCOMES

INDICATORS

WE CARE FOR OTHERS AND WE HELP THOSE IN NEED



08

- % population with GHQ12 scores ≥ 4 (signifying possible mental health problem)
- 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
- % care leavers who, aged 19, were in education, training or employment
- % population living in absolute and relative poverty (before housing costs)
- Average life satisfaction score of people with disabilities
- Number of households in housing stress

We are a shared society that respects diversity



09

- A Respect Index
- % who think all leisure centres, parks, libraries and shopping centres in their areas are "shared and open" to both Protestants and Catholics
- % of the population who believe their cultural identity is respected by society
- Average life satisfaction score of people with disabilities

WE ARE A CONFIDENT, WELCOMING, OUTWARD-LOOKING SOCIETY



10

- A Respect Index
- Self-efficacy
- Total spend by external visitors
- % of the population who believe their cultural identity is respected by society
- Nation Brands Index

We have HIGH QUALITY public services



11

- % of people who are satisfied with health and social care
- % of schools found to be good or better
- Usage of online channels to access public services

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



12

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

We connect people and opportunities through our infrastructure



13

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

We give our children and young people the BEST START IN LIFE



14

- % children at appropriate stage of development in their immediate pre-school year
- % schools found to be good or better
- Gap between % non-FSME school leavers and % FSME school leavers achieving at Level 2 or above including English and Maths
- % school leavers achieving at Level 2 or above including English and Maths
- % care leavers who, aged 19, were in education, training or employment

Funding the PfG

The Programme for Government sets a strategic direction of travel for the work of the Executive, expressed in terms of the wellbeing focused outcomes that we aspire to achieve. The Budget provides the financial resources, revenue and capital, required for delivery and the Investment Strategy will set out the priorities for capital investment.

While, therefore, financial resources provided through the Budget may at times significantly influence the pace at which we are able to deliver, the strategic direction set by the Programme for Government remains unchanged. The challenge for us as an Executive is to manage the allocation of resources across competing priorities, ensuring that progress on our Programme for Government outcomes is maintained.

We are working towards the production of a one-year resource budget, which will allow additional time to plan for the fiscal adjustments expected in the autumn statement, and to provide further opportunity for our departments to reflect upon resources that are required in future years to deliver Programme for Government priorities.

In parallel, reflecting greater clarity of the position on capital availability, we are working to produce a multi-year capital budget to provide more certainty in planning for longer term projects.

How will we measure progress?

In adopting an outcomes-based approach to the development of the Programme for Government, the Executive has set itself a series of challenges, aiming to make positive progress on a range of the most important economic and social issues facing our society.

Progress on these issues at a population level cannot be expected to happen quickly. So while we will track progress at a population level, we also need to know whether the action we are taking is making a difference, and is putting us on the track to long-term success.

To do this we will use performance level evaluation focused on the impact of policies and programmes directly on the people they engage. We will measure this by considering three key questions – *How much did we do?*, *How well did we do it?* and

Is anyone better off?. In this way, we can understand the effect and contribution each of the programmes and projects we deliver are making towards achieving our population level outcomes.

Performance level evaluation systems will be designed alongside the development of policies and programmes to ensure that intended impacts are effectively captured, and that stakeholders can be appropriately involved.

Detail on the evaluation systems to be used in respect of particular policies and programmes will be included in relevant Delivery Plans as their development continues.

What do we want to know?

There are two ways people can provide their views during this phase of the Programme for Government consultation – the first is designed to cover the Executive’s desired outcomes and associated indicators of societal wellbeing; and the other is intended to cover the delivery plans which set out the actions the Executive proposes to take. An overview of each delivery plans is included in this consultation document along with weblinks to the full versions of the plans.

Outcomes/Indicators

To assist people wishing to respond with views on the outcomes and indicators, an online survey has been prepared. This is quick and simple to complete, and the survey can be found [on the Executive’s website](#).

In relation to each of the outcomes, we want to know:

- Have we captured the key issues to be addressed in pursuing the outcome?
- What, if any additional issues are there?
- Are the proposed actions capable of having a positive effect on the outcome?
- Are there any adverse impacts?

Delivery Plans

It is possible to comment specifically on delivery plans by writing or sending an email directly to the named senior owner for each plan (contact details are included on the front of each plan). We want to know people's views on the suitability and likely effectiveness of the proposed actions as well as the planned partnering arrangements. Full versions of the plans can be accessed from the weblinks provided in this consultation document.

Outcome 1

**We prosper
through a strong,
competitive,
regionally
balanced
economy**

Why this outcome matters

As an Executive, we are clear about the particular priority we attach to achieving economic growth and about the link between an economy that is both competitive and balanced. This outcome requires us to work with others particularly the business sector, not only to grow our economy, but also to make sure that this growth benefits people in all parts of the region.

We recognise that businesses and the workforce remain the key drivers of economic growth and we want to ensure that devolved government plays its part in helping to create the conditions which support a diverse export base and which will help to deliver increased employment and wealth.

The key drivers of this outcome include innovation, research and development (R&D) and improving the skills and employability of those in, and those wishing to join, the workforce so that people can progress up the skills ladder, supporting higher levels of productivity.

Also central to this is our commitment to support local business and rebalance the economy to address the social and economic challenges facing us. The Executive is committed to an affordable and more competitive Corporation Tax rate and we are determined to deliver a 12.5% rate by April 2018.

The consultation earlier this year indicated wide support for the inclusion of this outcome in the Framework. 84% of respondents supported inclusion of the outcome as drafted, and a further 13% supported inclusion subject to modification.

Consultees identified a range of factors that support economic development, including infrastructure, research and development, public health, workforce issues, education, and skills development, including the contribution made by economic migrants to the skills base and to growth.

The role of the arts in supporting economic growth, and the significance of the social economy sector and the agri-food and manufacturing sectors were emphasised.

With reference to regionally balanced growth, respondents highlighted the important role of towns and cities, and Belfast and Derry/Londonderry in particular, as centres

of development and employment. Others highlighted the important and distinct contribution made by economic activity in more rural areas.

A number of respondents highlighted the importance of links between this Outcome and Outcome 2, including in respect of the 'circular economy', tourism, value of the natural environment and action on climate change.

What are the issues

Regional balance of economic prosperity through increased employment

Variation between geographic areas in employment rates reflects differing economic conditions across Northern Ireland, impacted by the differences between urban and rural job opportunities, the population skills mix and the ease of travel.

Access to a well paid job is important in combating poverty and is a vital component in building successful communities. Job availability, coupled with a workforce that is properly equipped and ready for employment, with appropriate skills for the marketplace, will be required in tandem to make a change.

The size of the economy

Companies and the workforce are the key drivers of economic growth. Our private sector needs to continue its growth to ensure our companies can compete locally, nationally and internationally.

Capital Investment Programme

Sustained capital investment is a powerful lever by which we can provide for the needs of families, communities and businesses and create jobs. Evidence shows that the number of jobs created both directly and indirectly as a consequence of capital investment is significant. Capital investment is a central plank of our plan for sustained economic growth into the future.

Increased competitiveness of the economy

Export led growth is a key area in which we can strengthen the competitiveness of our economy. External trade is also an important source of wealth and employment. It is important that companies can diversify the markets to which they export by

identifying new emerging and developed markets and taking the opportunities to capitalise on these. Research shows that exporting companies are larger, more productive, pay higher wages and are more capital intensive than those which focus mainly on domestic markets.

Innovation in the economy

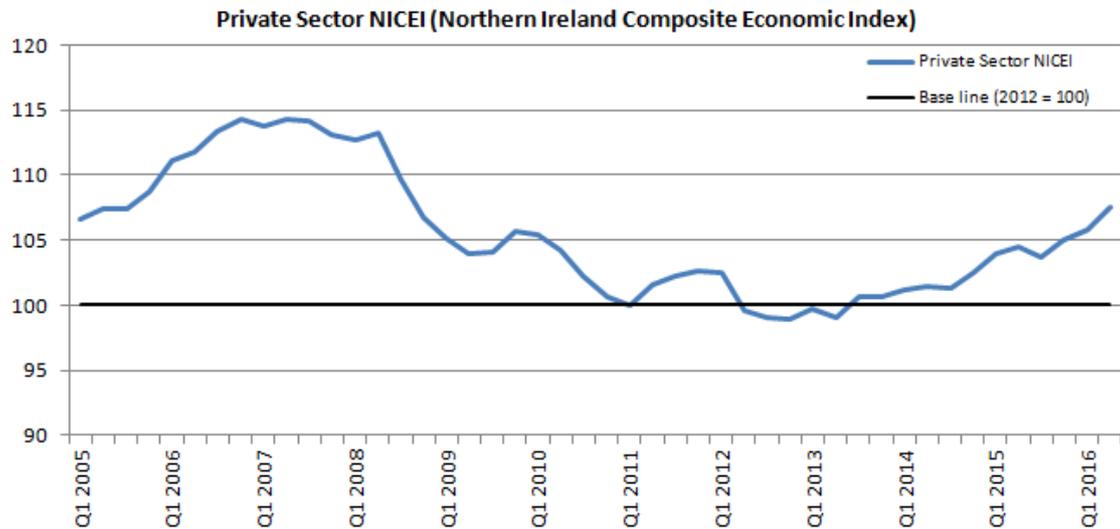
Evidence shows that innovative companies grow nearly twice as quickly in terms of both employment and turnover as non-innovators. In addition, following the financial crisis, economic recovery has been substantially stronger in countries which had previously invested the most in Innovation and R&D.

Secure, sustainable and cost-efficient energy supply

Energy is necessary for the effective functioning of modern economies. We are dependent on an abundant and uninterrupted supply of energy for living and working. The energy sector brings employment, investment, infrastructure, technological advances, knowledge and skills, that can be highly beneficial to the wider economy in general. Energy is both a facilitator of, and a contributor to, economic growth. In addition energy costs are a key factor in the competitiveness of our economy.

What does this look like?

Increased size of the economy: Private Sector NICEI (Northern Ireland Composite Economic Index)



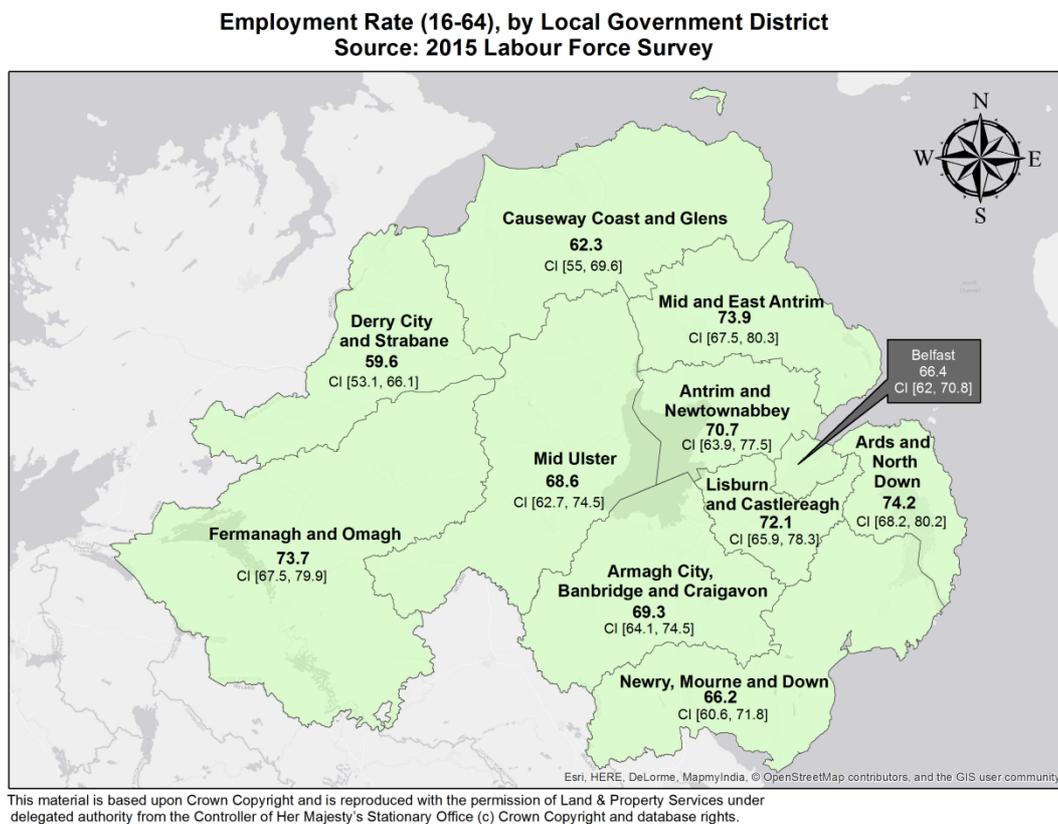
Source: NISRA, Northern Ireland Composite Economic Index (NICEI) <https://www.economy-ni.gov.uk/articles/northern-ireland-composite-economic-index-nicei>

Current Status:

The NI private sector was estimated to have grown by 1.6% over the quarter, and by 2.9% over the year to Quarter 2 2016, and by 2.4% over the last four quarters compared to the previous four.

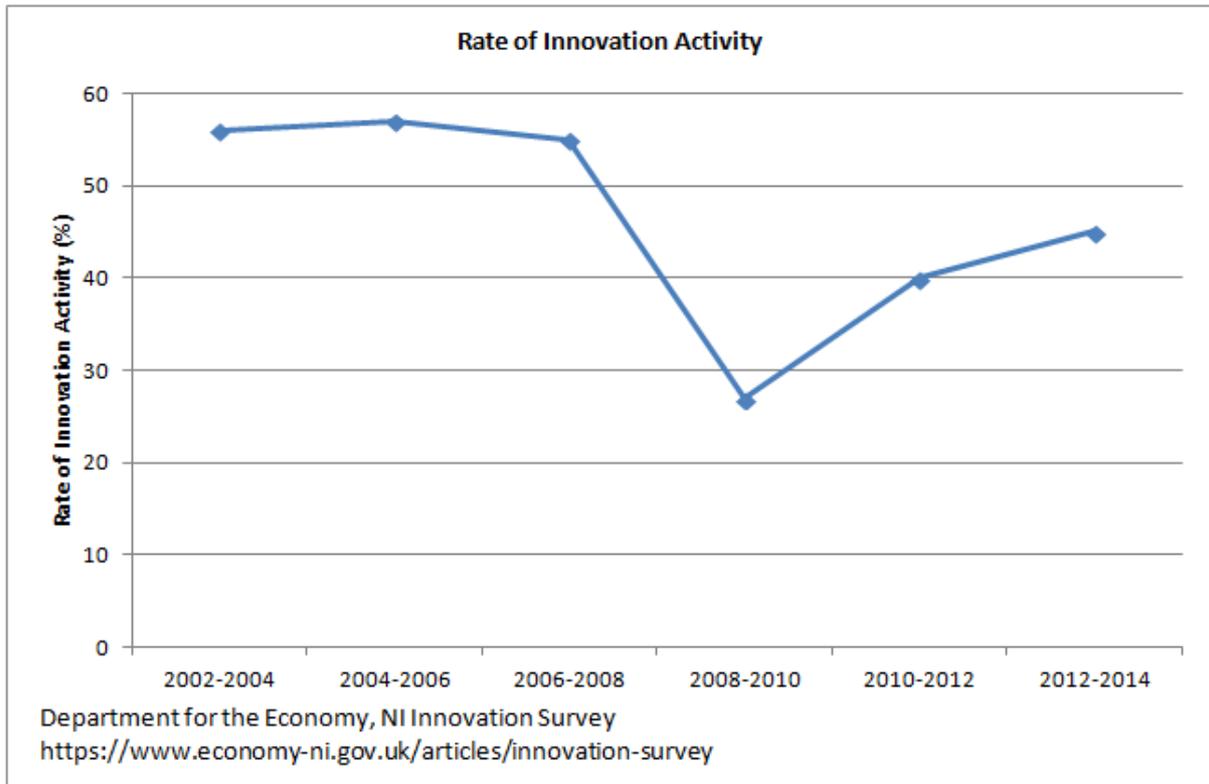
Improved regional balance of economic prosperity through increased employment:

Employment rate by council area



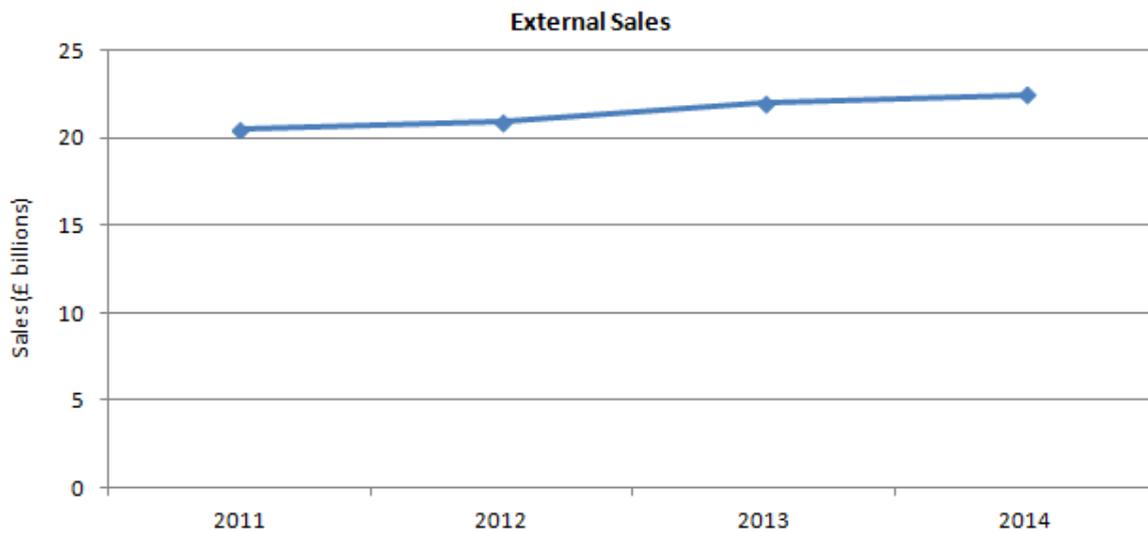
Current Status: Available data shows considerable variation between geographic areas in employment rate, ranging from 59.6% to 74.2%.

Increased innovation in the economy: Rate of innovation activity (% businesses engaging in innovation activity)



Current Status: 45% of firms are actively engaged in innovation.

Increased competitiveness of the economy: External sales

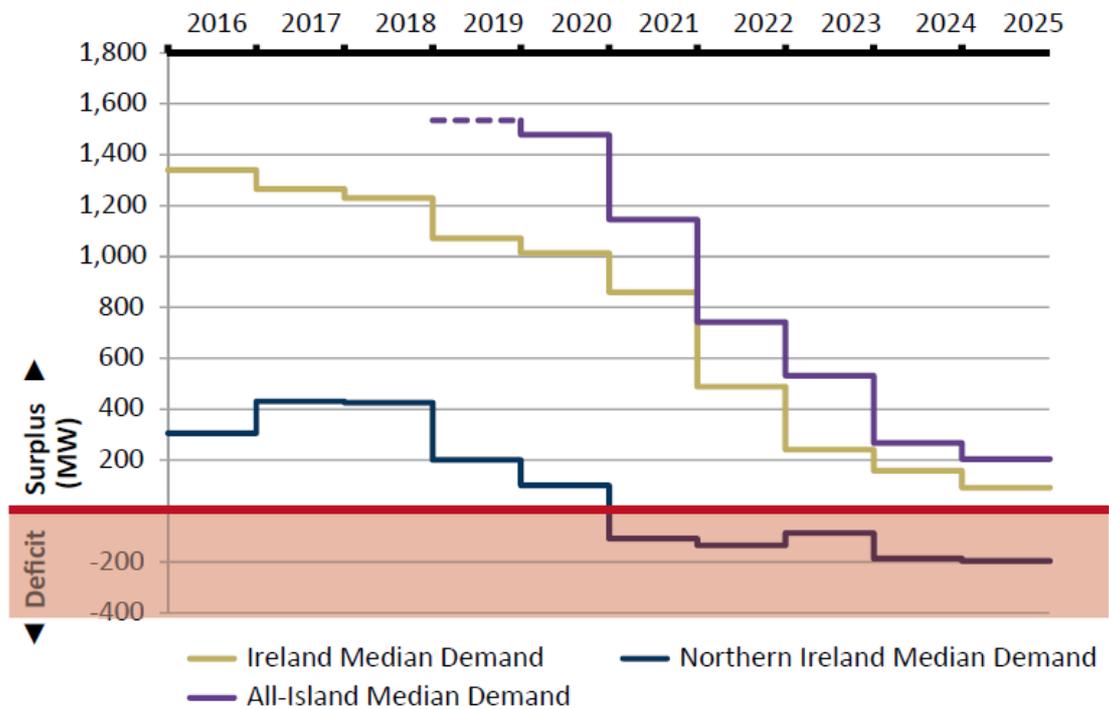


Source: NISRA, Broad Economy Sales & Exports Statistics <https://www.economy-ni.gov.uk/publications/current-publication-broad-economy-sales-exports-statistics>

Current Status: Total external sales by companies in Northern Ireland were estimated to be worth £22.5 billion in 2014, the highest level on record. This represents an increase of 2.1% (£458 million) over the year.

This £22.5 billion represents just over a third (34.1%) of all sales by companies in Northern Ireland in 2014 (£65.8 billion).

Secure, sustainable and cost-efficient energy supply: % change in the security of energy supply margin



Current status: The electricity supply margin is 400MW and currently meets security standards. In terms of generation adequacy the level is sufficient in Northern Ireland in the medium term, as depicted in the blue line in the diagram above.

Links to Delivery Plans

Links to all Delivery Plans for this Outcome are available here:

<https://www.northernireland.gov.uk/sites/default/files/publications/newnigov/pfg-outcomes-chart.pdf>

Accessible version here:

<https://www.northernireland.gov.uk/sites/default/files/publications/newnigov/pfg-outcomes-chart-accessible.pdf>

What will we do?

1. We will create an environment to promote and enable innovation

Create an NI innovation brand and introduce new 'Investors in Innovation' accreditation

Rebalance funding to mechanisms and programmes that will encourage increased engagement and collaboration between business, academia and the public sector in Northern Ireland and further afield.

Increase integration of education and work – supporting schools to embed innovation, creativity and entrepreneurship at all levels of education from primary to career development

Strengthen the knowledge exchange system between universities, colleges and businesses

Support development of innovative products and services by staging events to build relationships between businesses and researchers (knowledge brokerage)

Develop a comprehensive approach to targeted support for high growth potential businesses (scaling)

2. We will support business growth locally and globally

Develop, promote and embed the “Export Pathway” and “Support Escalator” models with delivery partners

Increase support for market diversification through continued investment in a global network of in-market trade advisors to provide tailored, bespoke support to exporting companies

Target new export-intensive and high-end Foreign Direct Investment opportunities linked to the benefits and attraction of lower Corporation Tax

Increase support for companies looking to sell outside Northern Ireland for the first time

Work with local councils on a new programme for Business Start-up Support

Prioritise R&D and Innovation investment in those niche areas which will have greatest economic impact

3. We will promote regional balance

Work with Councils to develop strategies to address regional imbalance

Use a “Local Works” approach to improving employability, through a sectoral, “Buy Social” partnership with Local Government

Ensure that, where individuals need skills to access the labour market, these opportunities are provided

Support balanced regional growth through a coordinated approach to the provision of services, jobs and infrastructure

Strengthen Belfast as the regional economic driver and Derry/Londonderry as the principal city of the North West

Improve connectivity to enhance the movement of people, goods, energy and information between places

Strengthen links between north and south, east and west, and internationally

We reiterate our commitment to facilitating harmonious and mutually beneficial relationships among the people of these islands.

Outcome 2

**We live and work
sustainably –
protecting the
environment**

Why this outcome matters

This outcome reflects the importance we attach to ensuring that our ambition for economic growth and social progress takes into account the impact on the environment and depletion of our finite resources, our natural capital. We all benefit from the goods and services that our natural environment provides, including food, renewable energy, water purification, flood mitigation and places for recreation, education and inspiration.

Ultimately, health and prosperity depend on our natural environment. Achieving economic growth at the cost of its degradation through over-exploitation or pollution is not sustainable.

This is recognised internationally through the Sustainable Development Goals (SDGs) contained in the 'Transforming our world: the 2030 Agenda for Sustainable Development'. The new goals and targets came into effect on 1 January 2016 and are designed to guide the decisions taken over the period up to 2030. The outcomes and indicators in the Programme for Government will support the SDGs.

The consultation on the draft Programme for Government Framework indicated strong support for the inclusion of this outcome (87% wanting it to remain part of the Programme). Narrative comments in relation to waste recycling suggested a need to examine how much of our waste is used for energy production.

In relation to air quality, respondents tended to focus on actions that might reduce nitrogen dioxide concentrations, with potential steps to reduce traffic and road pollution featuring most prominently.

A number of respondents indicated that the measure of environmental sustainability was too narrow and that it should be expanded to include water quality and biodiversity (including tree/plant cover rates). In response to this, a draft indicator on water quality has been developed and a biodiversity indicator is being developed. A draft delivery plan for each indicator is also being prepared.

In commenting on the use of public transport and active travel, respondents told us there is a need to develop rural transport links and infrastructure and, in particular, community transport services.

Respondents also emphasised the value of free travel passes for the elderly and young people in enabling access to services.

What are the issues

Achieving sustainable development means making progress on our economic and social ambitions while protecting and enhancing the natural and built environment.

There are a number of areas in which doing this presents particular challenges, and opportunities. We are committed to implementing goal 13 of the UN 2030 sustainable development goals, which require us to take urgent action to combat climate change and its impacts.

Our approach to achieving sustainable development will be to identify and meet the challenges, and to capitalise on the opportunities, with a particular focus on the following areas:

Waste management

Treating waste as a resource, with a value, rather than something simply to be disposed of can result in a society that uses finite natural resources more efficiently. It can help ensure that our economy is more competitive, creating opportunities for investment and job creation through sustainable production and resource efficiency.

Greenhouse Gas Emissions

There is almost universal scientific consensus and international recognition of the need for a global reduction in greenhouse gas emissions to prevent dangerous climate change occurring.

Air Quality and Sustainable Transport

Our geography and maritime position ensure we have a steady supply of good air, however nitrogen dioxide pollution from road traffic is a significant problem.

At the same time, the proportion of journeys made by public transport and active travel is fairly stable over time. This is despite the fact that the majority of journeys people undertake are short in distance and/or within areas or strategic corridors with access to public transport services. In 2015, 25% of all journeys made were by

walking, cycling or public transport. This compares to 22% in 2014 and 22% ten years ago. There are a number of factors underlying and impacting on the failure to shift this data-trend. The growth of the economy and population has increased the demand for transport, but increased prosperity has tended to result in an increase in travel by private vehicle.

Achieving a shift from the car to bus or rail services for longer journeys and to walking or cycling for shorter journeys will reduce demand on the road network allowing it to work more efficiently; assist in the better movement of freight; reduce emissions and improve health by increasing levels of physical activity. Public transport also contributes to economic growth, competitiveness and supports social inclusion. Cycling and walking have significant health and social benefits for individuals

Water Quality

The quality of our inland and marine waters is of significant importance, given the multiple uses to which they are put, whether for the abstraction of water for drinking or to support industrial activity, their role in natural purification of wastewaters, as habitats for important species of commercial interest, such as marine fisheries, or for the locations they provide for tourism, and outdoor recreation. With such multiple uses of our waters, and increasing pressure on them from land use practice, wastewater discharges and pollution incidents, it is important that they are managed in an integrated and long term manner, with input from the many stakeholders with a relevant interest.

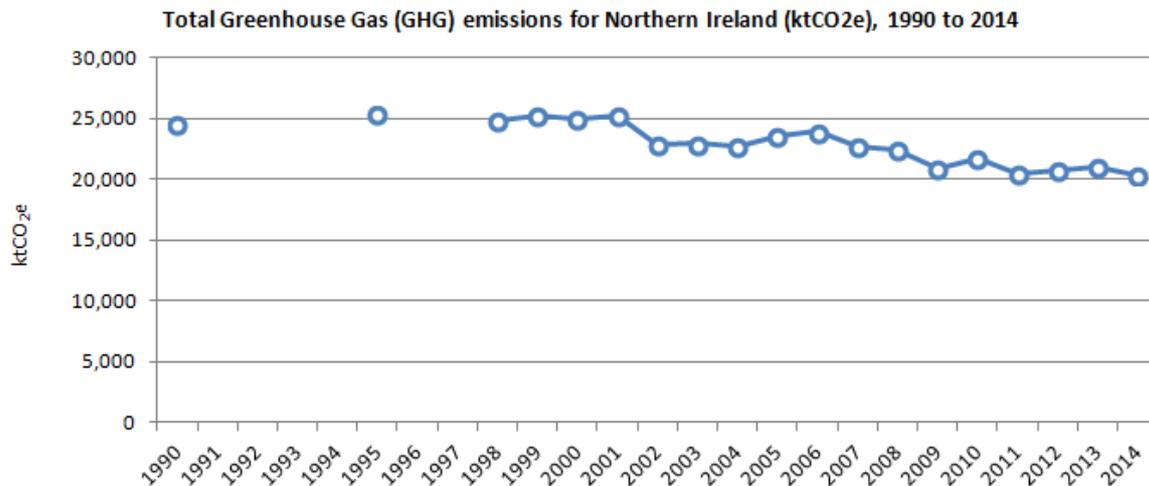
Biodiversity and Natural Capital

Biodiversity is the variety of life around us, including every species of plant and animal, the genetic material that makes them what they are, and the communities that they form. Critically, it is part of our life support system and provides for the very basics of life – clean air to breathe, water, and food, which together support our health and well-being. Natural capital includes the elements of nature that, directly or indirectly, are of value to people, including ecosystems, species, freshwater, marine and land. It provides key services such as grass for livestock, fish, drinking water, climate regulation, pollination of crops, habitats for wildlife, tourism and recreation. These support a broad range of other PfG outcomes, particularly those

relating to the economy, health and well-being and attractiveness as a place to live, work and visit.

What does this look like?

Increase environmental sustainability: Greenhouse Gas Emissions



Source: National Atmospheric Emissions Inventory, Greenhouse Gas Inventories for England, Scotland, Wales and Northern Ireland: 1990 - 2014 http://naei.defra.gov.uk/reports/reports?report_id=894

Current Status: Total GHG emissions for NI have fallen 17.3% from 1990 to 2014.

UK legislation required the UK to reduce GHG emissions by 80% by 2050. This contributes to the EU Energy and Climate Framework to reduce EU GHG emissions by 40% by 2030 and is the commitment made by the EU as its contribution towards the 2015 global Paris Agreement.

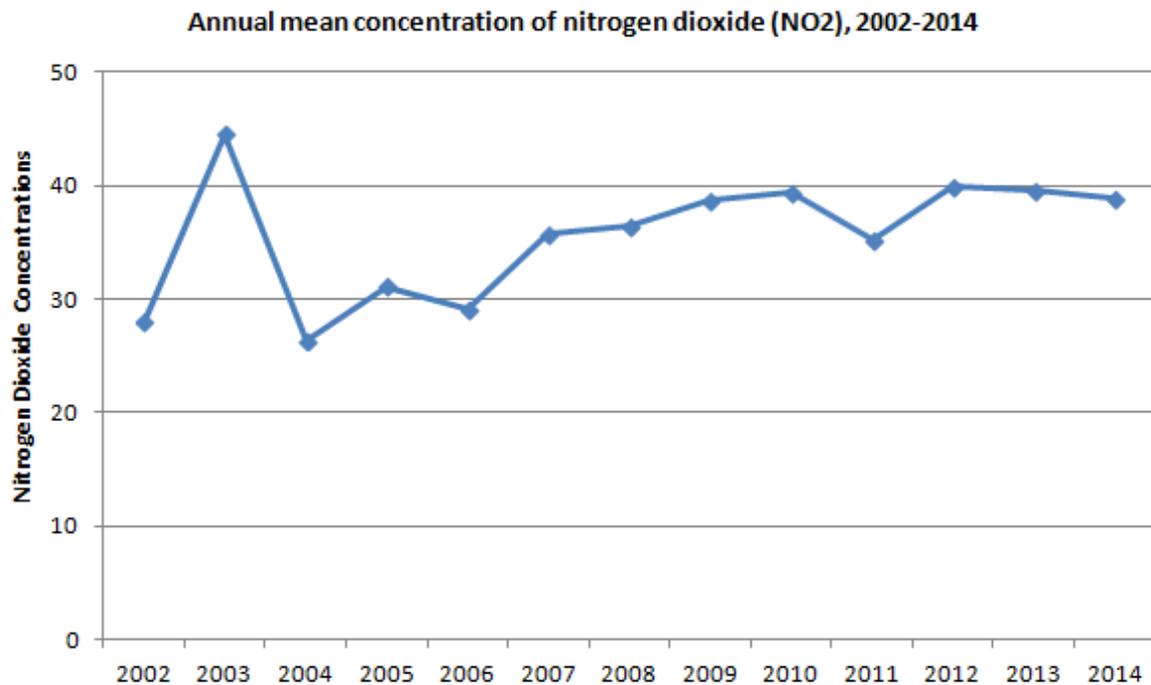
Increase household waste recycling: % of waste from households that is reused, recycled or composted



Source: Northern Ireland local authority collected municipal waste management statistics 2014/15 annual report. <https://www.daera-ni.gov.uk/publications/northern-ireland-local-authority-collected-municipal-waste-management-statistics-2014>

Current Status: The most recent data submitted to Europe for 2014 shows a waste from household recycling rate of 43.6% up from 42.9% in 2013.

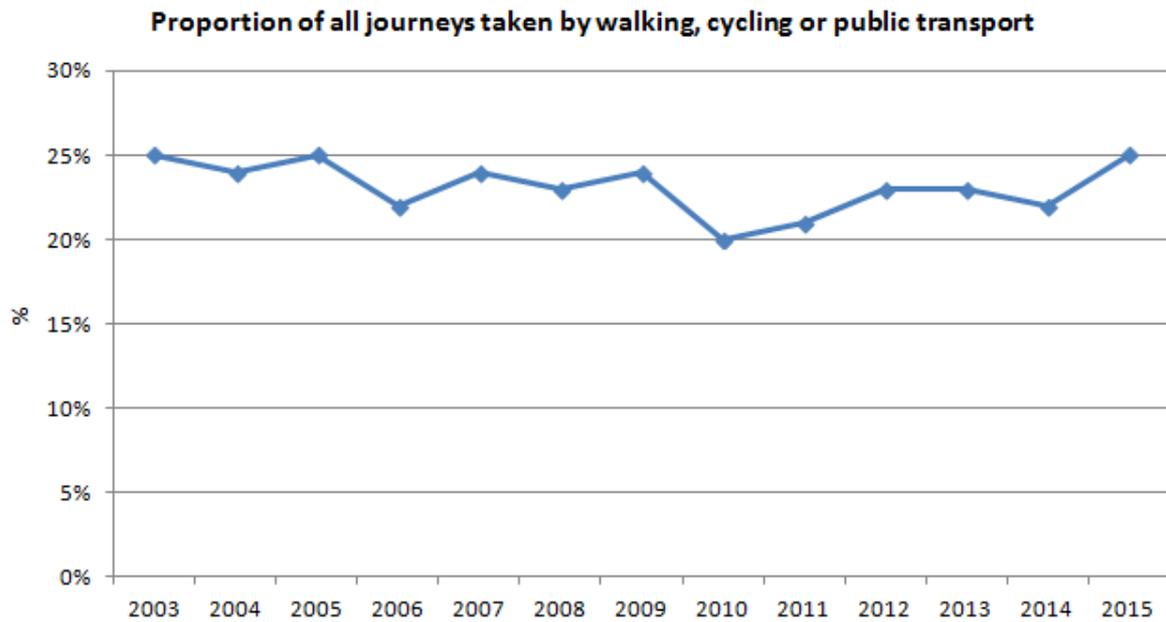
Improve air quality: Nitrogen dioxide concentration.



Source: Ricardo Energy & Environment, taken from Department of Agriculture, Environment and Rural Affairs, Northern Ireland environmental statistics report 2016
<https://www.daera-ni.gov.uk/publications/northern-ireland-environmental-statistics-report-2016>

Annual mean urban roadside levels, which have been monitored since 2002, show some variation, with the consolidated annual mean for all sites ranging from a low of 26 to a high of 45µg/m³.

Increase the use of public transport and active travel: % of all journeys which are made by walking/cycling/public transport

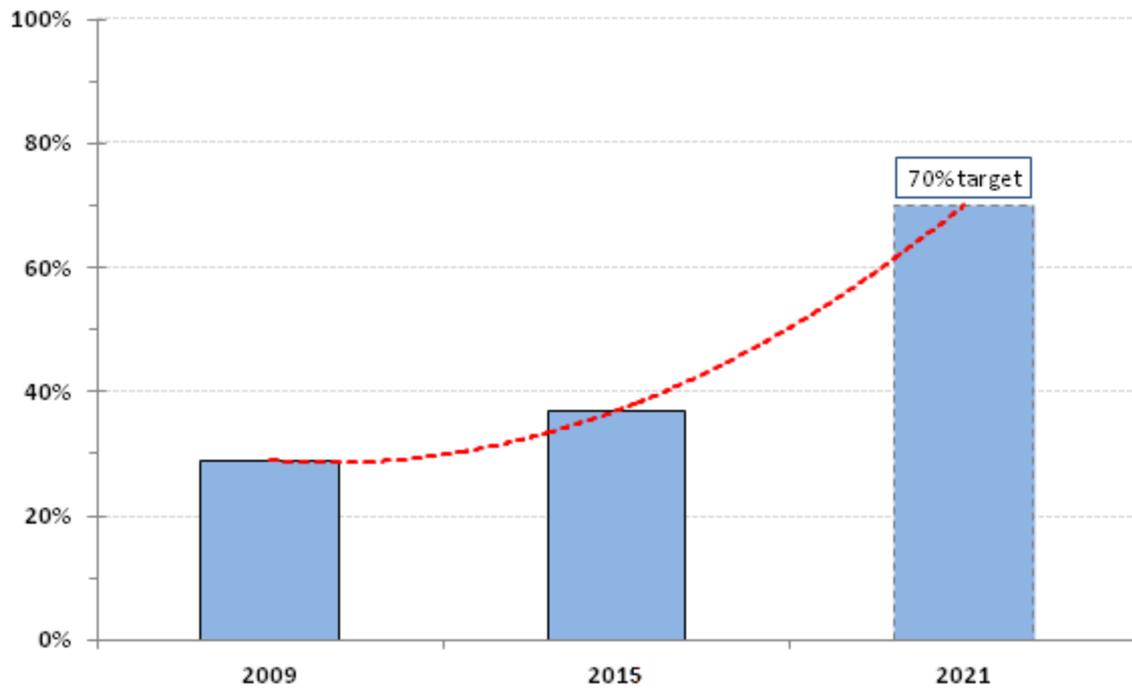


Source: Department for Infrastructure, Travel Survey for Northern Ireland,
<https://www.infrastructure-ni.gov.uk/publications/active-travel-and-public-transport-trends>

Current Status: During 2015, 25%, of all journeys made were by walking, cycling or public transport. This compares to 22% for 2014 and 22% ten years ago (2006).

Improved water quality: % of water bodies at 'good' status

NI water bodies Percentage at Good Status



Current status: In 2015, 37% of all of NI water bodies were classified as 'high' or 'good' quality. From 2009 to 2015 progress had been made from a baseline of 28% of water bodies at good status (in 2009) to 37%.

Increased biodiversity: Indicator to be developed

Links to Delivery Plans

Links to all Delivery Plans for this Outcome are available here:

<https://www.northernireland.gov.uk/sites/default/files/publications/newnigov/pfg-outcomes-chart.pdf>

Accessible version here:

<https://www.northernireland.gov.uk/sites/default/files/publications/newnigov/pfg-outcomes-chart-accessible.pdf>

What will we do?

1. We will promote recycling and the sustainable reuse of materials

Deliver a communications campaign to build public awareness, understanding of and confidence in recycling

Undertake a Recycling Gap study to identify kerbside recycling options

Provide £2.5m to the Rethink Waste Capital fund in 2016/17 with further government support planned for successive years

Support the development of strategic infrastructure for treating and recovering waste, and to support separate treatment of food waste

2. We will improve air quality and increase sustainable transport

Revise NI air quality policy and legislation and devise an Air Quality Action Plan

Develop air quality planning guidance

Promote the use of electric vehicles

Ensure Local Development Plans and planning decisions take account of existing regional strategic planning and transport policies and guidelines to encourage the use of walking, cycling and public transport

Build a safe and accessible cycling infrastructure by delivering bicycle networks and a Strategic Plan for Greenways

Establish Quality Bus Corridors and work with major employers to promote salary sacrifice and tax smart schemes for bike and public transport

Engage employers, schools and hospitals to develop travel plans and enhance active travel and public transport linkages, including by integrating rural and accessible transport services with health and education passenger transport

3. We will make our energy use more sustainable, reducing greenhouse gas emissions

Address the future of energy policy and strategy, including the increased use of renewable and sustainable sources, through the Strategic Energy Framework

Continue to support businesses to improve energy efficiency

Expand the natural gas network to the west and south-east of NI

Deliver affordable warmth and boiler replacement schemes

4. We will improve water quality

Implement the second cycle of River Basin Management Plans

Implement key water infrastructure measures including an Investment Plan for Belfast (linked to Belfast Lough) through the Living with Water Programme.

Work with the agricultural sector to ensure that sustainable practices are promoted

Work with stakeholders and the public to tackle local water quality issues and encourage ownership and pride in the water environment

Support the River Trusts movement through specific projects

5. We will improve biodiversity and protect our Natural Capital

Continue agri-environment and other land management support to improve natural capital

Develop a Natural Capital Asset Index

Work with stakeholders, e.g. agriculture and marine, to establish sustainable management practices which safeguard biodiversity and natural capital.

Develop a suite of conservation management plans for our designated site network.

Establish a Natural Capital Forum to promote enhancement of natural capital.

Outcome 3

**We have a more
equal society**

Why this outcome matters

This outcome is about ensuring our diverse backgrounds, identities or abilities are not a barrier to playing a full and constructive role in society.

It is also about acknowledging where harmful inequalities exist – and supporting people who face serious issues as a result. We will continue to fulfil our equality obligations including compliance with international human rights conventions. We also recognise our responsibility to deliver better equality outcomes across all areas of this Programme for Government. In particular the data for all outcomes will be collated and reported on across all Section 75 categories. Where gaps in data for equality groups exist, we will require these to be addressed wherever possible.

The consultation earlier this year indicated wide support for the inclusion of this outcome in the Framework. 84% of respondents supported inclusion of the outcome as drafted, and a further 13% supported inclusion subject to modification.

Participation in decision making and in public life, in particular by currently under-represented groups, was viewed by a number of respondents as an essential enabler of progress on equality. The role of culture and the arts in promoting equality between people of different identities was also stressed.

Emphasis was also placed on the importance of legal protections for rights, including international convention rights, and the rights of ethnic and linguistic minorities, older people and people with disabilities. Particular reference was made by several respondents to introducing protection against discrimination on the grounds of age in the provision of goods, facilities and services. In addition, views were expressed on the importance of working to engender positive attitudes towards refugees and asylum seekers.

Representations were made for the inclusion of additional indicators to address inequality of outcome beyond those proposed for health and educational inequality.

Respondents identified a role for the private sector in this area using the workplace as a setting to promote diversity in its widest sense, including helping those who are underrepresented, helping to create a society that is fair and equal for all.

A complementary issue in relation to ensuring appropriate provision of skills for the economy of the future was also raised, in the broader context of using improved educational outcomes as a driver for increased equality.

Addressing health inequality, consultees identified the importance of ensuring effective integration of services across public health, health and social care, transport, housing, education, employment services and appropriate long-term behavioural change interventions.

The particular role of high quality childcare provision in supporting greater gender equality and improving child development in support of long-term improvements in educational equality was also highlighted.

What are the issues

Improved regional balance of economic prosperity through increased employment

There is considerable variation between geographic areas in employment rates, ranging from by 59.6% to 74.2%. This reflects differing economic conditions across Northern Ireland, impacted by the differences between urban and rural job opportunities, the population skills mix and the ease of travel.

Access to a better job is important in combating poverty and is a vital component in building successful communities. The availability of better jobs, coupled with a workforce that is properly equipped and ready for employment, with appropriate skills for the marketplace, is essential to making a change.

Increased economic opportunity for our most deprived communities

Whilst socio-economic disadvantage is not specified under equality legislation the barriers and inequalities experienced by Section 75 groups can be exacerbated by poverty and social exclusion.

An individual's assets (such as skills or knowledge) are important, as are how they present these – but an individual's personal circumstances (such as health, financial

circumstances or caring responsibilities) and the context within which they are seeking work are also important in determining their wellbeing outcomes.

The main themes that we will address in order to improve employability are:

- Tackling structural barriers to employment, labour market conditions and the balance of supply and demand for labour
- Work with Councils to develop strategies to address regional imbalance
- Supporting people to develop their skills

Reduced poverty

To have a meaningful impact on poverty and help the most marginalised in our society we will help people to focus on their opportunities, strengths and what they can achieve with some support whilst ensuring people have the resources necessary to meet their basic needs and to be part of society.

Reduced educational inequality

To promote attainment at level 2 (five GCSEs at C or above, or equivalents, including GCSE English and Maths), within the education system generally, we will tackle those areas of most significant and persistent underachievement within a context of improving educational attainment.

The focus will be upon those who have the potential to attain level 2 but might not (reflecting underachievement). We know that this latter group is likely to be disproportionately from one or more distinct groups.

Boys are less likely to attain level 2 than girls. Young people from a disadvantaged background (as measured by free school meal entitlement) are less likely to attain that level than those from a relatively advantaged background. Within the cohort of those most disadvantaged, those from a Protestant-community background, in percentage terms, are less likely to attain level 2 than those from a Catholic-community background. The levels of attainment of disadvantaged young people is lower at schools where there is a large proportion of disadvantaged learners than at schools where there is a wider mix of socio-economic backgrounds. Educational

outcomes for children and young people with special educational needs also require additional focus if those outcomes are also to improve.

We also know that the gap in attainment between the most and least advantaged in society exists from the earliest point. A gap in child development widens into an educational gap at key stage 1, and widens further at each stage thereafter.

Reduced health inequality

Health and wellbeing are influenced by many factors, including family, community, workplace, beliefs and traditions, economics, and physical and social environments. Health inequalities are driven by social, economic and environmental disadvantage. In particular, the importance of what happens in the early years of life for future experience of health and well-being and other life outcomes, such as educational attainment, is well documented.

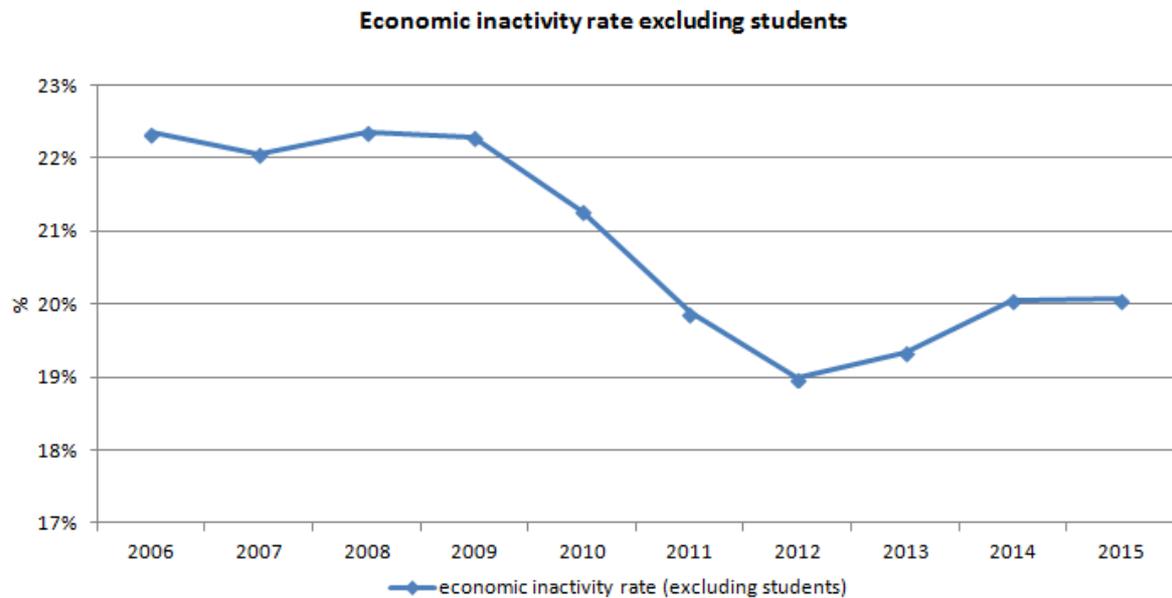
There are specific risks associated with smoking, alcohol/drug misuse, poor mental health, poor diet, lack of physical activity and being overweight or obese. These factors are strongly associated with socioeconomic disadvantage and are often experienced as a cluster.

Efforts to tackle poverty, improve educational attainment, build social capital and create better physical space, if effective, will also reduce health inequalities.

The health and social care system itself has an important contribution to make to addressing health inequalities. Health inequalities can be driven by unequal access to services. In delivering public services, it is essential to identify and address systemic and attitudinal barriers to equity of access. People must have access to high quality care when they need it and, when possible, early intervention to help prevent or delay illness.

What does this look like?

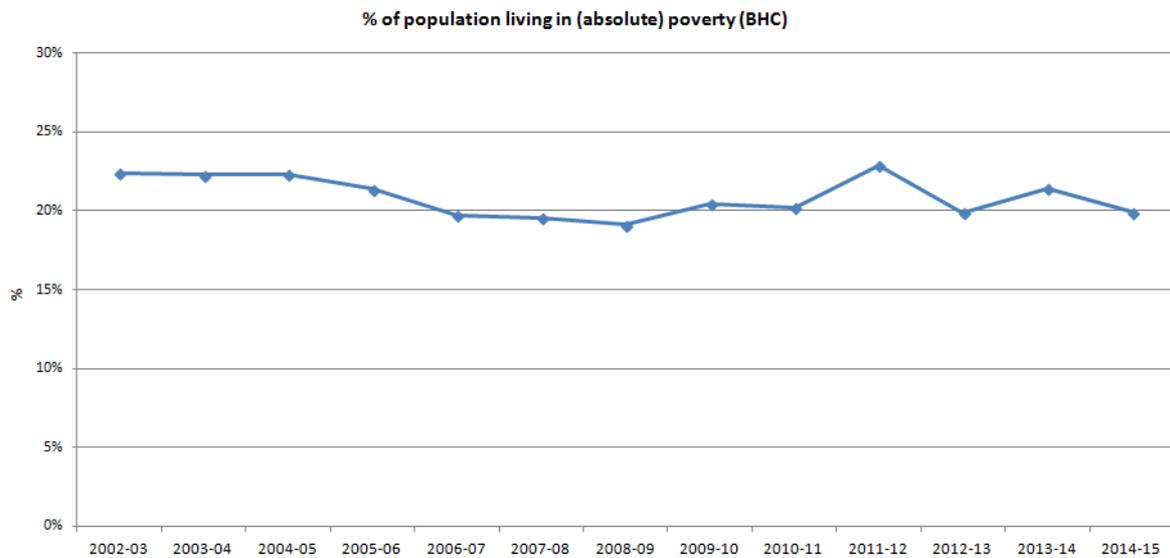
Reduced economic inactivity: Economic inactivity rate excluding students



Source: NISRA, Labour Force Survey, January - December 2015,
<https://www.economy-ni.gov.uk/articles/labour-force-survey>

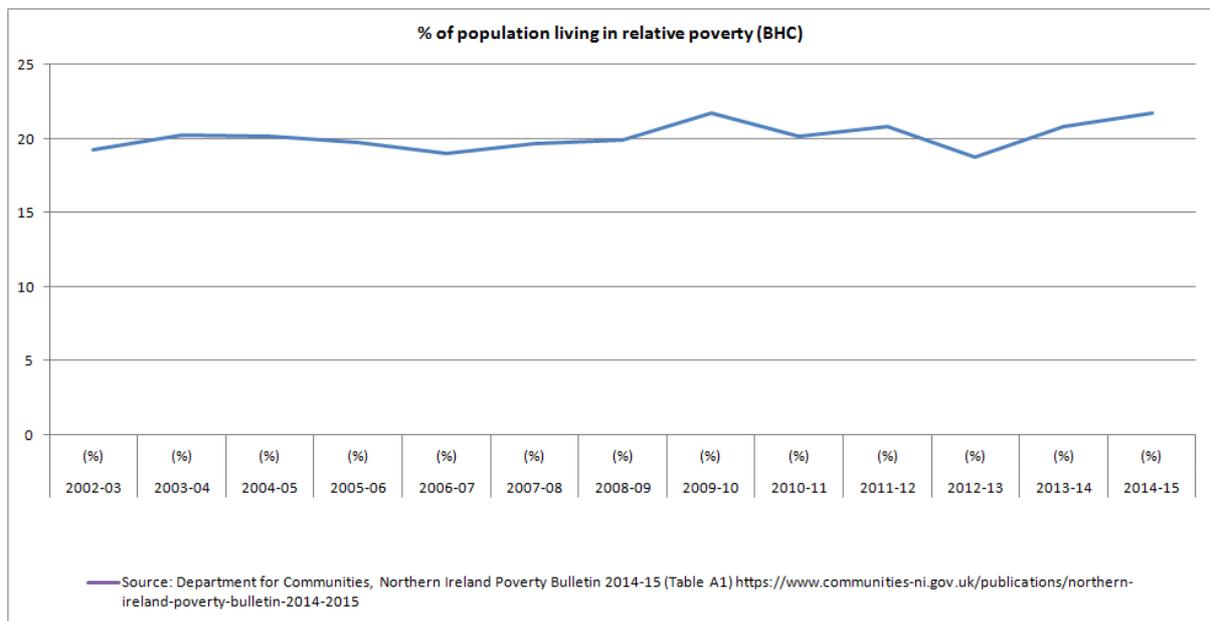
Current Status: The measure for this indicator focuses on economic inactivity excluding students – including therefore, retired people, those with caring responsibilities, and people not seeking work due to illness or disability. These groups historically constitute around 20% of the working age population.

Reduced poverty: % population living in absolute poverty (before housing costs)



Source: Department for Communities, Northern Ireland Poverty Bulletin 2014-15 (Table A2), <https://www.communities-ni.gov.uk/publications/northern-ireland-poverty-bulletin-2014-2015>

% population living in relative poverty (before housing costs)



Source: Department for Communities, Northern Ireland Poverty Bulletin 2014-15 (Table A1) <https://www.communities-ni.gov.uk/publications/northern-ireland-poverty-bulletin-2014-2015>

Current Status: In 2014-15, 20% of individuals in Northern Ireland were in absolute poverty BHC. This figure has decreased by one percentage point from the previous year. This figure is below the series high of 23% in 2011-12 but higher than in 2006-07 and 2008-09 (19%).

In 2014-15, 22% of individuals in Northern Ireland were in relative poverty BHC. This figure has increased by one percentage points from the previous year. This figure equals the series high of 22% in 2009-10.

Increased economic opportunity for our most deprived communities: Employment rate of 16-64 year olds by deprivation quintile

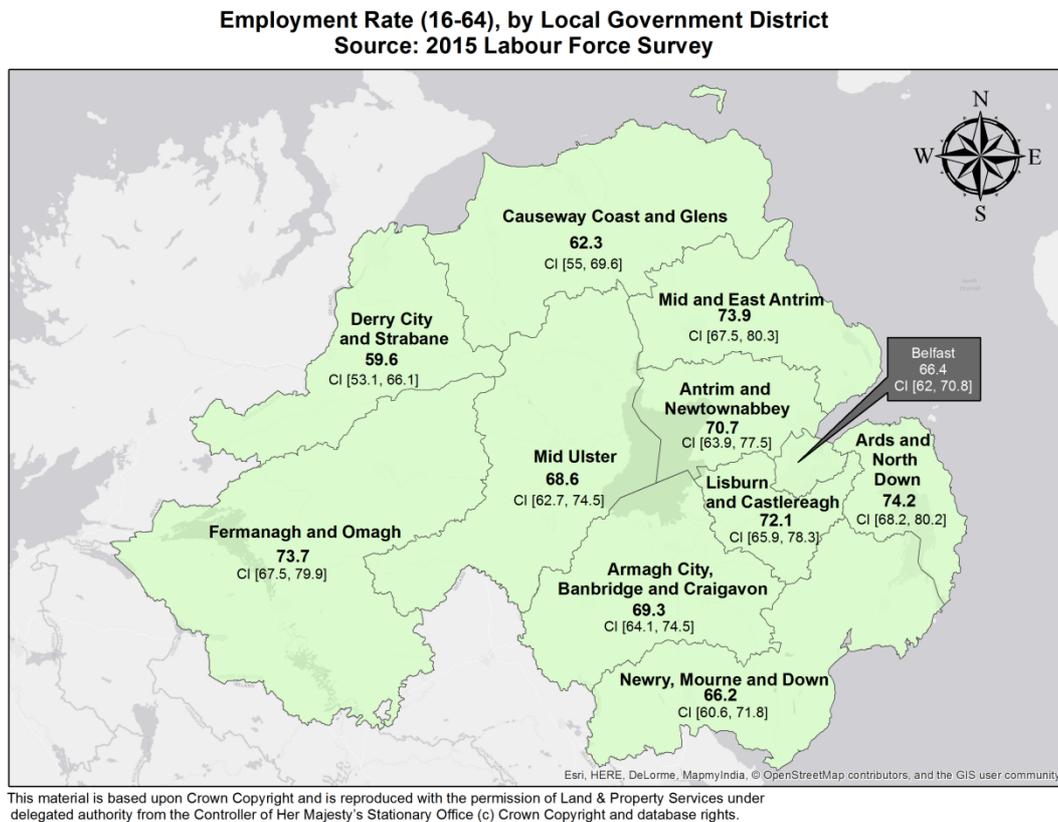


NISRA, Labour Force Survey, January - December,
<https://www.economy-ni.gov.uk/articles/labour-force-survey>

Current Status: In 2015, the employment rate was 58.8% in the bottom quintile compared with a 68.4% population average.

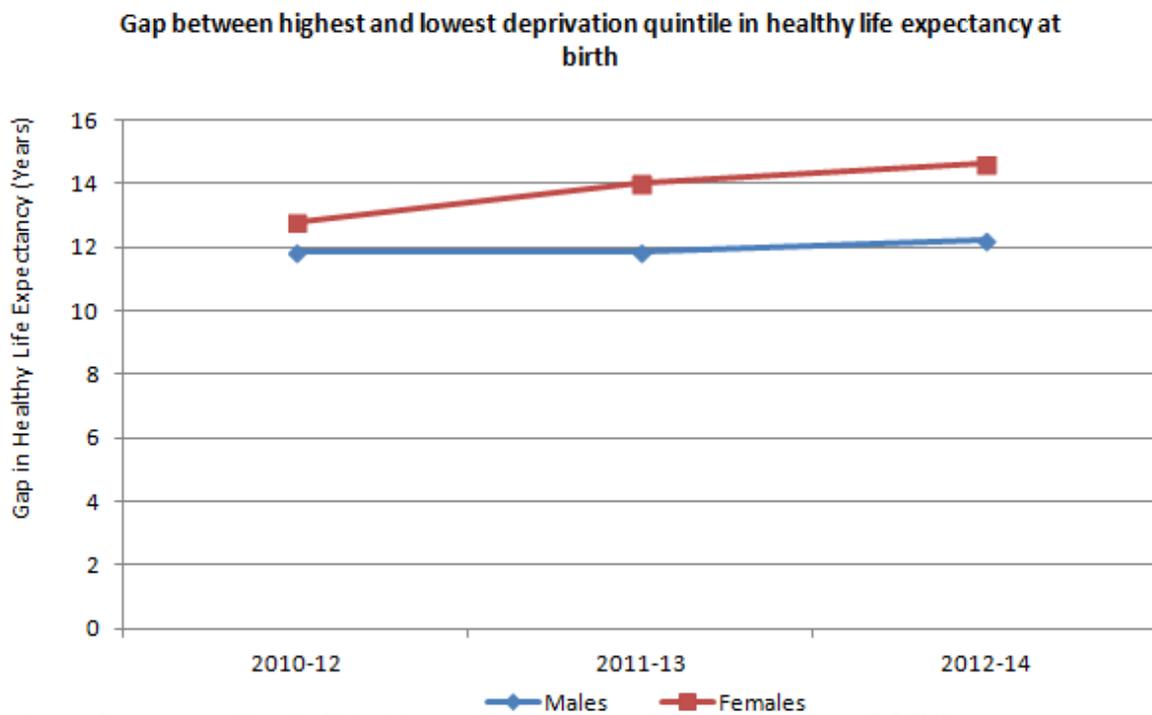
Improved regional balance of economic prosperity through increased employment:

Employment rate by council area



Current Status: Available data shows considerable variation between geographic areas in employment rate, ranging from 59.6% to 74.2%.

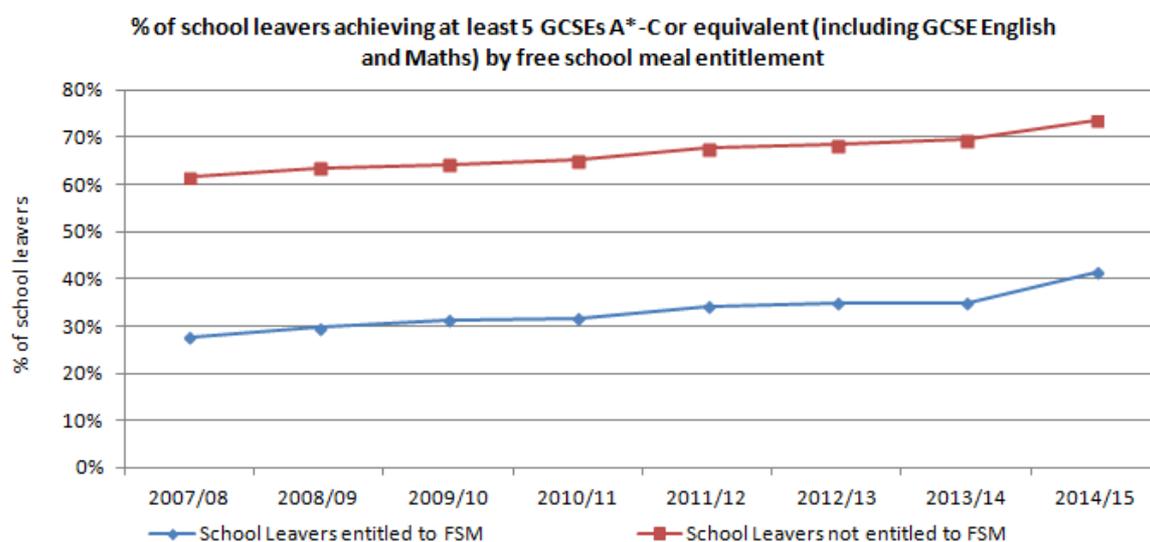
Reduced health inequality: Gap between highest and lowest deprivation quintile in healthy life expectancy at birth



Source: Department of Health, NI health and social care inequalities monitoring system (HSCIMS)
<https://www.health-ni.gov.uk/publications/ni-health-and-social-care-inequalities-monitoring-system-hscims-health-inequalities>

Current Status: In 2012-14, the gap in HLE between the most and least deprived quintiles stood at 14.6 years for females and 12.2 years for males. The equivalent figures for 2011-13 were 14.0 years for females and 11.8 years for males. In 2010-12, this gap was 12.8 years for females and 11.9 years for males.

Reduced educational inequality: Gap between % non-FSME school leavers and % FSME school leavers achieving at level 2 and above including English and Maths



Source: Department of Education, Qualifications and Destinations of School Leavers
<https://www.education-ni.gov.uk/articles/school-leavers>

Current Status: The proportion of school leavers entitled to Free School Meals (FSM) achieving at level 2 has increased from 27.7% in 2007-08 to 41.3% in 2014-15. At the same time, attainment at the same level by non-FSME school leavers has risen from 61.6% to 73.7%. Over recent times, the gap between the attainment of these two groups has remained relatively constant in absolute terms.

Links to Delivery Plans

Links to all Delivery Plans for this Outcome are available here:

<https://www.northernireland.gov.uk/sites/default/files/publications/newnigov/pfg-outcomes-chart.pdf>

Accessible version here:

<https://www.northernireland.gov.uk/sites/default/files/publications/newnigov/pfg-outcomes-chart-accessible.pdf>

What will we do?

1. We will support people to become more active in life and work

Develop a comprehensive Social Inclusion Wraparound Service

Design and implement a Cost of Work Allowance, to be introduced to help low paid families for up to 4 years

Match those without entry level skills for work to relevant provision through local colleges, community and contracted training providers

Provide work coach support in the first 12 weeks of a new job to assist in addressing issues that might impact sustainability and trial a mentoring scheme for those out of work (continuing into work) who require additional support

Introduce job trials for those who aren't sure about what they can and cannot do in the context of their health condition and work

Implement new programmes to support people with physical and mental health issues to access employment

Provide financial support and guidance for self employment, to include social enterprise business models

Develop a holistic and integrated service model for people living with cancer with a focus on work support, finances, health and wellbeing

Design and implement an "employability pipeline" model and establish an Employability Forum in each council area to better match supply and demand for work, through the Community Planning process

2. We will deliver economic opportunities across the region

Work with local councils on a new programme for business start-up support

Grow our existing business cluster support to identify business opportunities for development and innovation across Northern Ireland

Work with high potential companies across Northern Ireland to develop their potential to grow rapidly and move up the export pathway

Implement the Tourism Strategy

3. We will work to reduce educational inequalities

Establish a new framework for the use of data to inform improvement, for innovation, and for dissemination of good practice in particular in respect of tackling underachievement among at-risk groups

Foster school-to-school collaboration and collaboration with FE to support professional development, curriculum delivery and innovative practice

Develop a new pattern of school-to-employer engagement

Engage in a new parental engagement and information strategy that aims to support learning in all contexts and increase aspiration

Continue and increase momentum in Area Planning in effectively implementing the Sustainable Schools Policy and Area Plans will support the delivery of improved educational provision and enhance the network of sustainable schools.

Design and delivery of a programme to improve digital literacy and inclusion including a “Digital learning in School” Programme.

4. We will work to reduce health inequalities

Implement a Healthier Pregnancy Programme including a core care pathway for antenatal care

Deliver Making Life Better Healthier Places projects in community settings

Deliver a Healthier Lives programme for those living with long-term conditions

Implement a Healthier Workplaces programme, focusing on valuing staff and on the advantages that a diverse workforce can bring to organisations

Publish the refreshed suicide prevention strategy, Protect Life 2, and implement the Self-harm Intervention Programme

Work to make every contact count, by giving HSC staff the confidence to promote healthy lifestyle choices with clients

Take action to enable more smoke free public places

Develop capacity for information and analysis of health outcomes which can inform priority setting in health and social care

Involve all health workers, professional and clinicians in decisions regarding the design of a health care system that best meets people's needs

Increase first year training intake for GPs

Outcome 4

**We enjoy long,
healthy, active
lives**

Why this outcome matters

Health matters. Good health brings social and economic benefits. Poor health can restrict and reduce opportunities, productivity and the quality of our lives. Poor health, both physical and mental, is costly for us as a society on many levels.

The inclusion of this outcome was strongly supported by online respondents to the consultation on the Draft Programme for Government Framework (89% of respondents wanting it to remain in the Programme as drafted).

Narrative comments tended to focus on the proposed measures and reflected the complexity and interconnectedness of the many issues behind the outcome. There was recognition that access to healthcare, experience of high levels of deprivation and prevalence of poor mental health were important factors that should influence efforts to improve healthy life expectancy.

It was suggested that it would be helpful if there could be additional indicators/measures to track progress on specific matters (obesity, smoking rates etc).

In relation to preventable deaths, respondents supported the view that rates of death by suicide, substance misuse, road-related deaths and excess winter mortality should all be included.

Some respondents felt more should be done to understand the factors behind low birth weights, particularly since not all are related to medical issues.

In relation to quality of the healthcare system, some respondents considered it important that satisfaction levels should be gauged immediately following the experience and not at a later date when other factors might introduce a bias.

What are the issues

We will support citizens to lead long, healthy and active lives, and to achieve this through: prevention and early intervention; improving access to health and social

care services; tackling health inequalities; and, delivering better outcomes from the Executive's investment in health and social care.

This will require the Health and Social Care system to support people to live healthier lifestyles, ensuring that they stay fit and well supported by a service which is people centred. This means better understanding the health and social care needs of our population so that we invest in prevention and early intervention to help people stay well for as long as possible.

In addition, when people are unwell, or when they need support, the health service should deliver the best possible outcomes and patient experience. Central to achieving this will be transforming the health and social care system to provide better access for people to high quality, integrated services through new models of care resulting in better outcomes for people

Health and wellbeing, and health inequalities, are shaped by many factors, including family, community, workplace, beliefs and traditions, economics, and physical and social environments. Where we are born, where we live and where we work are major determinants in how healthy we are.

The Health and Social Care system has a role to play but is by no means the main driver of population health and well-being. If we are to increase the opportunity for citizens to experience long, healthy, active lives, then we must make a concerted collaborative effort, working with many stakeholders and partners to empower individuals, families and communities to identify and address their own priorities.

Between 1981 and 2010, life expectancy increased for both men and women by 8 years and 6 years respectively, and, over the last decade, there has been a constant and steady decrease in preventable deaths with the rate decreasing by almost 25%. Although people are living longer, too many still live years of life in poor health.

Health inequalities are driven by social, economic and environmental disadvantage. In particular, the importance of what happens in the early years of life for future experience of health and well-being and other life outcomes is well documented.

There are specific risks associated with smoking, alcohol and drug misuse, poor mental health, poor diet, lack of physical activity and being overweight or obese. These factors are strongly associated with socioeconomic disadvantage and are often experienced as clusters. There are particularly high levels of mental health problems reported here and suicide remains a huge challenge.

Actions to reduce poverty, improve educational attainment, build social capital and improve the physical environment, if effective, will also reduce health inequalities.

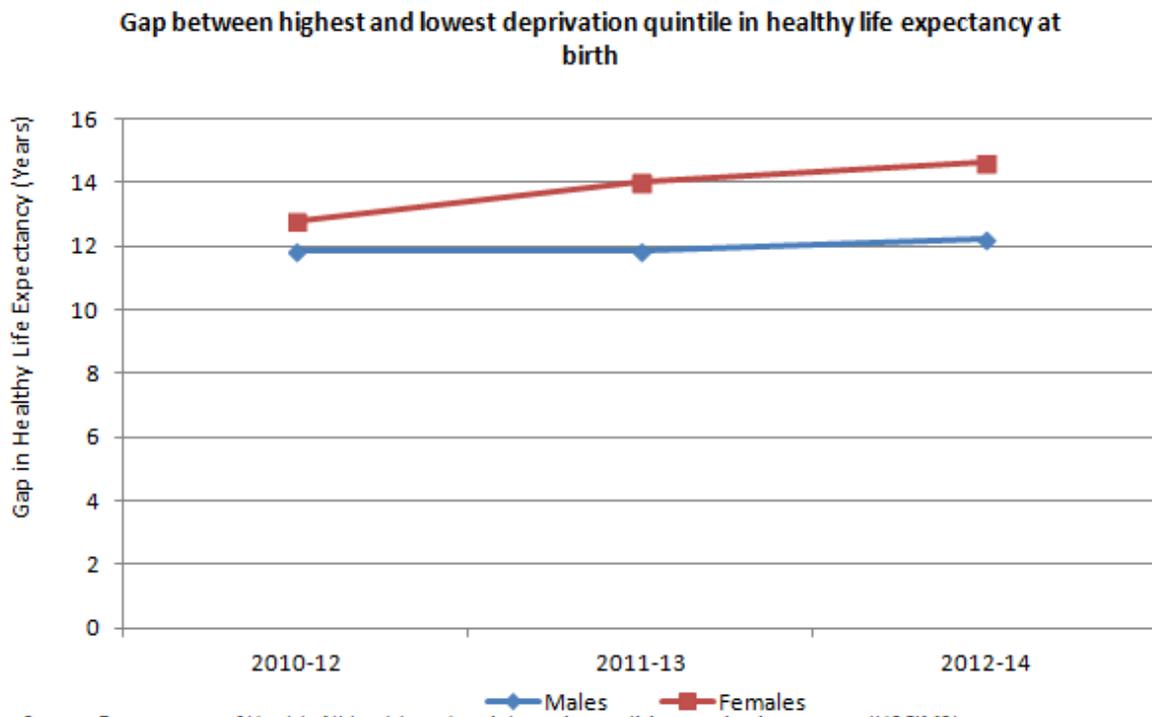
The health and care system itself has an important contribution to make to improving the public's health. Firstly, people must have access to high quality care when they need it. Health inequalities can be driven by unequal access to services and it is therefore necessary for us to identify and address systemic and attitudinal barriers to equity of access.

Secondly, services must be designed and delivered in ways that support people to manage their own care, as far as possible, and enable early intervention to prevent and delay illness. This is particularly relevant for people living with long-term conditions and those with ongoing care needs.

A good health and social care experience does not happen by accident, it needs to be embedded within the culture of service providers and it needs to be supported by good communications and partnerships involving patients/clients, families and carers. Systems must be co-designed to deliver consistent, patient/client centred results and there must be structures in place to hold to account those responsible for them. Patients/clients and carers have a right to experience respectful and professional care which delivers improved quality of life outcomes, in a considerate and supportive environment, where their privacy is protected and dignity maintained. A high quality experience must be fundamental to all we do.

What does this look like?

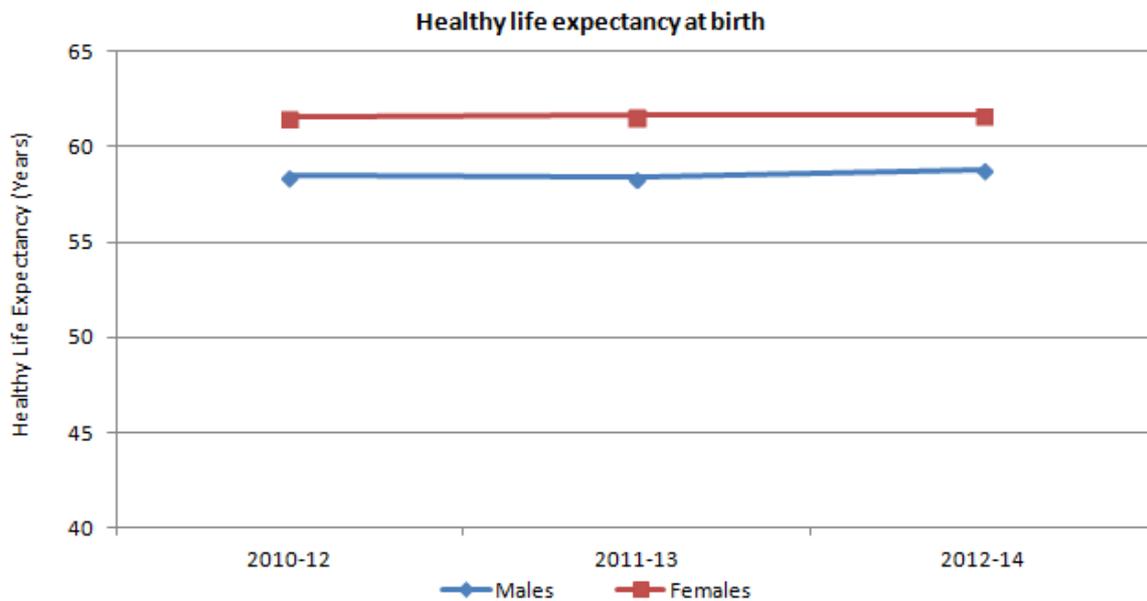
Reduce health inequality: Gap between highest and lowest deprivation quintile in healthy life expectancy at birth



Source: Department of Health, NI health and social care inequalities monitoring system (HSCIMS)
<https://www.health-ni.gov.uk/publications/ni-health-and-social-care-inequalities-monitoring-system-hscims-health-inequalities>

Current Status: In 2012-14, female Healthy Life Expectancy in the most deprived areas of NI was 14.6 years lower than in the least deprived areas, while the corresponding gap for males was 12.2 years. The equivalent figures for 2011-13 were 14.0 years for females and 11.8 years for males. In 2010-12, this gap was 12.8 years for females and 11.9 years for males.

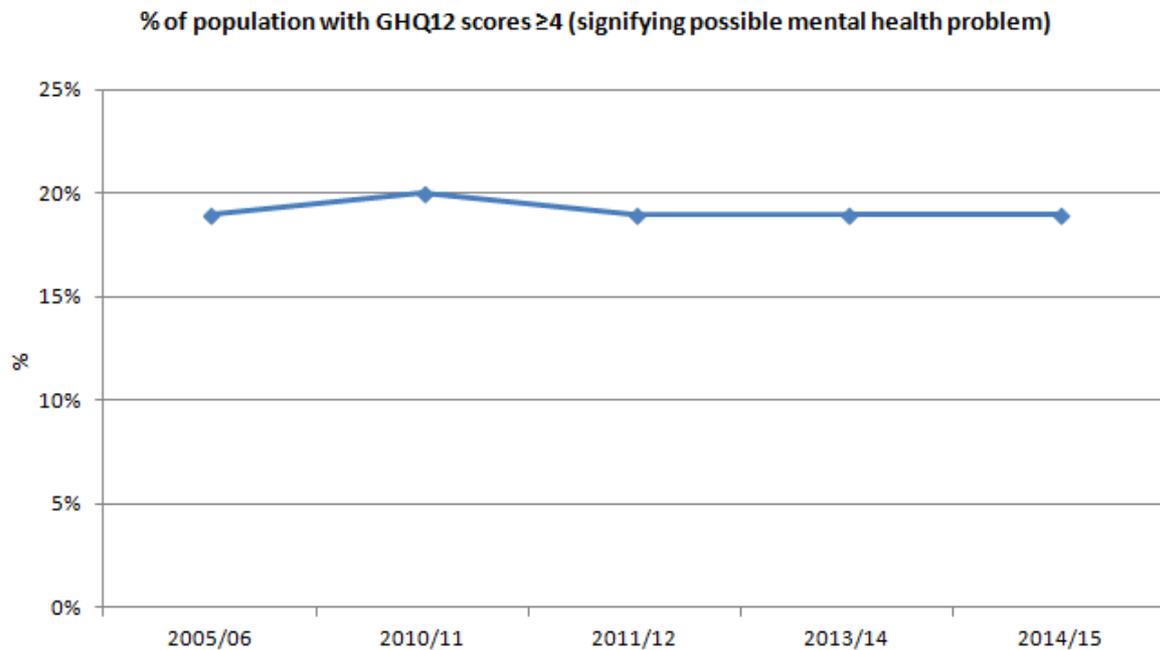
Increase healthy life expectancy: Healthy life expectancy at birth



Source: Department of Health, NI health and social care inequalities monitoring system (HSCIMS)
<https://www.health-ni.gov.uk/publications/ni-health-and-social-care-inequalities-monitoring-system-hscims-health-inequalities>

Current Status: In 2012-14, the Healthy Life Expectancy gender gap was 3.0 years, with females expected to live in good health for 61.7 years and males for 58.7 years. A similar pattern was observed between 2011-13 and 2010-12. Life expectancy in 2012-14 was 82.3 years for females and 78.3 for males, meaning that both genders could expect to live in good health for around three-quarters of their lives. A similar pattern was observed in 2011-13 and 2010-12.

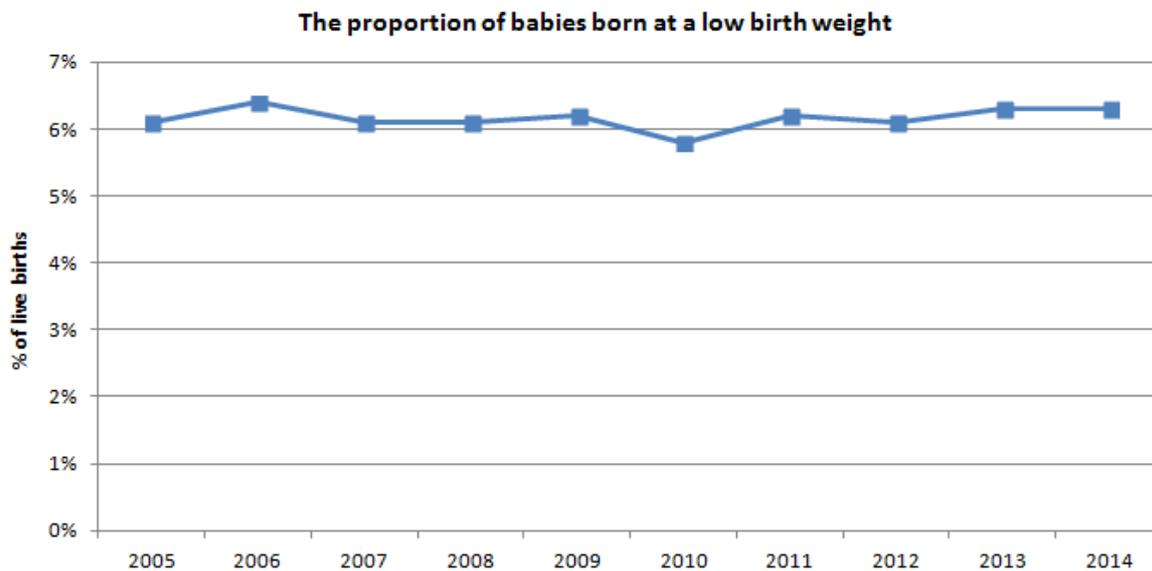
Improve mental health: % of population with GHQ12 scores ≥ 4 (signifying possible mental health problem)



Source: Department of Health, Health survey Northern Ireland
<https://www.health-ni.gov.uk/articles/health-survey-northern-ireland>

Current Status: In 2014-15, around one-fifth (19%) of respondents in the health survey showed signs of a possible mental health problem (GHQ score ≥ 4), the same proportion as that recorded in the previous year (2013/14) and consistent with previous rates back to 2005/06.

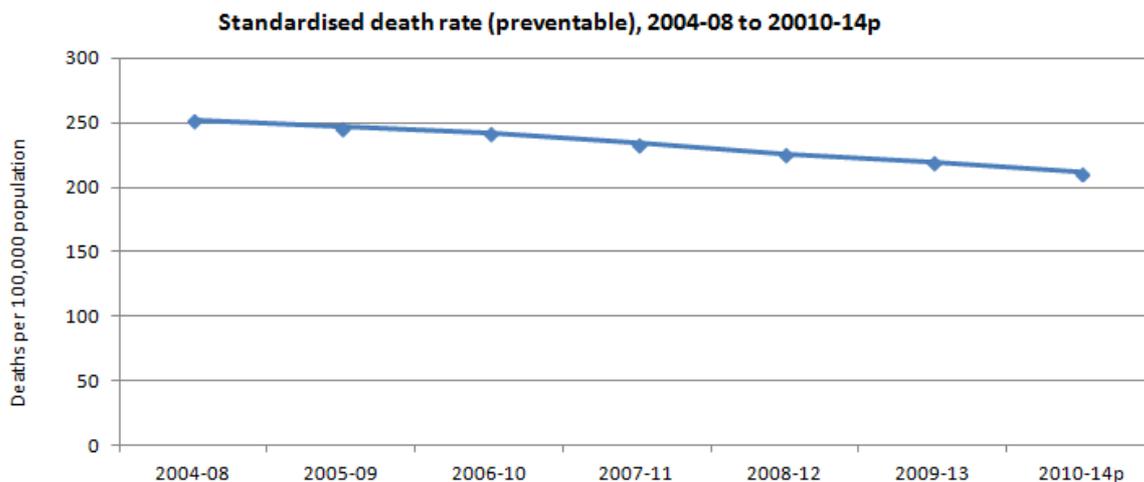
Improve health in pregnancy: The proportion of babies born at a low birth weight



Source: Department of Health, NI health and social care inequalities monitoring system (HSCIMS)
<https://www.health-ni.gov.uk/publications/ni-health-and-social-care-inequalities-monitoring-system-hscims-health-inequalities>

Current Status: The proportion of babies born at a low birth weight has remained broadly consistent since 2005 and stood at 6.3% in 2014. The proportion of babies born at a low birth weight (weighing less than 2,500g) is 44% greater in the most deprived areas (7.3%) than in the least deprived areas (5.1%).

Reduce preventable deaths: Preventable mortality



Source: Department of Health, NI health and social care inequalities monitoring system (HSCIMS)
<https://www.health-ni.gov.uk/publications/ni-health-and-social-care-inequalities-monitoring-system-hscims-health-inequalities>

Current Status: There was a consistent improvement in the standardised preventable death rate over the last 6 years where the rate decreased by over a tenth (13%), from 252 deaths per 100,000 population in 2004-08 to 211 deaths per 100,000 population in 2010-14.

However the main factors associated with preventable death also impact on healthy life expectancy, and although people are living longer, people still live many years of life in poor health.

Improve the quality of the healthcare experience: % of people who are satisfied with health and social care (based on their recent contact)

Current Status: Data in relation to this measure are not currently collected. Putting baselines in place and establishing regular monitoring arrangements forms part of the data development agenda for the Programme for Government.

Links to Delivery Plans

Links to all Delivery Plans for this Outcome are available here:

<https://www.northernireland.gov.uk/sites/default/files/publications/newnigov/pfg-outcomes-chart.pdf>

Accessible version here:

<https://www.northernireland.gov.uk/sites/default/files/publications/newnigov/pfg-outcomes-chart-accessible.pdf>

What will we do?

1. We will work with people to empower them to live healthier lives

Establish a “Healthier Lives” programme, consisting of:

- Healthier Pregnancy programme
- Healthier Places programme
- Healthier Lives programme for people with long-term conditions
- Healthier Workplaces programme

2. We will improve service provision in support of better health outcomes

Work toward “parity of esteem” for mental health services

Develop a “Making Every Contact Count” model

Develop a Quality Healthcare Experience Framework

3. We will work collaboratively to support positive health impacts from social programmes

Ensure that people living with long term conditions are supported to remain or return to the workforce and on the development of the proposed Social Inclusion Wraparound Service

Prototype Substance Misuse Courts as part of a problem solving justice approach

Mainstream the Early Intervention Transformation Programme

Improve road safety and to encourage active travel

Involve all health workers, professional and clinicians in decisions regarding the design of a health care system that best meets people’s needs

Increase first year training intake for G.P.

Outcome 5

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

Why this outcome matters

We want to see a society which is renowned for its innovation and creativity and which is admired for the opportunities afforded to people of all backgrounds to fulfil their potential. We want this to be a place where people live happy and fulfilling lives, where communities and individuals are filled with confidence and self-respect, and where poverty and educational underachievement are not tolerated.

Innovation in products, services and in ways of doing business underpins growth and dynamism. It drives and strengthens productivity and is a major force behind economic success. Social innovation also has an important part to play in creating a prosperous society which is rich in creativity. We want our social, economic and cultural assets to provide a firm basis for sustainable growth, to increase our competitiveness and to support individuals to give and achieve their best.

Cultural engagement impacts positively on general wellbeing and it can also bring benefits in learning and education. Our historic environment and heritage are huge cultural assets, and we are a people who value sport and physical activity with interest in playing, competing, spectating and volunteering spanning the entire community. A love of Irish and Ulster Scots language and culture are also key parts of our cultural heritage and identity. Whilst we want to see greater individual engagement in arts, sports and cultural activities, particularly from those not currently engaging, it is the aggregate effect of those engagements and cultural participation that will bring about a more dynamic, confident, healthy and creative society.

Telecommunications and broadband services are key to connecting people and businesses. We live in a truly global marketplace and it is vital that we have the broadband speeds and bandwidth we need to engage it as fully as possible. People want access to good broadband service where they live, businesses require it to communicate and collaborate with partners and to access markets, and it is an essential quality of life service for our communities. In order to be innovative and creative, and to enable individuals to reach their potential, we must have class-leading telecommunications and broadband services.

For individuals and communities experiencing poverty and deprivation, outside intervention and support is essential. It is not possible to break free from poverty without confidence, capability and necessary skills. However, living under these conditions makes it difficult to acquire these attributes. We need to find ways to break this cycle by giving people opportunities to fulfil their potential. It is also important that our education system supports our young people by addressing barriers to learning and nurturing their latent capabilities.

The inclusion of this outcome attracted strong support from online respondents to the consultation on the Draft Programme for Government Framework (87% indicating they want to see it retained in the Programme).

Only 3% thought it should be removed as an outcome. This support was broadly reflected in the narrative comments received. Some respondents commented on the need to focus on technological advances as a basis for improved business innovation, whilst others pointed to the role the arts and creative sectors might play. The importance of social innovation was highlighted, as was the link to education and skills development and the need to nurture creativity from a young age.

What are the issues

Innovation in the economy

Although there has been marginal improvement in our business innovation performance over the last 15 years, we are consistently one of the least innovative regions in the UK. This lag in innovation performance has directly impinged upon our productivity growth. Our companies typically don't have a strong record of collaboration, are wary of losing intellectual property and competitive advantage and fail to see the value or opportunity that innovation can bring. We want to transform our economy into one of the top four most innovative regions in the UK, reflecting the ambition set out in our Innovation Strategy.

Educational outcomes

Our education system must support all our young people to achieve their full potential. To tackle those areas of most significant and persistent educational underachievement, we need to address the factors relating to socio-economic disadvantage and support the learning of those with special educational needs within a context of improving educational achievement.

Qualifications are a strong predictor of life chances with good educational attainment outcomes being linked to people succeeding economically, enjoying better health and having more opportunities. The majority of young people leave school with level-2 attainment (achieving 5 GCSEs A*-C (or equivalents) including English and Maths, but too many do not. There are children who face particular educational and personal challenges to attainment and we need to address these barriers with tailored support so that each child reaches their full potential. Boys are less likely to attain level 2 than girls and young people from a disadvantaged background are less likely to attain at this level than young people from more affluent backgrounds. Within the cohort of those most disadvantaged, those from a Protestant community background, in percentage terms, are less likely to attain level 2 than those from the Catholic community. Levels of attainment are also lower at schools with a large proportion of disadvantaged young people compared to those with a wider mix of socio-economic backgrounds.

Internet connectivity

The telecommunications industry is continuing to invest locally, but, given the economics of network deployment, private sector led investment tends to be focussed in lower cost urban and suburban areas.

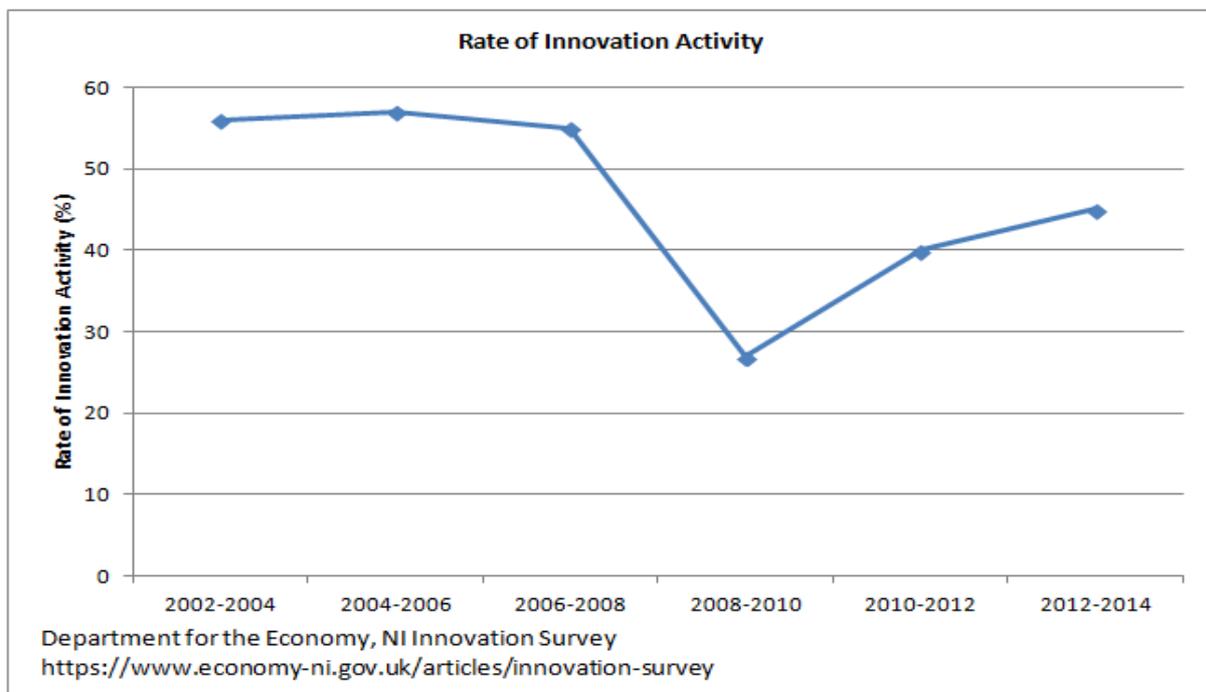
Attention to date has been on expanding and extending the availability of basic broadband (2Mbps) and where possible offering superfast broadband (24Mbps). To compare favourably with other European countries, we need to aim for a broadband service at speeds at or above 30Mbps and to do so in a way that does not result in increasing the digital divide between urban and rural communities.

Cultural participation

Cultural participation already plays a fundamental part in people's lives as evidenced by a baseline figure of 85% engaging in arts and cultural activities in 2015-16. We want to increase the level of engagement by a further 2 percentage points and will seek to do so in a way that widens and diversifies cultural participation opportunities. We plan to do this by improving engagement amongst those groups with consistently lower levels of engagement, namely: older adults; adults with a disability; men (in terms of attending arts events and museums and using libraries) and women (in terms of participation in sport); and by looking at issues where geographic location appears to present particular challenges. Whilst the primary gateway is through individual experience enhanced by sustained involvement, there is an aggregate benefit to be sought in terms of a more healthy, confident and creative society.

What does this look like?

Increased innovation in our economy: Rate of innovation activity (% of companies engaging in innovation activity)

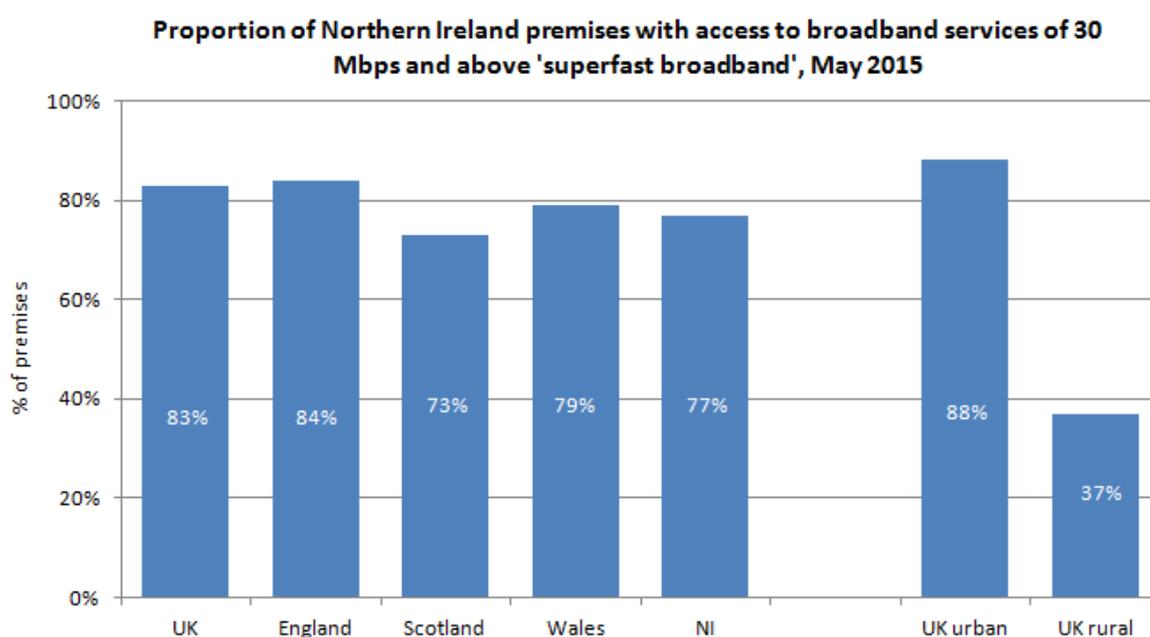


Current Status: 45% of firms are actively engaged in innovation.

Increased confidence and capability of people and communities: Self-efficacy

This is a new measure being introduced in autumn 2016. Putting baselines in place and establishing regular monitoring arrangements forms part of the data development agenda for the Programme for Government.

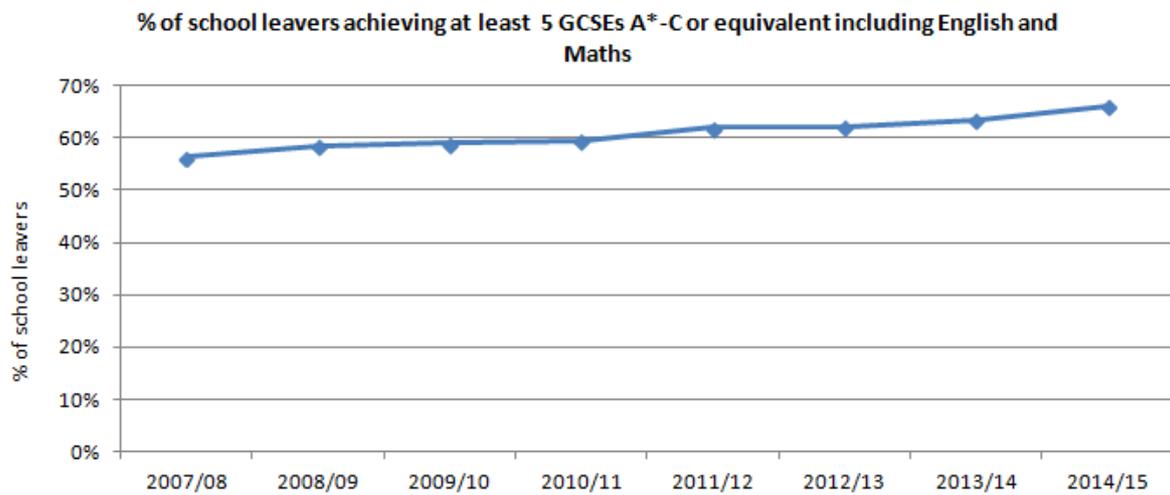
Improved internet connectivity: Proportion of Northern Ireland premises with access to broadband services at or above 30 Mbps



Ofcom / Openreach / Virgin Media / Kcom - taken from Ofcom, Communications Report: Northern Ireland, http://stakeholders.ofcom.org.uk/binaries/research/cmr/cmr15/2015_Northern_Ireland_CMV.pdf

Current Status: Seventy-seven per cent of premises in Northern Ireland were able to receive superfast broadband services, i.e. a fixed broadband service at a speed at or above 30Mbps, in May 2015.

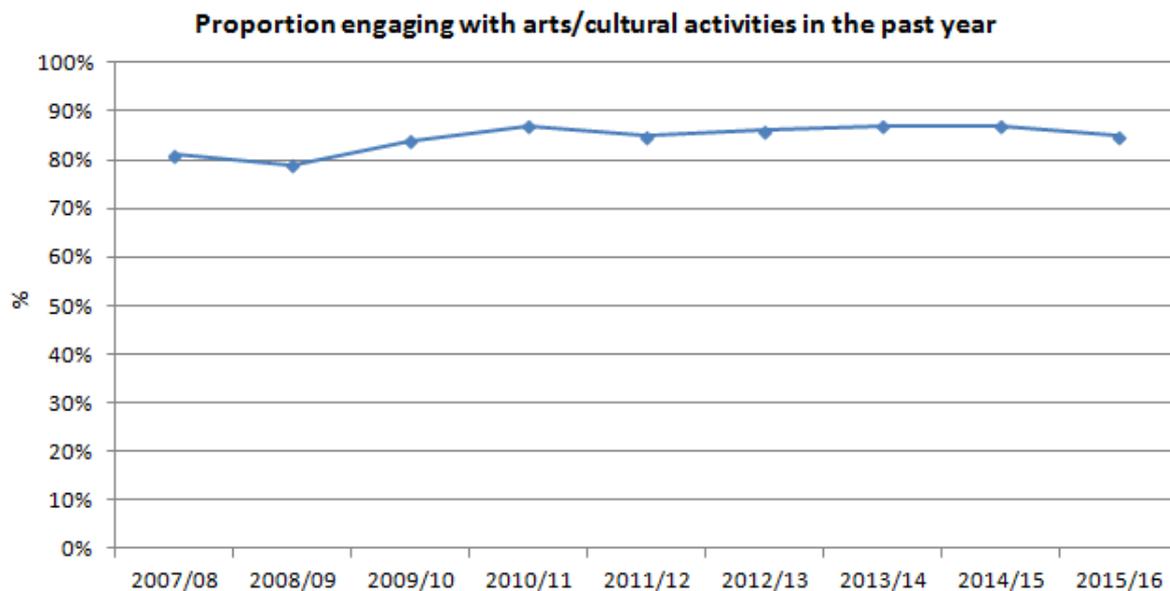
Improved educational outcomes: % of school leavers achieving at level 2 or above including English and Maths



Source: Department of Education, Qualifications and Destinations of School Leavers
<https://www.education-ni.gov.uk/articles/school-leavers>

Current Status: In 2014/15, 66% of school leavers here achieved at least five GCSEs at grades A* - C or equivalent, including GCSEs in English and Maths. This is an increase from 62.2% in 2012/13, and 56.3% in 2007/08, the baseline period.

Improved cultural participation: % engaging with arts/cultural activities in the past year



Source: Department for Communities, Engagement in culture, arts and leisure by adults in Northern Ireland 2015/16, <https://www.communities-ni.gov.uk/publications/engagement-culture-arts-and-leisure-by-adults-northern-ireland-201516>

Current Status: Eighty-five per cent of adults had engaged in arts/cultural activities in the previous 12 months in 2015/16; a decrease from 87% in 2014-15 but an increase from 81% in 2007-08.

Links to Delivery Plans

Links to all Delivery Plans for this Outcome are available here:

<https://www.northernireland.gov.uk/sites/default/files/publications/newnigov/pfg-outcomes-chart.pdf>

Accessible version here:

<https://www.northernireland.gov.uk/sites/default/files/publications/newnigov/pfg-outcomes-chart-accessible.pdf>

What will we do?

1. We will embed innovation across the economy

Create an NI Innovation brand and introduce an 'Investors in Innovation' accreditation

Support a culture of innovation and entrepreneurship

Strengthen the knowledge exchange system between universities, colleges and businesses

Support development of innovative products and services by staging events to build relationships between businesses and researchers (knowledge brokerage)

Establish a Data Analytics Research and Exploitation Centre

2. We will help people to become more connected through our digital infrastructure

Design and build a programme to improve digital literacy and inclusion

Develop a comprehensive Social Inclusion Wraparound Service

Complete the NI Broadband Improvement Plan and engage with the telecoms industry on solutions and future private investment

3. We will encourage greater social inclusion and cultural participation for all

Develop an overarching Culture and Arts strategy

Undertake a collaborative research project to gain a better understanding of how young people interpret and participate in cultural activity

Progress a programme of support particularly for emerging artists

Deliver a targeted programme to improve female participation in sport

Establish an Ulster-Scots Institute and Irish Language Academy

Take forward the Gaeltacht Quarter Action Plan

Implement the Active Ageing Strategy

Launch a Historic Environment Fund

4. We will provide a high quality education system that nurtures innovation and creativity

Revise the system-level and school-leaver evaluation structures to support the highest quality educational provisions and outcomes

Develop strong, coherent messages about what is valued in education and a shared understanding of what partners can do to support young people

Support schools to innovate and collaborate, particularly as they focus their efforts to tackle underachievement

Improve the pathways through school into both professional/technical and general courses post-16.

Support more effective engagement with parents to help support their children's education

Put in place structured means by which schools, parents, employers and other stakeholders can meet, engage, inform, support and learn

Support increased engagement between FE/HE colleges and business with a focus on innovation.

Outcome 6

**We have more
people working
in better jobs**

Why this outcome matters

An economy is successful if it can provide high income jobs and places its population into work. Employment contributes to wealth and value added in the economy as a whole. It also brings a range of benefits to individuals and communities by increasing levels of health, confidence, self-respect and social inclusion. This is recognised in the overall aim of the PfG: “Improving wellbeing for all - by tackling disadvantage, and driving economic growth”.

Over the last decade, our employment rate has been consistently lower than the UK average. To change this, we need to improve our productivity and competitiveness, but we want to do so in a way that broadens employment opportunities and creates higher value and higher paid jobs.

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

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

People are the most important asset to the economy. Underutilisation of that asset, be it through economic inactivity, unemployment or underemployment, is harmful to the economy and it adversely impacts on individuals, families and communities who are unable to avail of jobs. There is a considerable variation in employment rates in

different geographic areas, and it is important, therefore, that that a spread of higher employment rates is balanced across the region. This outcome therefore links directly with outcome one.

What are the issues

Reduced economic inactivity

Economic inactivity in Northern Ireland is at a consistently higher level than in the rest of the UK. Excluding students, NI's economic inactivity rate in 2015 stood at 20.1% compared with a UK average of 16.5%.

Having such a large proportion of the working age population who are inactive in the labour market has a negative impact on overall socio-economic health. The groups most impacted by economic inactivity (the long term sick and disabled, and those with caring responsibilities) are also impacted by a range of negative social consequences, with inactivity contributing to poor health and wellbeing outcomes, a lack of financial independence, lower levels of social inclusion and higher rates of deprivation. There is a relationship between economic inactivity and poverty, and it will be easier to significantly reduce poverty by tackling our high rate of economic inactivity.

Improved skills profile of the population

Statistical and labour market information suggests that more needs to be done to achieve the skills profile needed to ensure we have the workforce to deliver our economic ambition and enable us to thrive globally.

At a macro level, demand for skills outstrips supply, with the shortage most acute at mid-tier levels, and in the areas of science, technology, engineering and mathematics.

Increased proportion of people in work

Although growth in the employment rate has been incremental following the global financial crash in 2009 and subsequent economic downturn, our region has not

recovered as quickly or as strongly as the UK as a whole. A number of factors have influenced the employment rate. They include persistent high levels of economic inactivity, our peripheral geographic location and historic political instability. The balance of public and private sector has long been an issue, as has weak private sector growth.

Increased proportion of people working in better jobs

A number of priority sectors have been identified for growth opportunities based on their existing necessary clusters of specialism, critical mass, established links with collaborative networks and our academic and knowledge base. They include: telecommunications and ICT; life and health sciences; agri-food; financial and professional services; and, advanced materials and manufacturing.

Reduced underemployment

For many people who are working part-time and who consider themselves underemployed there are structural barriers that can make it difficult to work full-time. Underemployment is most likely to impact women and young workers.

Improved regional balance of economic prosperity through increased employment

There is considerable variation in employment areas between the geographic areas, reflecting the different economic conditions experienced by different communities. This is often as a result of different urban and rural job opportunities, the population skills mix and ease of travel. In order to achieve a balance in economic prosperity, it is essential that growth is not maximised in one area at the expense of another but that economic growth is accelerated across all of Northern Ireland.

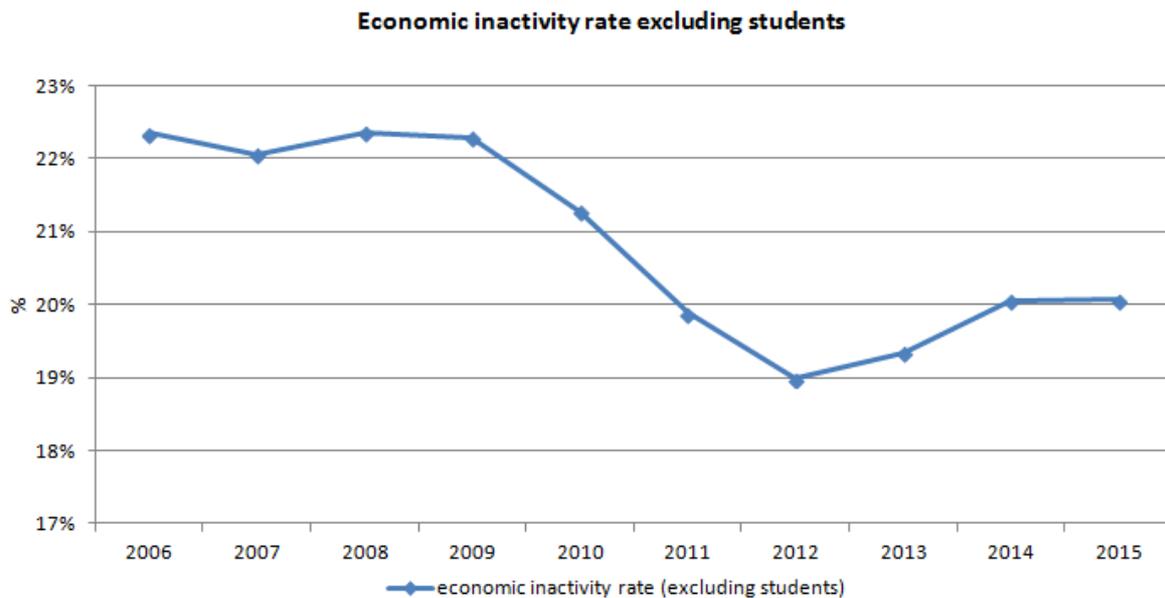
Economic growth must be accelerated across the region.

Statistical and labour market information suggests that more needs to be done to achieve the skills profile required to ensure we have the workforce needed to deliver against our economic ambition and for us to thrive in a global marketplace. The skills barometer, produced by the Ulster University Centre for Economic Policy predicts that graduate level skills will be in high demand and that there will be low demand for low level skills. We need to put in place the macro-economic conditions needed to

create demand for graduate level jobs, and it follows that employability rates for graduates will increase accordingly.

What does this look like?

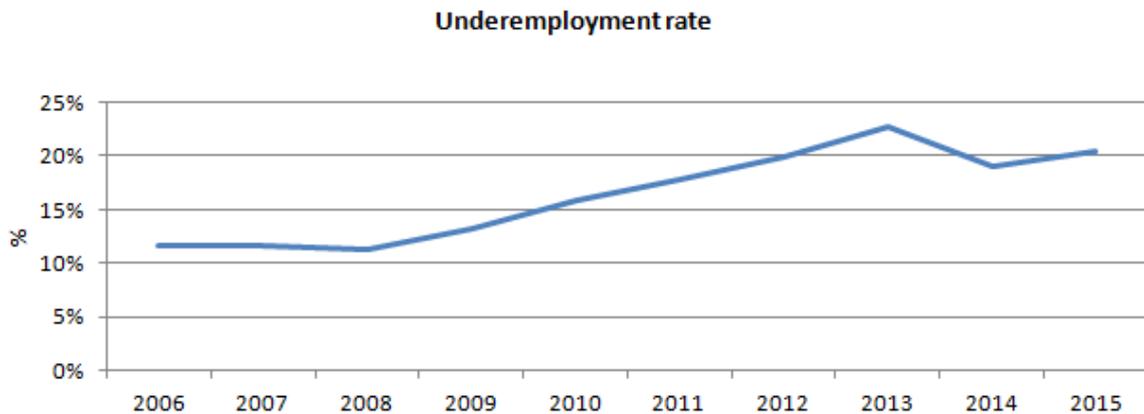
Reduced economic inactivity: Economic inactivity rate excluding students



Source: NISRA, Labour Force Survey, January - December 2015,
<https://www.economy-ni.gov.uk/articles/labour-force-survey>

Current status: The measure for this indicator focuses on economic inactivity excluding students – including therefore, retired people, those with caring responsibilities, and people not seeking work due to illness or disability. These groups historically constitute around 20% of the working age population.

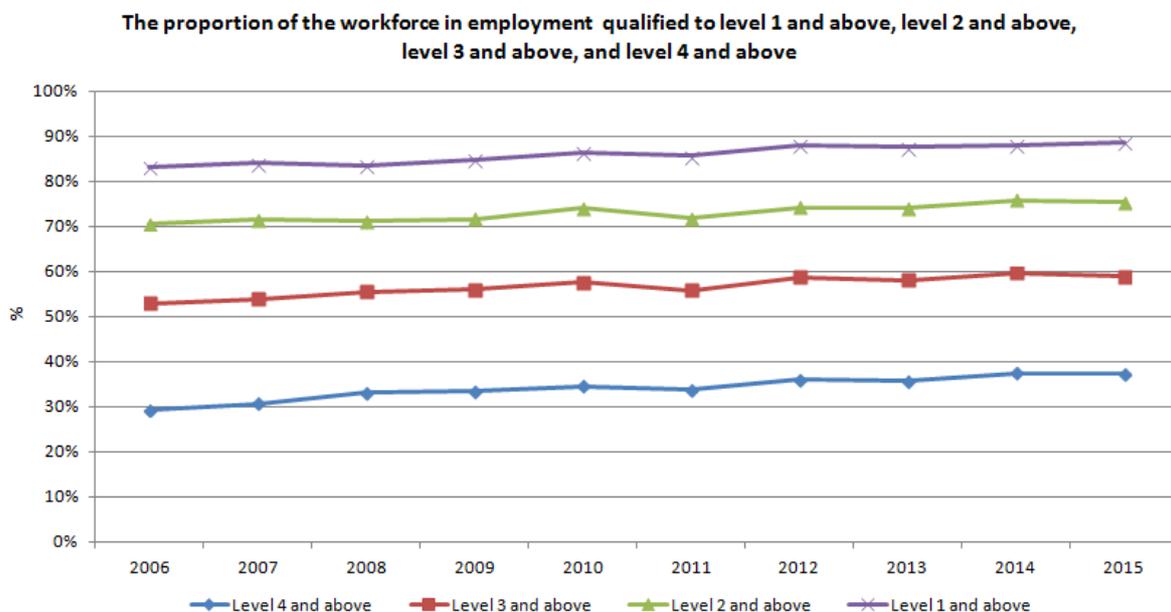
Reduced underemployment: % of people working part time who would like to work more hours



Source: NISRA, Labour Force Survey, January - December 2015
<https://www.economy-ni.gov.uk/articles/labour-force-survey>

The underemployment rate was 20% in 2015, down from a high of 23% in 2013.

Improved skills profile of the population: 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



Source: NISRA, Labour Force Survey, January - December 2015,
<https://www.economy-ni.gov.uk/articles/labour-force-survey>

Current Status: Northern Ireland's capacity to become more successful in the rapidly changing global, innovation driven economy will be significantly influenced by the

skills of its people. Continuing to develop a highly, relevantly, skilled population is essential to improving productivity and sustainable economic growth. The case for skills is further demonstrated in the widespread consensus on the value of skills to individuals, employers and the economy; the positive correlation between skills and GDP; and the strong association with wages, which enables higher skilled individuals to earn higher wages.

Increased proportion of people working in better jobs: A Better Jobs Index

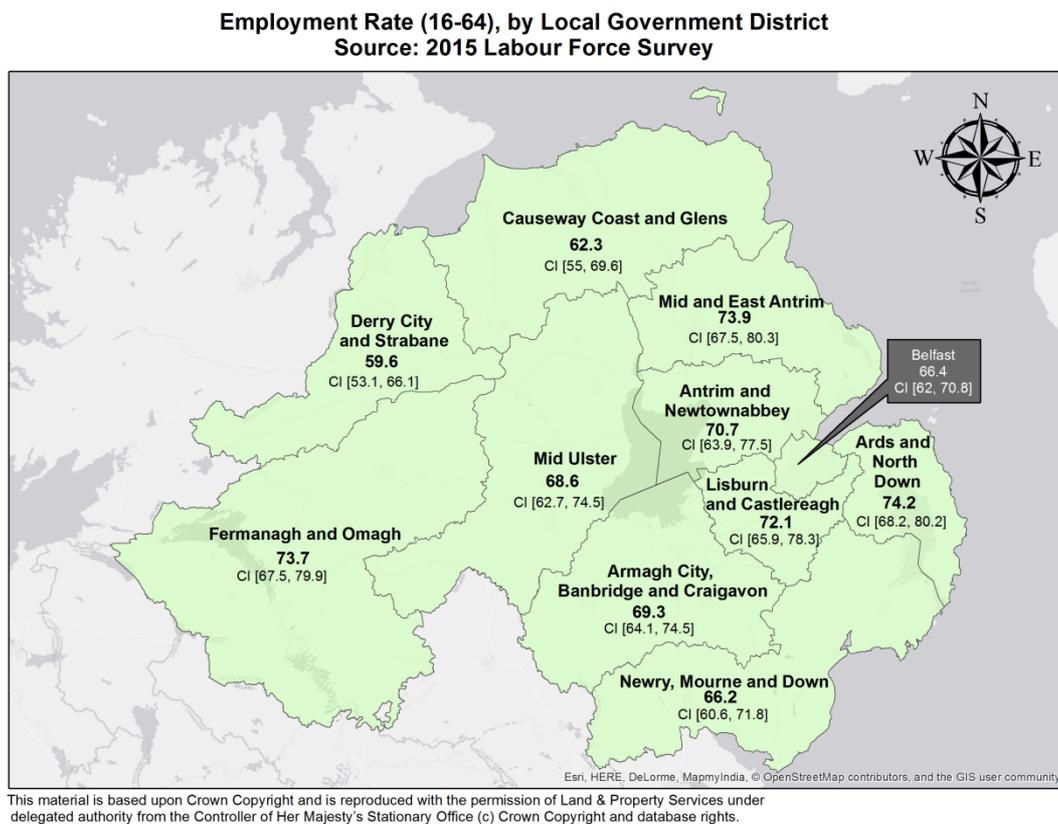
Current Status: Data in relation to this measure are not currently collected. Putting baselines in place and establishing regular monitoring arrangements forms part of the data development agenda for the Programme for Government.

A better job could include:

- a decent income, i.e., enough to participate actively in society and pursue a fulfilling life.
- job security, i.e., some certainty of that income over a defined period.
- opportunities for progression.
- work in the right quantities; too little work damages wellbeing, but so does too much.
- satisfying work, i.e., work that utilises skills and provides opportunities to develop.
- an employee voice that provides some level of autonomy and participation.
- decent conditions, including sick pay, holiday pay, and other non-pay entitlements.

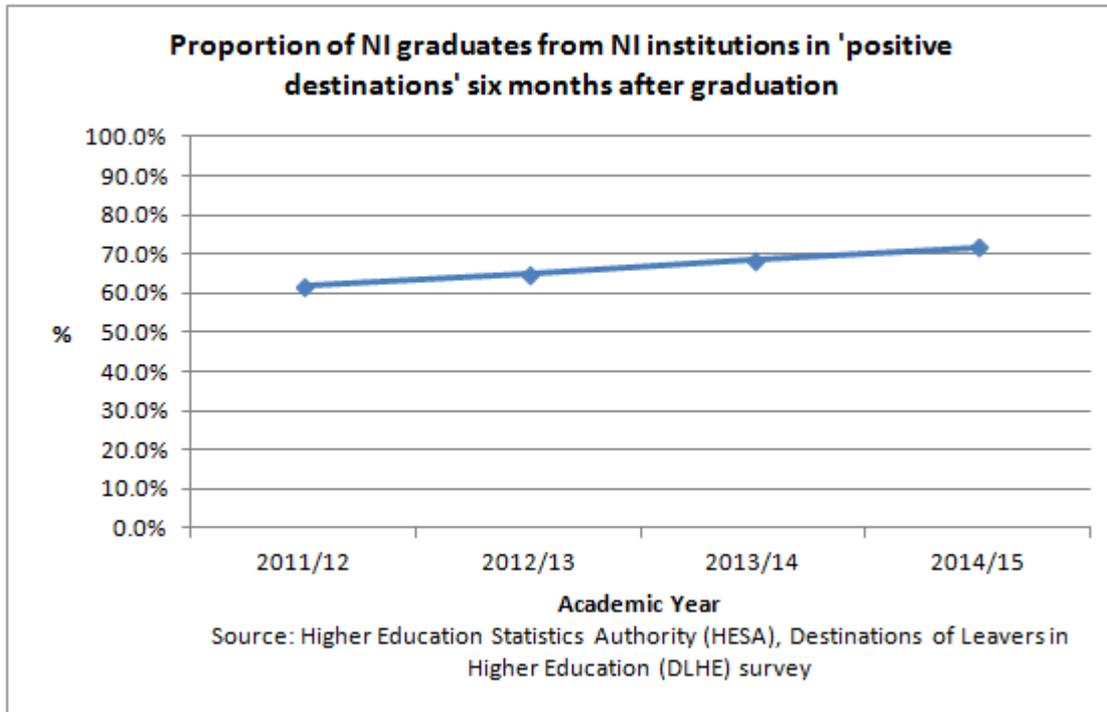
Improved regional balance of economic prosperity through increased employment:

Employment rate by council area



Current Status: Available data shows considerable variation between geographic areas in employment rate, ranging from 59.6% to 74.2%.

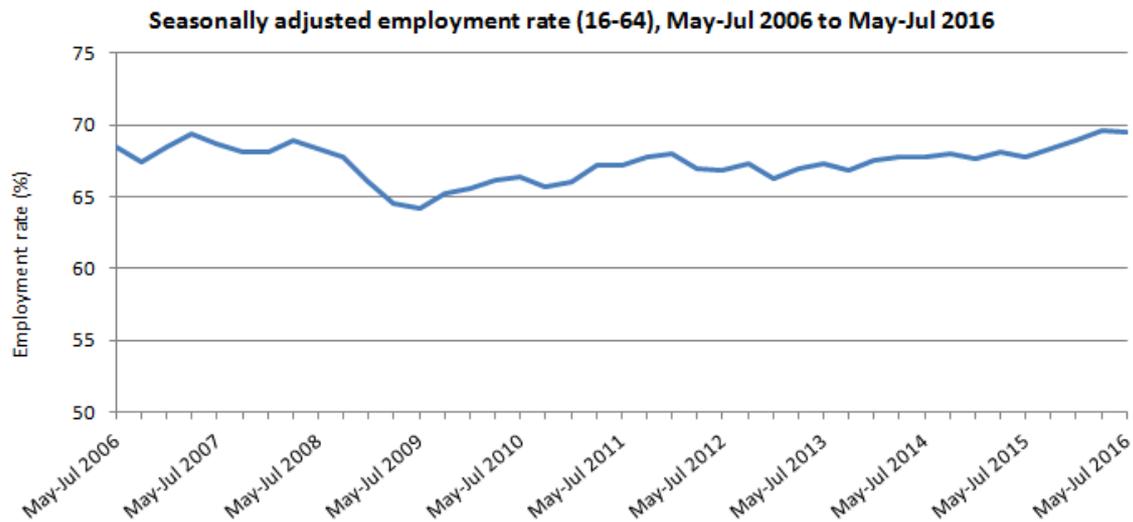
Increased proportion of local graduates from local institutions in professional or management occupations or in further study six months after graduation: Proportion of local graduates from local institutions in professional or management occupations or in further study six months after graduation.



Current Status: The proportion of Northern Ireland-domiciled students leaving Northern Ireland Higher Education Institutions who were working in professional or management occupations or in further study six months after graduation has increased from 61.7% in 2011/12 to 71.9% in 2014/15. A supply of high quality graduates is vital for economic success.

Universities equip students with a distinctive range and high quality of skills and attributes needed for an increasingly competitive international workplace.

Increased proportion of people in work: Seasonally adjusted employment rate (16-64)



Source: NISRA, Labour Force Survey, Labour Market Report <https://www.economy-ni.gov.uk/articles/labour-force-survey>

Current Status: The proportion of people aged 16 to 64 in work (the employment rate) was down over the quarter by 0.2% points but had increased over the year by 1.7% points to 69.4%. Over the period presented, the regional employment rate was consistently lower than the UK average.

Links to Delivery Plans

Links to all Delivery Plans for this Outcome are available here:

<https://www.northernireland.gov.uk/sites/default/files/publications/newnigov/pfg-outcomes-chart.pdf>

Accessible version here:

<https://www.northernireland.gov.uk/sites/default/files/publications/newnigov/pfg-outcomes-chart-accessible.pdf>

What will we do?

1. We will support and actively assist people to get into work

Develop and implement a fresh suite of programmes and services to support people to find work and employers to fill jobs.

Extend responsive, quality provision in early childhood education and care initiatives for families with children aged 3-4 of up to 38 weeks per year.

Design and implement an “employability pipeline” model in which jobs in growth sectors are ring-fenced for economically inactive clients who are then supported to access these through skills building, employability and mentoring provision.

Establish an Employability Forum in each council area to effectively bring about a change in how we better match the supply and demand for work, through the Community Planning process.

Build on the learning from the “Want to Work” trial in Derry City & Strabane District Council and explore the potential for the “Work it Out” community led work centre model to be trialled with support from JBO staff.

2. We will help people develop their skill set and employability

Improve the number of inactive claimants taking up formal programmes of support to help them into work – this will include the Steps 2 Success Programme and other community led programmes.

Design programmes of study leading to accredited qualifications that comply with benefit conditionality and provide opportunities for participants to complete their course on a part-time basis if they move into work or increase their hours in work.

Consider the feasibility of a paid community work experience offer, to include voluntary, social enterprise and environmental elements.

Explore opportunities for sport, volunteering, culture, arts and leisure to play a much stronger role in building confidence, capacity and skills as well as providing valuable work related experience.

3. We will ensure people have financial support to live, study and work

Design and implement a Cost of Work Allowance, to be introduced to help low paid families for up to 4 years

Provide financial support and guidance for Self Employment, to include social enterprise business models

Work with Ulster University on a long term development plan for Magee campus

Introduce postgraduate tuition fee loans of up to £5,500 for Northern Ireland domiciled, taught and research Master's students

Increase outward international student mobility, moving towards a doubling of the 2010 baseline by 2020

4. We will support people to overcome health related barriers to work

Trial direct access to Occupational Health support (through the Condition Management Programme) to a small number of GPs

Ensure staff in front line support teams are trained in identifying mental health needs and have appropriate partnership arrangements in place for referral to good quality support

Develop a holistic and integrated service model for people living with cancer with a focus on work support, finances, health and wellbeing

Provide a range of signposting materials and the development of referral paths for those health and community professionals, as well as employers working with individuals who want to work and need support to stay in, access or progress in work.

5. We will create new jobs based on the skills of our workforce through growing business and attracting new business

Strengthen job creation through Foreign Direct Investment (FDI)

Grow the existing stock of externally owned, globally focused companies

Develop relations with key and developing markets for trade, investment and tourism

Build on the Assured Skills programme

Take forward the development of the 'Future Skills' training programme

Build a better entrepreneurial culture that will drive innovation and exports for both start-ups and established businesses.

Develop a comprehensive approach to scaling with targeted business supports

Supporting company investment within the wider business environment

Help leverage private finance options alongside government support, leading to sustainable sources of finance for business growth in the future

Develop a modern regulatory regime for Northern Ireland which will support the growth of economic activity

Develop a new programme for Business Start-up Support

Grow our existing business cluster support

Outcome 7

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

Why this outcome matters

This outcome reflects the importance of creating safe environments, and giving people the confidence they need to live productively and well. We want people to feel safe and to encounter no barriers to engaging with society. We want to build sustainable and resilient communities, in which individuals feel respected and where criminal gangs and paramilitary groups exert no influence.

A safe community where we respect each other is also an essential requirement for a vibrant and sustainable economy. We want investors and business to thrive in every community, and we want people to have opportunities open to them wherever they live. This depends on communities being free from crime and antisocial behaviour and from the threat of accidents and major incidents.

The lives of victims, their families and their communities are damaged by crime. We want to minimise those impacts, and we also want to help offenders turn their lives around and make positive contributions.

We will progress a “Problem-Solving Justice” approach, looking beneath offending behaviours to identify and tackle underlying factors contributing to offending. By addressing the causes of offending behaviour we will set those at risk of future offending on different life trajectories, to their advantage and to the improved safety of our community.

There was strong support for inclusion of this Outcome from respondents to the online consultation on the Draft PfG Framework (88% indicating they would like to see it retained in the final Programme). Only 1% suggested that it should be removed.

Whilst some welcomed the proposed measure for reducing crime (prevalence rate), others were concerned that it did not measure all types of crime and that it does not take into account crimes which affect a greater number of people than others.

In relation to the effectiveness of the justice system, a number of respondents commented on the need to ensure more appropriate sentencing in relation to drug offences and in the area of youth justice.

Respondents also highlighted the opportunities for partnership working involving charities and social enterprises in helping individuals who have experienced the criminal justice system reintegrate into society.

A large number of respondents were positive about the planned development of a “Respect Index”, and some expressed the view that this needed to cover all groups with LGBT, ethnic minorities, people with mental health issues, people with disabilities, older/younger people and cultural groups all being specifically mentioned.

Some felt that the measure for increased reconciliation should be expanded to incorporate groups from other religions and ethnicities.

What are the issues

Reduce crime and the harm and vulnerability caused by crime

There are a number of crucial factors that impact on offending which need to be understood, and which should influence the actions we take.

There is evidence that anti-social behaviour is often a precursor to more serious offending behaviour among young people. The importance of intervening early to steer young people away from anti-social behaviour and offending behaviour is therefore a priority.

There are a range of socio-economic factors which have a direct bearing on the level of crime – family dysfunction, exclusion and poor attainment in education, unemployment, vulnerabilities such as mental health issues and substance misuse, lack of stable accommodation, and poverty and disadvantage.

Organised crime groups are involved in a wide range of activity such as drug trafficking and supply, internet fraud and cybercrime, counterfeiting, fuel smuggling, waste crime and human trafficking or modern slavery. An added dimension in Northern Ireland is that organised crime groups can have paramilitary connections.

Collective efficacy (the extent to which a community is cohesive and able to work together to achieve goals), is also an important factor.

An effective operational response to crime which takes account of the needs of victims and witnesses is essential, too.

There are indications that gaps in the current provision of services to support vulnerable families may be a contributing factor to future offending behaviour.

Increased effectiveness of the justice system

Speeding up the criminal justice system has been a priority since the devolution of policing and justice in April 2010. The speed of the system matters to victims and witnesses, and to their families and communities. It is important to offenders too, and early resolution of cases can help with offenders' understanding of the implications of their actions. Overall, speed is one element of confidence in the system. Confidence in the justice system is also important as it helps demonstrate legitimacy and respect for the rule of law.

Reduced Reoffending

There are a range of socio-economic factors which have been shown to have an impact on reoffending, including poverty and social deprivation, mental health issues, substance misuse, family dysfunction, homelessness, and a lack of educational attainment and employment opportunities. Within the broad category of people who have offended, there are also particular groups who have additional needs and so require further support in specific areas in order to address their offending behaviour. A reduction in reoffending can be achieved by helping the individual to confront and resolve the factors that lead to offending.

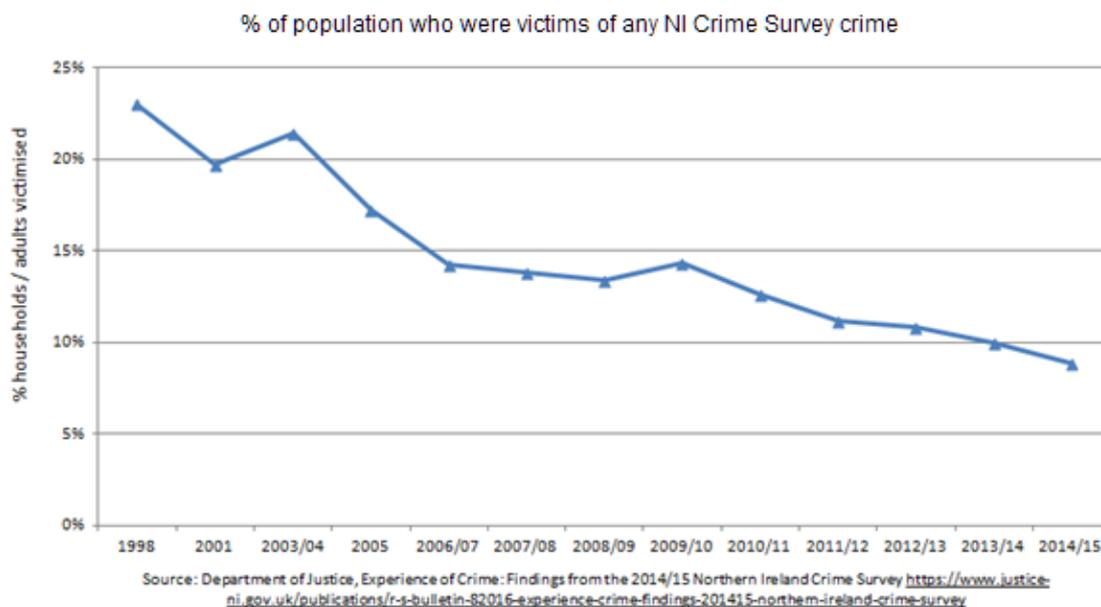
Increased respect, reconciliation and shared space

Respect is important because it underpins a fully cohesive and peaceful society, based on equality and human rights principles. Reconciliation is an important element of peace building; it can be understood as a complex process which involves a number of distinct strands. Increasing shared space is associated with increased reconciliation and respect and with feelings of safety, engagement with

other people and communities and increased integration. Shared space affects the whole of society and includes a wide range of both public and private/commercial spaces including housing, educational facilities, public services, retail and sporting facilities. The following factors influence respect, reconciliation and shared space: political and civic leadership, political stability and confidence in our political institutions, public discourse and the tone of language used in debate, education and awareness of other groups, tackling stereotypes and myths, dialogue and open discussion about the past, contact and interaction, social and cultural participation, segregation in housing and education, community confidence and capability, educational underachievement and economic inactivity, paramilitarism, perceptions of safety, and location and design of spaces.

What does this look like?

Reduced crime and reduced harm and vulnerability caused by crime: Prevalence rate (% the population who were victims of any NI Crime Survey crime) recorded crime excluding fraud and antisocial behaviour incidents



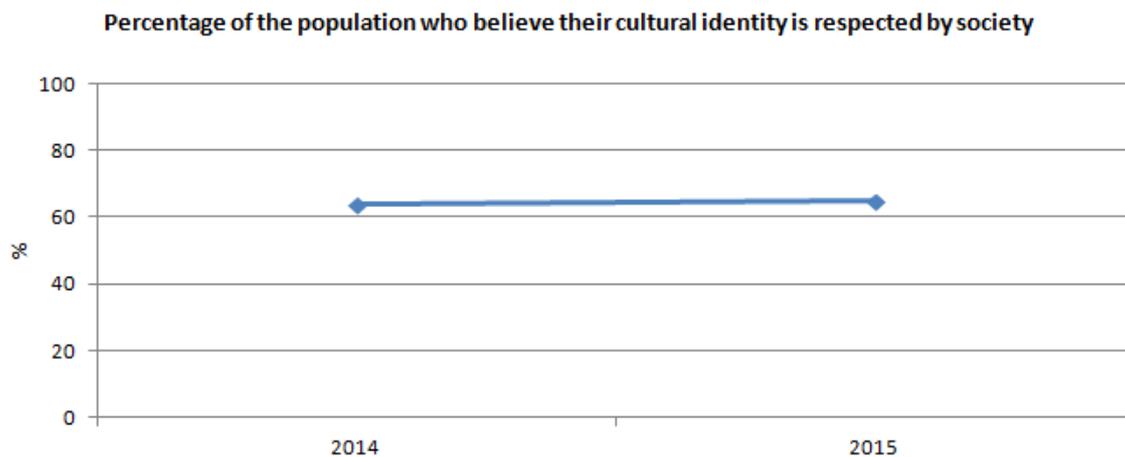
Current Status: The evidence shows that Northern Ireland is a relatively safe place to live. Findings from Northern Ireland Crime Survey (NICS) 1998 showed that 23.0%

of respondents were victims of at least one NICS crime during the 12 months prior to interview. While there have been some slight year-to-year fluctuations, the prevalence rate has generally been falling since then. By 2014/15 the rate had reduced to 8.8%, around two-fifths of that observed in 1998.

Increased Respect: A Respect Index

Current Status: Data in relation to this measure are not currently collected. Putting baselines in place and establishing regular monitoring arrangements forms part of the data development agenda for the Programme for Government.

Increased Reconciliation: % of the population who believe their cultural identity is respected by society



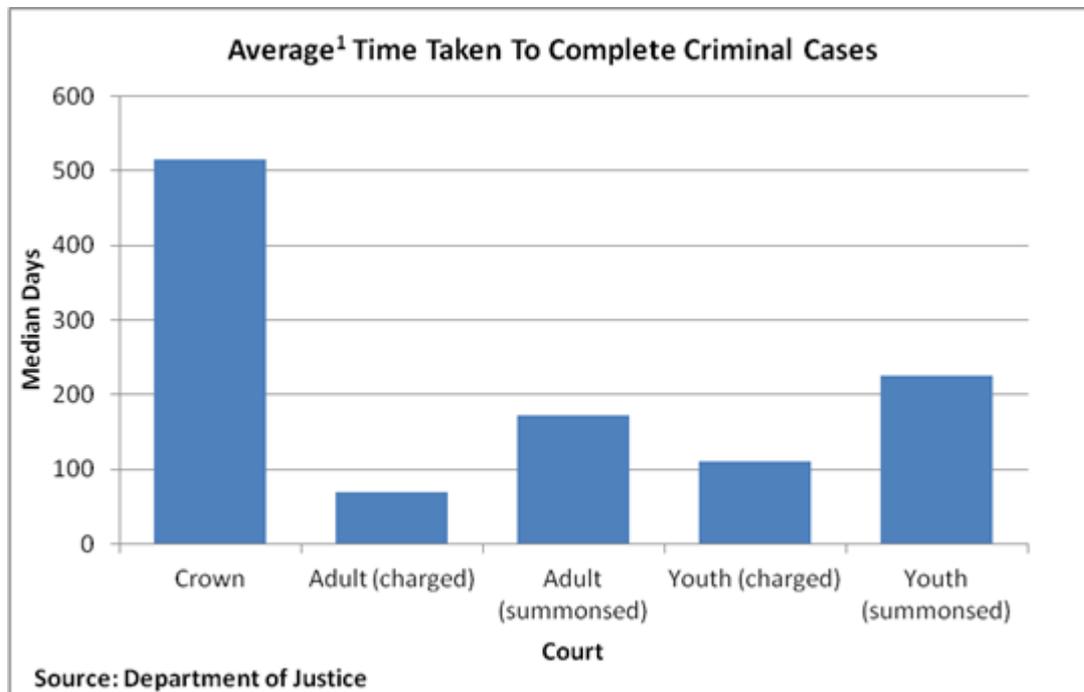
Source: Northern Ireland Life & Times Survey, taken from The Executive Office, Good Relations Indicators - 2015 Update.

<https://www.executiveoffice-ni.gov.uk/publications/good-relations-indicators-2015-update>

Current Status: Just under two thirds (64%) of respondents to the 2015 Northern Ireland Life and Times Survey thought that their cultural identity was respected by society.

Disaggregating this by religion, 67% of Catholics and 69% of Protestants thought that their cultural identity was respected by society, while just over half (54%) of people with no religion thought this.

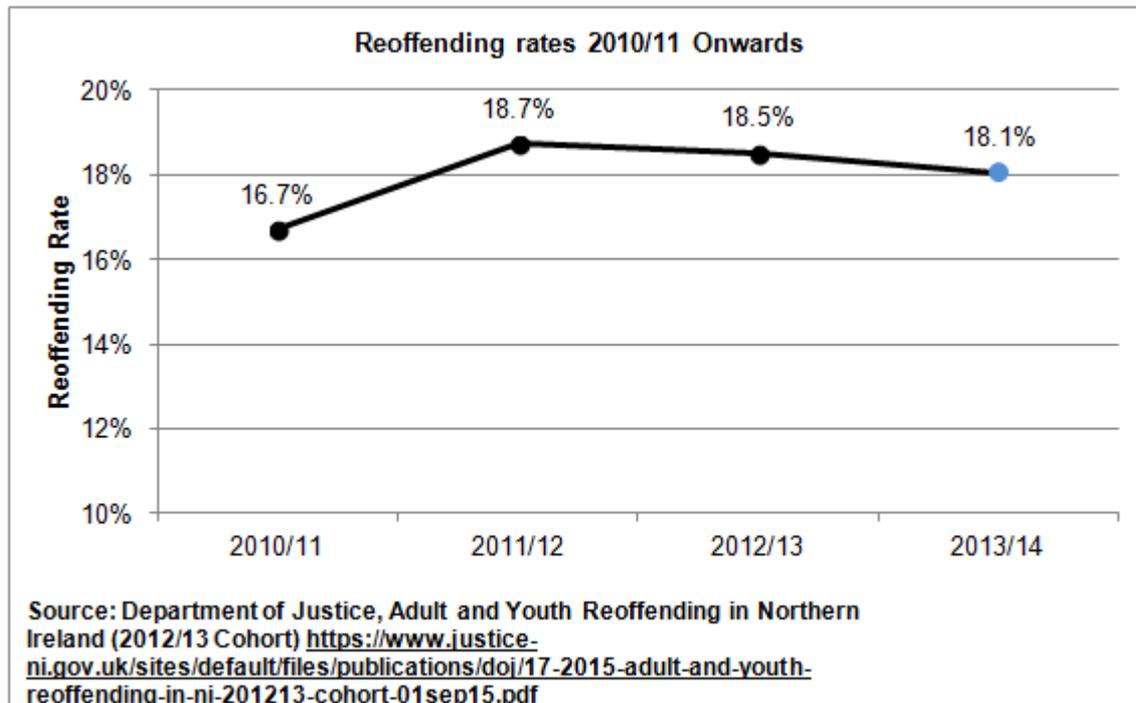
Increased effectiveness of the justice system: Average time taken to complete criminal cases:



Current Status: This is a new measure that considers the time taken to complete criminal cases. The following baseline data is for the period April 2015 to March 2016:

- Crown Court: 515 days
- Adult Magistrates' Court (charged): 70 days
- Adult Magistrates' Court (summonsed): 173 days
- Youth Courts (charged): 111 days
- Youth Courts (summonsed): 225 days

Reduced reoffending: Reoffending rate



Current Status: The rate of reoffending varies according to gender and age as well as the types of sentence people receive.

A total of 27,069 people are included in the baseline year of 2013/14. This is the number of people, both young people and adults, who were given a community disposal at court or a diversionary disposal or who were released from custody during these 12 months. An adult is defined as someone aged 18 or over at this point and a young person as anyone aged 17 or under. Overall, 4,890, (18.1%) reoffended.

For the 1,905 young people included in the baseline year, 28.2% committed a proven reoffence within a year. Overall, 31.1% of young males reoffended and 17.5% of young females reoffended. The reoffending rates of young people can also be examined in relation to the type of sentence given and full details can be found in the Delivery Plan.

During the same year, the offending behaviour of 25,164 adults was examined, 17.3% of whom committed a proven reoffence within a year. Overall, 18.8% of males and 11.1% of females reoffended. In relation to sentencing, 13.9% of adults given a

diversionary sentence reoffended in one year; 17.6% of adults given a community sentence not requiring supervision; 30.6% of adults given a community sentence requiring supervision and; 41.5% of adults released from custody.

Links to Delivery Plans

Links to all Delivery Plans for this Outcome are available here:

<https://www.northernireland.gov.uk/sites/default/files/publications/newnigov/pfg-outcomes-chart.pdf>

Accessible version here:

<https://www.northernireland.gov.uk/sites/default/files/publications/newnigov/pfg-outcomes-chart-accessible.pdf>

What will we do?

1. We will intervene early to reduce crime and the harm and vulnerability caused by crime, and to maintain a peaceful society

Intervene early with young people on the cusp of the Criminal Justice System

Implement focused programmes with young men who are vulnerable to involvement, or further involvement, in paramilitarism and crime

Targeted interventions with vulnerable families involving health and social services, the education system and communities

Develop cross-Executive action plans including on early intervention, hate crime, anti-social behaviour, domestic and sexual violence and other community safety issues

Develop the concept of place based approach to tackling crime which promotes collective efficacy and builds upon work of Policing and Community Safety Partnerships and the local community planning process

Deliver an Executive Action Plan for tackling paramilitary activity, criminality and organised crime

2. We will strengthen legal protection to protect the vulnerable, increase shared spaces and improve the justice process

Strengthen our racial equality and disability discrimination legislation

Amend the Fair Employment and Treatment Order

Introduce Domestic Violence Protection Notices and Domestic Violence Protection Orders

Implement existing law reform: committal reform, statutory case management, live links, early guilty pleas, reform of summons process

Encourage, facilitate and promote shared education to ensure all young people have the opportunity to learn together

3. We will develop and implement new policies and strategies to reduce inequality, increase respect and address issues in the justice system

Speed up the justice system

Implement the Forensic Services Strategy

Continue to facilitate integrated education including through consideration of the recommendations from the Review of Integrated Education

Develop and review implementation of legal and statutory duties for Section 75 groups and Section 28E of the NI Act 1998

Develop an adult restorative justice strategy

Review opportunities and challenges for developing and mainstreaming a Respect Agenda

Continue monitoring of confidence levels in the Criminal Justice System

Support the development of further restorative justice initiatives

Address the complexities of accommodation needs of offenders

Take forward proposals in the scoping study on children in the justice system

Refocus the approach to working with juvenile offenders in custody

4. We will consider new approaches through testing of pilots and roll out of evidence based programmes to improve public services

Adopt a problem-solving approach to justice, including running a pilot of a substance misuse court and a family drug and alcohol court

Pilot a Court Supervised Perpetrator programme for domestic violence

Roll out benefits learned from the indictable cases project piloted in Ards Crown Court

Progress the Working Together project

Introduce PSNI body worn video

Purchase new forensic science equipment to support delivery of Fresh Start

Explore methods of addressing offending rooted in mental health

Develop digital justice

Review civil and family justice effectiveness

5. We will deliver flagship transformational programmes to address issues such as organised crime, shared spaces and the legacy of the past

Deliver a programme of local neighbourhood schemes and public realm/environmental improvement schemes which will enhance our public spaces, creating high quality multi-use places that are in every sense “shared spaces”

Deliver widespread media campaign to shift opinion on the harm caused by organised crime, and promote culture of lawfulness

Deliver the Executive Action Plan for tackling paramilitary activity, criminality and organised crime

Support the work of the Commission on Flags, Identity, Culture and Tradition

Continue work to resolve the outstanding issues relating to the legacy of the past

Continue to deliver the Together: Building a United Community Strategy, focusing on the seven headline actions

Take forward a range of initiatives to tackle domestic and sexual violence and abuse

Outcome 8

**We care for
others and we
help those in
need**

Why this outcome matters

This outcome is about helping and caring for the most vulnerable in our society, ensuring provision is adequate to meet their needs and where appropriate, giving people the opportunity and means to help themselves.

It reflects both the role of government in terms of the support offered through welfare and other programmes and the wider community ethos we believe is important. Important aspects of this include addressing historical institutional abuse, the needs of victims and survivors and other issues associated with our past.

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

The consultation earlier this year indicated wide support for the inclusion of this outcome in the Framework. 90% of respondents supported inclusion of the outcome as drafted, and a further 8% supported inclusion subject to modification.

Consultees emphasised the importance of supporting people to live independently as much as possible, and highlighted the related issue of building the confidence and capability of communities, such that people are better supported to live active lives. The role of volunteering was viewed as important in this regard, and the capacity of employers to support volunteering was underlined.

Tackling mental health issues was acknowledged as a major theme, as was the issue of housing provision. A number of consultees advocated greater effort to build community resilience, including in response to issues such as flooding and extreme weather events.

The needs of specific groups were highlighted by consultees, in particular: people with cancer, young people with care needs, refugees and asylum seekers, people receiving end-of-life care, people experiencing bereavement, victims, those who have experienced institutional and clerical abuse, and homeless people.

What are the issues

Reduced poverty

To have a meaningful impact on poverty and help the most disenfranchised in our society it is essential that we focus on the root causes, of both poverty and deprivation.

Our approach will help people to focus on their opportunities, strengths and what they can achieve with some support. It will help raise confidence and assist people to actively change their circumstances. This in turn will lead them to create more positive futures for themselves, their families and their community. By developing and strengthening individuals we also enable them to pass on their capabilities and confidence within their own families and, more broadly, their communities.

Improved mental health

People here have worse mental health than in other comparable jurisdictions. We therefore need to recognise that any improvement in wellbeing will require sustained, coordinated and continuous effort and investment.

It is estimated that one in four people will suffer from a medically identified mental illness during their lifetime. Mental ill-health costs an estimated 3-4% of GDP, mainly through loss of productivity, cost of healthcare and social security benefits.

In line with Bamford recommendations, the focus in the last number of years in terms of mental health service development has been on early intervention, home treatment services and the development of psychological therapy services.

We will plan carefully how we will allocate available resources in this area to prioritise those services which will deliver the greatest benefit to the wider range of people.

Improved support for adults with care needs

The Health and Social Care system (HSC) currently provides a broad spectrum of support for adults with a range of care needs. Almost £900m is spent each year

providing adult social care services, roughly 20% of the total budget for health and social care. Demands and expectations are growing and needs are becoming more complex and diverse.

Delivering real change in this area is not simply about providing more of the same. While there is a hardworking and dedicated workforce in our system providing excellent care on a daily basis, there is a clear need for reform to provide service users with greater choice and control.

This means finding new and innovative ways of delivering support services and allowing service users to make choices about the services they receive. It also means rethinking how we assess need and risk.

This will be hugely challenging given budgetary restraints and increasing demand. It will also require long term commitment right across the system; but in our view, this represents the best way to deliver world class modern care services.

Improved support for looked after children

An indicator specific to looked after children is intended to reflect the State's unique responsibilities to children for whom it accepts and assumes parental responsibility at the point that they enter care.

The primary aim of the Executive is to enable children to remain with their parents, which fundamentally requires the facilitation and empowerment of parents to effectively exercise their parental responsibilities.

Having taken children and young people into care, there is also an onus on the State to ensure, as far as possible, that they are individually equipped to maintain happy, healthy and successful post-care adult lives.

While some people in care can go on to enjoy success, as a group, educational and other outcomes tend to fall significantly below those of the general population. Such large shortfalls are not just concerning in themselves, but also as predictors of later life chances. As a group, looked after children are at far greater risk of experiencing social exclusion.

Improving the quality of life for people with disabilities and their families

Our engagement with people with a disability and their representatives has confirmed to us that to make real this vision and improve the quality of life for people with disabilities, we need to empower and enable people with a disability so that they have:

- More influence over their own lives, so that they are more engaged in decisions which impact on them, with their lives and aspirations shaping services, rather than services shaping their lives and undermining their aspirations;
- More opportunities to allow them to exploit and maximise their full potential; and,
- A greater sense of belonging to their communities, where they feel valued and respected as others are and have more opportunities to participate in community life.

To deliver on this agenda, cross-cutting action is required, taken in partnership with people with disabilities, in the following areas:

- Raising awareness and changing attitudes towards disability;
- Address the needs of children and young people including improving transition;
- Enhancing opportunities for employment and/or lifelong learning;
- Improving independent living and the provision of suitable homes;
- Improving participation in public and community life; and,
- Improving access to information and better data collection.

Improved supply of suitable housing

Over the past 25 years, the housing market in Northern Ireland has been characterised by four key trends:

- an increase in the number of households;
- the inability of the construction sector to build enough houses to match household growth; and,

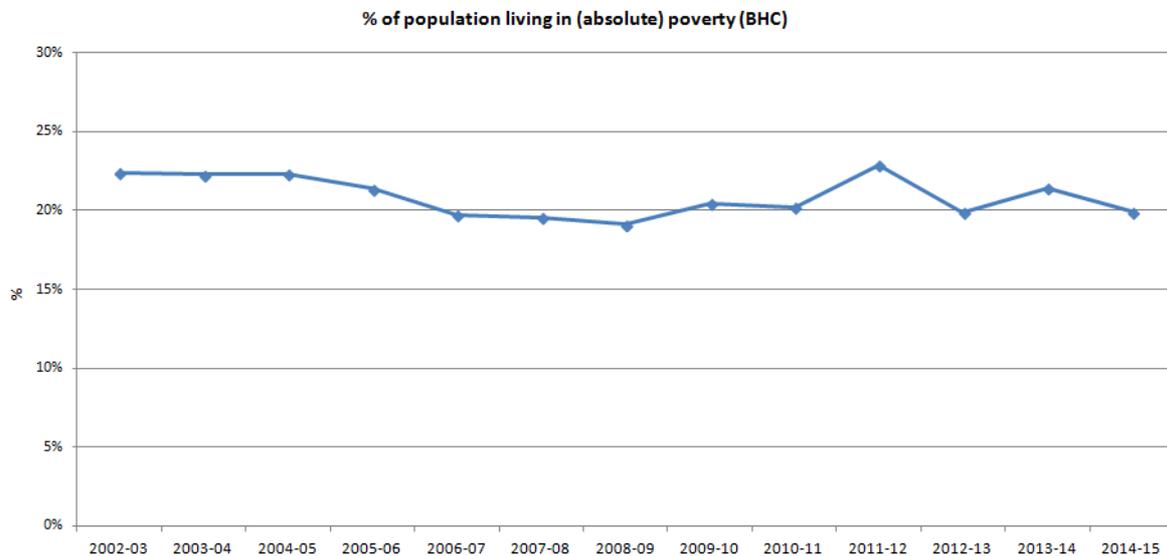
- house price inflation.

Because of the imbalance between the demand for housing and the supply of new homes and a long period of unbroken economic growth, above inflation growth in house prices was a key feature of the local housing market between the mid-1990s and 2008. This has impacted on the affordability of home ownership for many households, who then looked to the social rented sector.

Since 2007, the Executive has invested significant funds into new social housing. As a result, the number of new social homes has, on average over the last decade, tended to deliver the numbers needed to keep pace with demographic change. As a result, despite the continuation of the House Sales Scheme, the proportion of overall housing stock available for social rent has remained broadly the same at 16%.

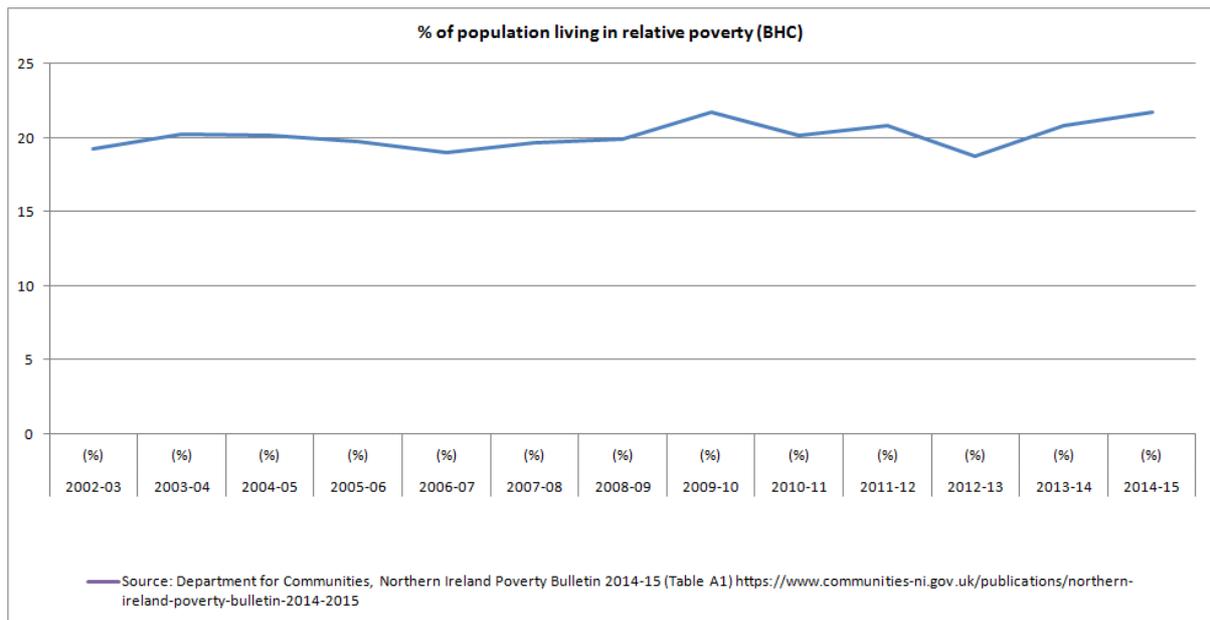
What does this look like?

Reduced poverty: % of population living in absolute poverty before housing costs



Source: Department for Communities, Northern Ireland Poverty Bulletin 2014-15 (Table A2), <https://www.communities-ni.gov.uk/publications/northern-ireland-poverty-bulletin-2014-2015>

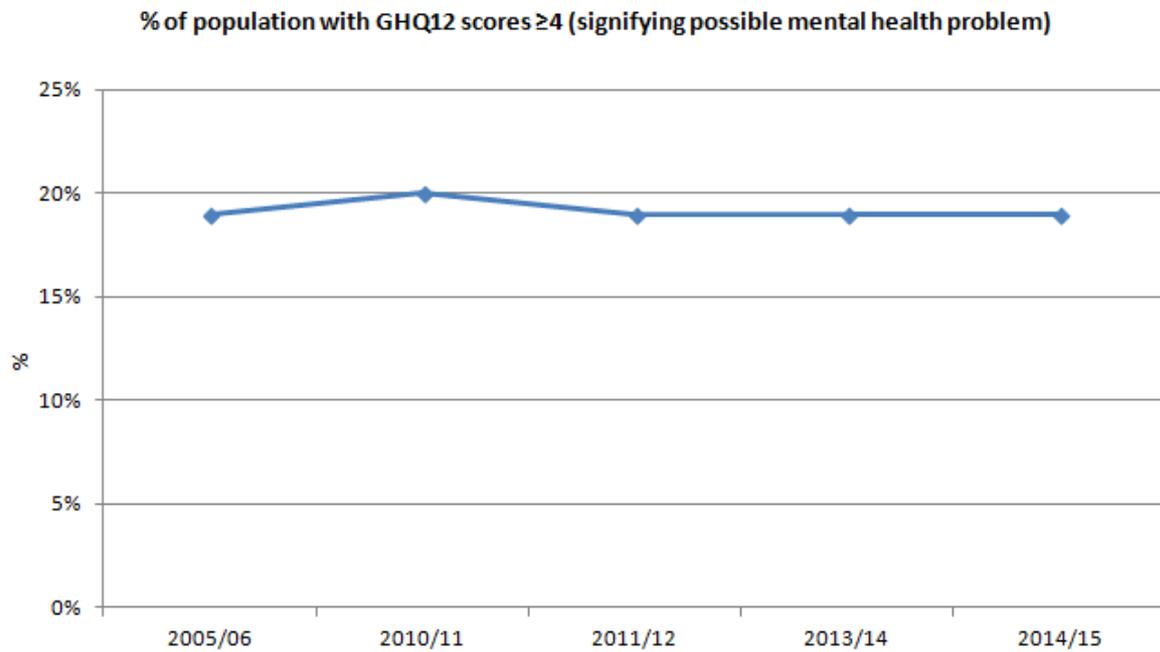
% population living in relative poverty (before housing costs)



Current Status: In 2014-15, 20% of individuals in Northern Ireland were in absolute poverty before housing costs. This figure has increased by one percentage point from the previous year. This figure is below the series high of 23% in 2011-12 but higher than in 2006-07 and 2008-09 (19%).

In 2014-15, 22% of individuals in Northern Ireland were in relative poverty BHC. This figure has increased by one percentage points from the previous year. This figure equals the series high of 22% in 2009-10.

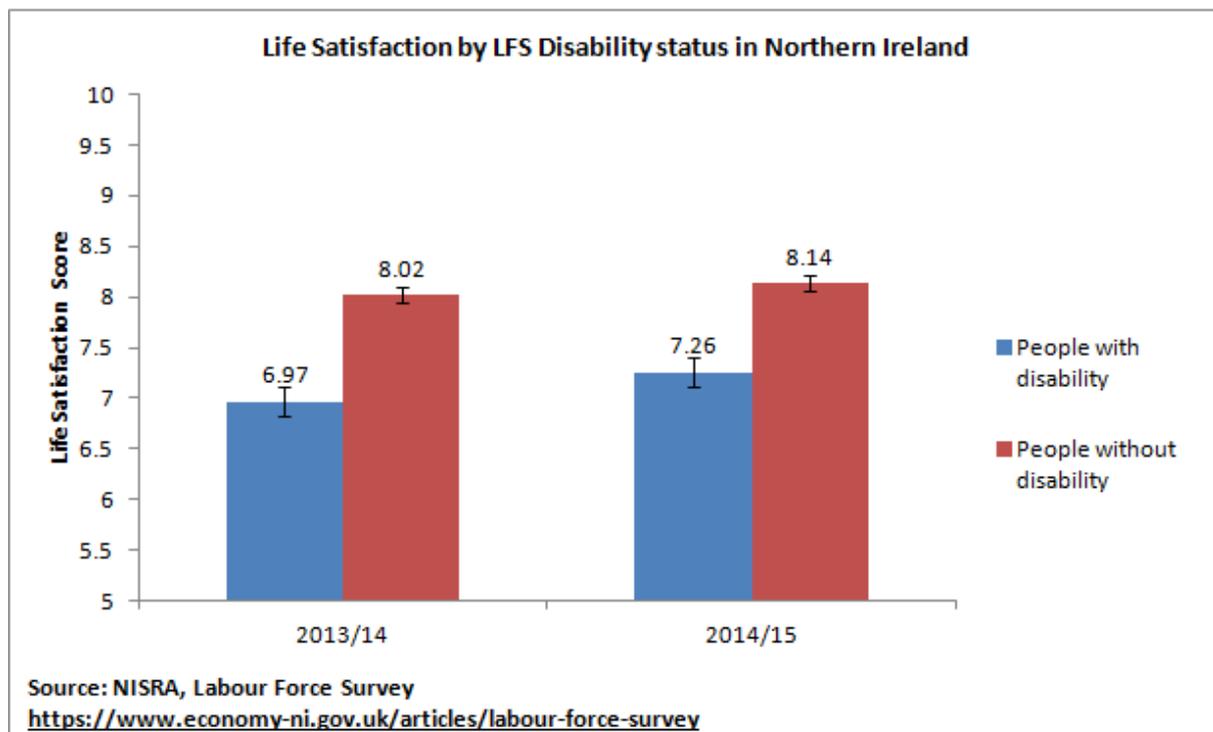
Improved mental health: % of population with GHQ12 scores ≥ 4 (signifying possible mental health problem)



Source: Department of Health, Health survey Northern Ireland
<https://www.health-ni.gov.uk/articles/health-survey-northern-ireland>

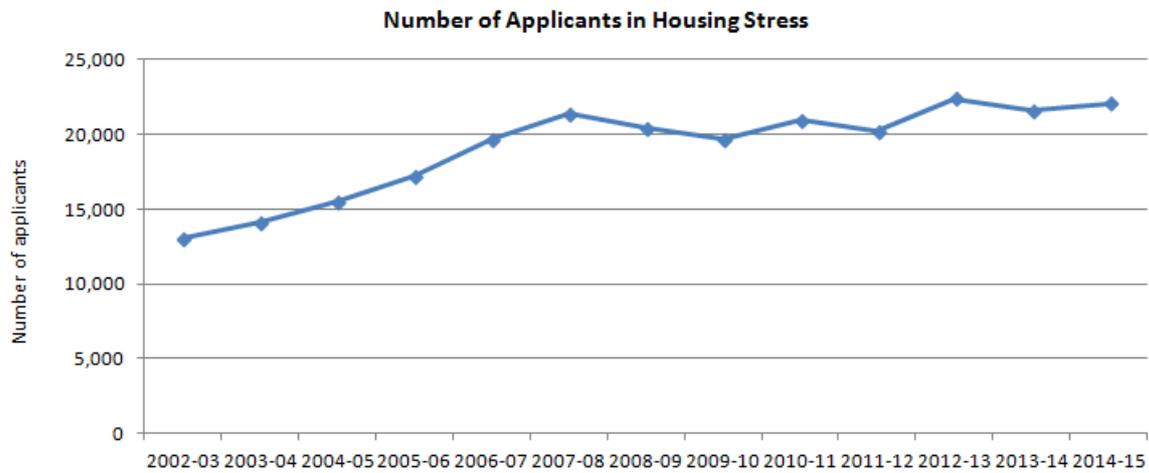
Current Status: Between 2010/11 and 2014/15, there was no real change in the proportion of the population that scored 4 or more on the GHQ-12 with levels consistently in the range 18.5-20.2%.

Improving the quality of life for people with disabilities and their families: Average life satisfaction score of people with disabilities



Current Status: Data on life satisfaction is recorded through the Labour Force Survey. In 2014/15, 70% of those with a disability were categorised as having either high or very high life satisfaction (i.e. reporting a life satisfaction of 7 or more) compared to 89% of those without a disability.

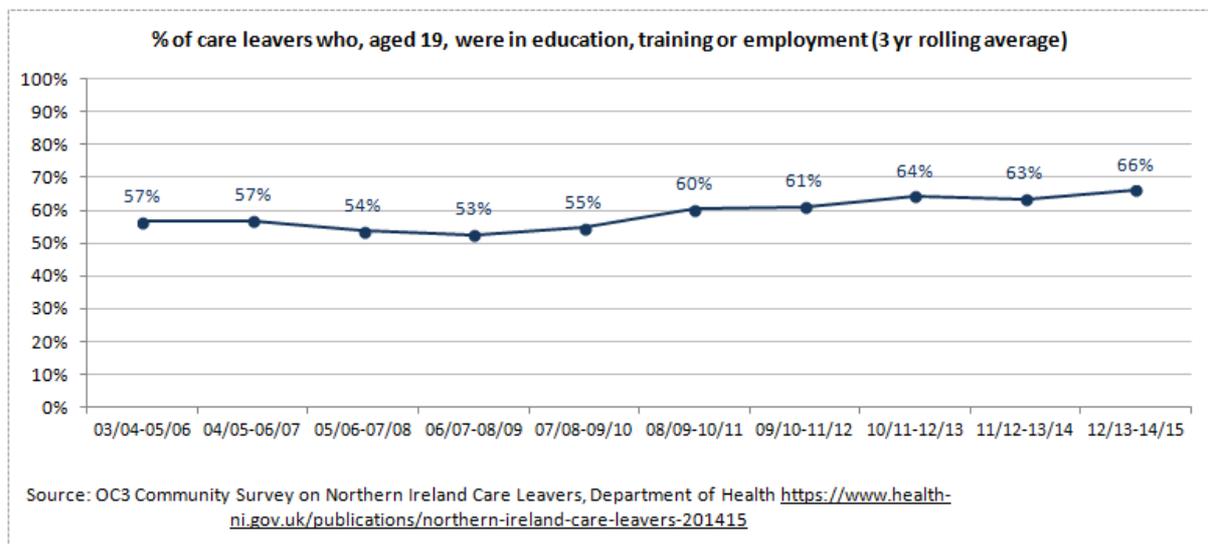
Improved supply of suitable housing: Number of households in housing stress



Source: Department for Communities, Northern Ireland Housing Statistics <https://www.communities-ni.gov.uk/publications/northern-ireland-housing-statistics-2014-15>

Current Status: The numbers of people in housing stress have remained fairly constant since 2007-08.

Improved support for looked after children: % of care leavers who, aged 19, were in education, training or employment



Source: OC3 Community Survey on Northern Ireland Care Leavers, Department of Health <https://www.health-ni.gov.uk/publications/northern-ireland-care-leavers-201415>

Current Status: From 2012/13-2014/15, 66% of care leavers aged 19 (who were in contact with social services) were in Education, Training and Employment.

Improved support for adults with care needs: 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.

Data in relation to this measure are not currently collected. Putting baselines in place and establishing regular monitoring arrangements forms part of the data development agenda for the Programme for Government.

Links to Delivery Plans

Links to all Delivery Plans for this Outcome are available here:

<https://www.northernireland.gov.uk/sites/default/files/publications/newnigov/pfg-outcomes-chart.pdf>

Accessible version here:

<https://www.northernireland.gov.uk/sites/default/files/publications/newnigov/pfg-outcomes-chart-accessible.pdf>

What will we do?

1. We will provide care and support for those in need

Set clear policy and strategic context for mental health

Mainstream the regional reablement model and the self directed support approach across all 5 HSC Trust areas

Develop an enhanced regional telemonitoring service

Ensure that care-experienced people are given a voice by way of formal engagement mechanisms, working with, and through, our key stakeholder organisations

Implement Looked After Children and Family Support Strategies, supported by Improving and Safeguarding Social Wellbeing: a Strategy for Social Work

Develop a comprehensive Social Inclusion Wraparound Service, providing tailored interventions to support people at risk to access services

Establish a central regional disability forum involving people with disabilities

2. We will support people with disabilities to live more independent lives

Implement social clauses in services contracts to create opportunities for people with disabilities to secure paid employment

Support people with disabilities to access further and higher education and employment

Further and higher education for people with a disability – we will work to increase accessibility to and improve the quality of experience of further and higher education for people with a disability

Improve the educational attainment of young people with a disability

Work to ensure that people with disabilities and their families receive all of the social security benefits to which they are entitled, and increase take up of self-directed support and direct payments, for those who choose to access their care in this way

Financially protect individuals with a disability and their carers from the impacts of welfare changes for a period of 12 months, and exempt households in which an individual is entitled to a disability benefit from the benefit cap

Work with young people with disabilities and their families to improve their experience of transitions and support enhanced life skills to enable independent living

3. We will reduce the inequalities faced by people with disabilities

Co-design a public awareness raising initiative designed to counter negative attitudes

Work to raise awareness of the needs of children with disabilities in schools

Strengthen disability discrimination legislation

Ensure that the Children and Young People's Strategy impacts positively on children with disabilities and their families

Improve access to childcare for parents of children with disabilities and children of parents with disabilities, through the Childcare Strategy

Streamline the adaptations and disabled grants process to reduce waiting times for housing adaptations and increase the provision of accessible homes

4. We will help people get access to suitable housing

Provide an additional 9,600 social homes

Support 3,750 first-time buyers to purchase a new home through Co-ownership

Release more public sector land for housing development

Examine whether there is a sound and affordable case for the devolution of Stamp Duty and Land Tax

Introduce targeted incentives to support owners to bring empty homes or long-term vacant commercial space into use for housing, with a particular focus on town and city centres

Develop a programme of financial incentives using money available through the Fresh Start agreement to incentivise the development of more mixed-tenure, mixed-use sites underpinned by a shared ethos

Review the current processes for awarding points for housing need and the House Selection Scheme

Review the policy and legislation on social tenancies to promote greater flexibility in the use of current stock

Develop products which support under-represented groups (e.g., older people and those with disabilities) into home ownership or other affordable housing options

Develop new affordable housing solutions which would meet the needs of single people under 35 on benefits

5. We will ensure housing is of a suitable standard

Complete a review of the current statutory fitness standard

Review the effectiveness of the current Fuel Poverty Strategy and develop a new strategy which complements the Executive's other energy efficiency schemes

Find a fundable, affordable mechanism to maintain the Housing Executive's stock to a good standard

Complete the Review of the Role and Regulation of the Private Rented Sector with a view to identifying improvements which will help make the sector more attractive as a housing option

6. We will assist those living with the most difficult conditions

Develop a new homelessness strategy with a core focus on prevention and addressing chronic homelessness

Roll-out the housing options service aimed at preventing homelessness

Make greater use of floating support funding to support vulnerable tenants in the private rented sector to maintain their tenancies

Implement current action plans on addressing rough sleeping in Belfast

Maintain effective advice services which prevent homelessness, including due to repossession

Develop appropriate community based health and social services to better support homeless people who have more complex needs, including mental health issues and addictions.

Outcome 9

**We are a shared
society that
respects
diversity**

Why this outcome matters

We attach priority to creating a community which promotes mutual respect and understanding, is strengthened by its diversity and where cultural expression is celebrated and embraced.

We will tackle barriers to participation in society that arise for people as a result of particular aspects of their identity - including their religious belief, political opinion, racial group, age, marital status, sexual orientation, gender, disability and whether or not they have dependants.

In particular, we will make space for greater sharing between divided communities. Together: Building a United Community has established a strong foundation for this work. By continuing to work with communities, we can continue to develop shared spaces in education, in housing, in society in general.

The consultation earlier this year indicated wide support for the inclusion of this outcome in the Framework. 81% of respondents supported inclusion of the outcome as drafted, and a further 15% supported inclusion subject to modification.

Consultees challenged us, as an Executive, to provide direct leadership, to celebrate diversity, and to be ambitious, tackling major issues such as deepening integration and promoting racial equality.

Particular issues identified included ensuring access to services for all and broadening participation in public life. Consultees also highlighted the role of sport and of cultural expression in bringing people together, and sought commitments to enhanced statutory protections for a range of minority identities.

What are the issues

We have identified a number of key elements which will support progress towards this outcome.

Throughout the Programme for Government period we will take specific action to:

- Increase respect for each other;
- Increase reconciliation;
- Increase shared space; and,
- Increase quality of life for people with disabilities and their families.

Collective improvement in these areas, will move us towards the outcome of being a shared society that respects diversity.

Respect underpins a cohesive and peaceful society and reflects equality and human rights principles. It relates to trust, relationship building and collaboration. It is therefore much more than just tolerance, lack of abuse and lack of discrimination. Respect may be experienced differently by individuals and groups as defined by local and international law, in a range of scenarios including education, health services, public spaces, employment and communities. Such law provides protection for Section 75 categories and others, including, for example, refugees and internally displaced persons. Our efforts will ensure compliance with our legal and statutory duties across all these areas.

Reconciliation is an important element of peace building; it can be understood as a complex process which involves a number of distinct strands. Reconciliation is linked to feelings of safety and security; trust in politicians and institutions; and having a shared and optimistic vision for the future. The need for reconciliation is likely to be greatest between the two main communities here.

However, particular issues and difficulties may be experienced around interface areas and by sub groups within communities, for example: victims and survivors of the Troubles; ex prisoners; security forces; travellers and ethnic minorities; and communities experiencing intra community tensions and paramilitarism.

Shared space is also associated with feelings of safety and with engagement with other people and communities and increased integration. Shared space affects the whole of society and includes a wide range of both public and private/commercial spaces including housing, educational facilities, public services, retail and sporting facilities. Lack of shared space between different communities can arise on grounds of religion and political opinion, especially around interfaces in urban areas. However

these issues also exist in rural areas albeit they may manifest differently. Other Section 75 groups and people with multiple identities may also experience difficulties in using shared space in various contexts including education facilities, public spaces, workplaces and communities.

The life experience of people with a disability may be very different from those without a disability. There are barriers for people with disabilities in accessing services that many take for granted, including health, education, employment, and transport. The disabled population is large, accounting for about one in five of the population. Around 7% of children, 16% of the working age population and 47% of state pension age adults report having some form of disability. It is also very diverse and includes those who have physical, sensory, learning and mental health disabilities in all age groups.

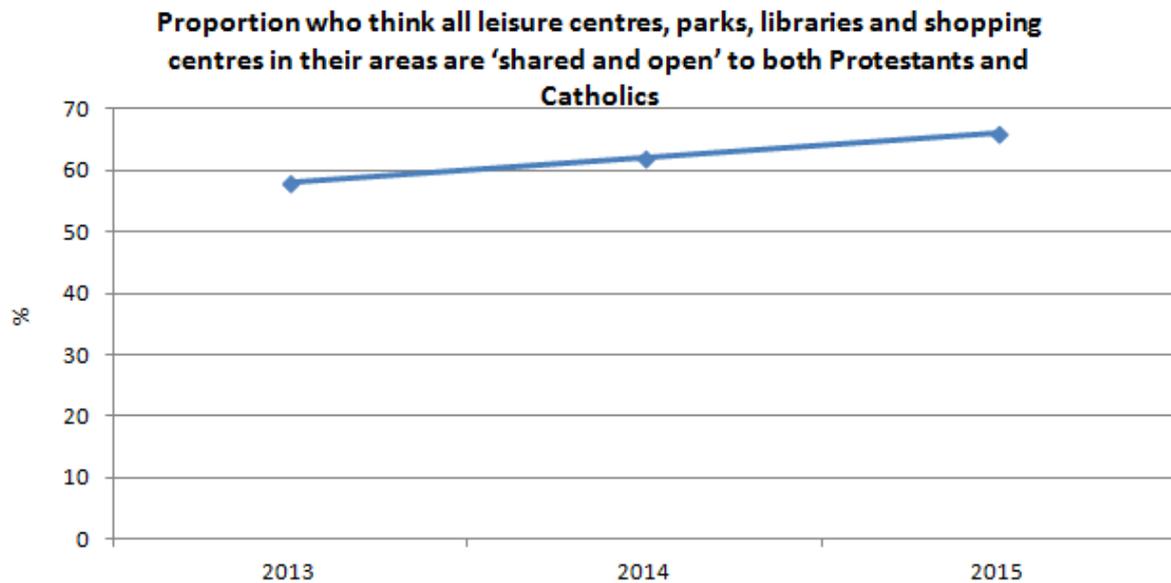
What does this look like?

Increased respect for each other: A Respect Index

Current Status: Data in relation to this measure are not currently collected. Putting baselines in place and establishing regular monitoring arrangements forms part of the data development agenda for the Programme for Government.

Progress against reconciliation and shared space will be measured through selected Good Relations Indicators. There are two primary contributing indicators which will be supported by other relevant indicators.

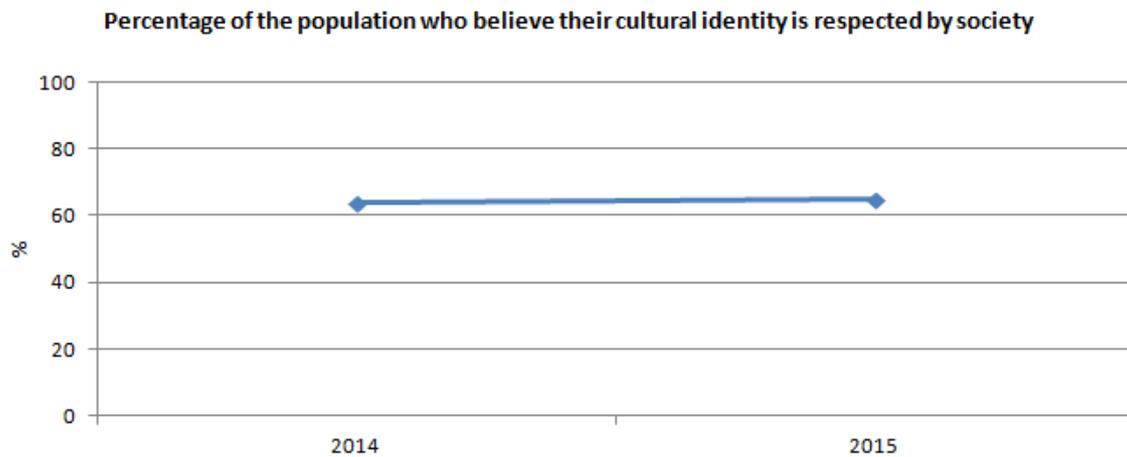
Increased shared space: % who think all leisure centres, parks, libraries and shopping centres in their areas are, "shared and open", to both Protestants and Catholics



Source: Northern Ireland Life & Times Survey, taken from The Executive Office, Good Relations Indicators - 2015 Update, <https://www.executiveoffice-ni.gov.uk/publications/good-relations-indicators-2015-update>

Current Status: In 2015, 66% of respondents to the Northern Ireland Life & Times Survey thought that all leisure centres, parks, libraries and shopping centres in their area (where they had said facilities in their area) were definitely 'shared and open' to both Protestants and Catholics. This represents an eight percentage point increase from 2013 (58%).

Increased reconciliation: % of the population who believe their cultural identity is respected by society



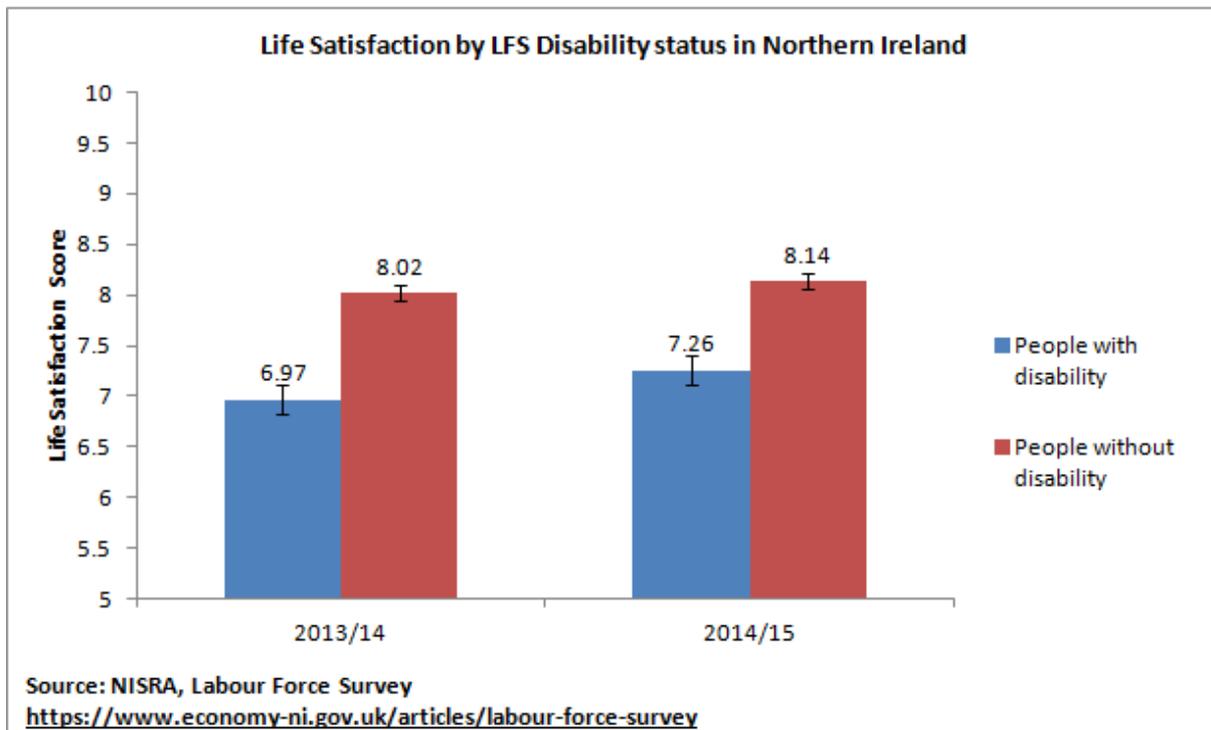
Source: Northern Ireland Life & Times Survey, taken from The Executive Office, Good Relations Indicators - 2015 Update.

<https://www.executiveoffice-ni.gov.uk/publications/good-relations-indicators-2015-update>

Current Status: Just less than two thirds (64%) of respondents to the 2015 Northern Ireland Life and Times Survey thought that their cultural identity was respected by society.

Disaggregating this by religion, 67% of Catholics and 69% of Protestants thought that their cultural identity was respected by society, while just over half (54%) of people with no religion thought this.

Increased quality of life for people with disabilities: Average life satisfaction score of people with disabilities



Current Status: Data on life satisfaction is recorded through the Labour Force Survey. In 2014/15, 70% of those with a disability were categorised as having either high or very high life satisfaction (i.e. reporting a life satisfaction of 7 or more) compared to 89% of those without a disability.

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What will we do?

1. We will promote mutual respect and understanding

Deliver the Together: Building a United Community Strategy, focusing on the seven headline actions

Support the work of the Commission on Flags, Identity, Culture and Tradition

Continue to work together to resolve outstanding issues relating to the legacy of the past

Review opportunities and challenges for mainstreaming a respect agenda – building on existing aspiration and activity in this area

Raise awareness and change negative attitudes towards disability

Develop the potential of Northern Ireland's Irish and Ulster Scots languages and cultures including establishing an Ulster–Scots Institute and Irish Language Academy

2. We will increase shared space

Deliver a programme of public realm and environmental improvement schemes, which will enhance public spaces, creating high quality, multi-use places that are in every sense shared spaces

Develop an action plan to support a more ambitious agenda for shared space
Support the delivery of the Accessible Transport Strategy

Encourage and facilitate integrated education, including through consideration of the recommendations from the Review of Integrated Education

Meet the duty to encourage, facilitate and promote shared education as set out in the Shared Education Act (NI) 2016

Develop a programme of financial incentives using funding available through the Fresh Start agreement to incentivise the development of more mixed-tenure housing, mixed-use sites underpinned by a shared ethos

3. We will tackle barriers to equal participation in society

Strengthen racial equality legislation

Amend the Fair Employment and Treatment Order to support the reintegration of people previously involved in the Troubles

Raise awareness of the needs of children with disabilities in schools

Strengthen disability discrimination legislation

Develop and review implementation of legal and statutory duties for Section 75 groups and Section 28E of the NI Act 1998

Deliver the Executive Action Plan for tackling paramilitary activity, criminality and organised crime

Develop Executive actions plans on hate crime, anti-social behaviour, early intervention, domestic and sexual violence and other community safety issues

Outcome 10

**We are a
confident,
welcoming,
outward-looking
society**

Why this outcome matters

We want to build our place on the international stage, and create a welcoming society.

We have much to be proud of as a society. People from across the world are visiting in greater numbers to experience what the region has to offer. We want to give people the confidence to embrace the opportunities that this brings – in economic, social and cultural terms, and to broaden our horizons to acknowledge the strength that comes from being part of a global community.

Integral to this will be building confidence in our communities to view our connections with the wider world as opportunities to build a stronger society.

85% of people responding to the online consultation survey on the PfG Framework supported retaining this outcome, and a further 10% supported keeping it subject to modification.

Narrative responses stressed the importance of building economic, social, cultural and artistic links with the wider world, highlighting the various and complementary contributions of the public, private and third sectors, with particular emphasis on the role of culture and the arts.

The response of people here to the Syrian refugee crisis was cited by respondents as an example of the positive attitudes to people from other places that it will be important to work to foster. In this regard, people stressed the importance of the links between this outcome and outcome 9, in particular in working to build the confidence of local people in their own identities.

Recommendations were also made in the area of building relationships with media outlets to build a culture of celebrating success – using the many achievements of government, the wider public sector, businesses, organisations and individuals to build a narrative about our success as a region.

What are the issues

Increased respect

In relation to this outcome, respect is significant in two ways.

Building a society based on respect for each other – building a culture where we celebrate diversity – is crucial to projecting a positive image to others, and to sending a message that we welcome those with different backgrounds and different perspectives.

Equally, respect is an indispensable element of the welcome we afford to people who visit or migrate from elsewhere. We cannot become a confident, welcoming, outward-looking society if our attitudes to others are characterised by intolerance, xenophobia or racism. We therefore aspire to respecting, to valuing, the enrichment of our society that our visitors and newcomers bring.

Increased confidence and capability of people and communities

Achieving this respect, this celebration, of difference requires first that we are confident in our own identity.

We believe that negative attitudes towards others often stem from insecurities that people feel about their own position, and that of their community, in society.

We want, therefore, to build people's confidence, to give communities the sense that they have a valuable and valued place in society, so that they can feel empowered to greet people from different backgrounds in a positive way.

Improved attractiveness as a destination

Building places that people find attractive brings many benefits, in economic, social and cultural terms.

It is also a complex thing to do.

Attractive destinations bring together a range of characteristics in a range of ways – attractiveness is an attribute of their built and natural spaces, of the opportunities

they afford for cultural and sporting participation and recreation, of the economic opportunities that they afford, and of a range of intangible issues: lifestyle factors, social attitudes, and international reputation.

We have a wealth of positive attributes to offer in this regard. Building these attributes into an attractive package for people around the world requires us to be self-aware – using our strengths and acknowledging and addressing our weaknesses. As an Executive, it requires us, in particular, to take a lead in ensuring that the image we project in the world is a positive one. And it requires us to be bold in marketing ourselves internationally as a great place in which to live and work, to visit and invest.

Increased reconciliation

A major component of our international image is related to the legacy of our past. This is an issue that has the potential to influence how we are viewed both positively and negatively. When issues associated with the past cause tension, division and even disorder, we are diminished in the eyes of the world.

At our best, however, when we are viewed as a confident, forward-looking, post-conflict society, at ease with itself and open, we have a compelling and attractive message of hope to share with the world.

Reconciliation and peace building matter for many reasons. Considering their impact on how others view us is a reminder that the responses that we find to the issues that still threaten to divide us, go a long way to defining who we now are, as a society.

Improved international reputation

Our international reputation is influenced by many factors, not all of which are within our control. Domestic and world events are often unpredictable and powerful in their impact.

In this context, presenting a clear, consistent message to potential visitors and investors is key to establishing a positive identity as a foundation for a strong international reputation.

What does this look like?

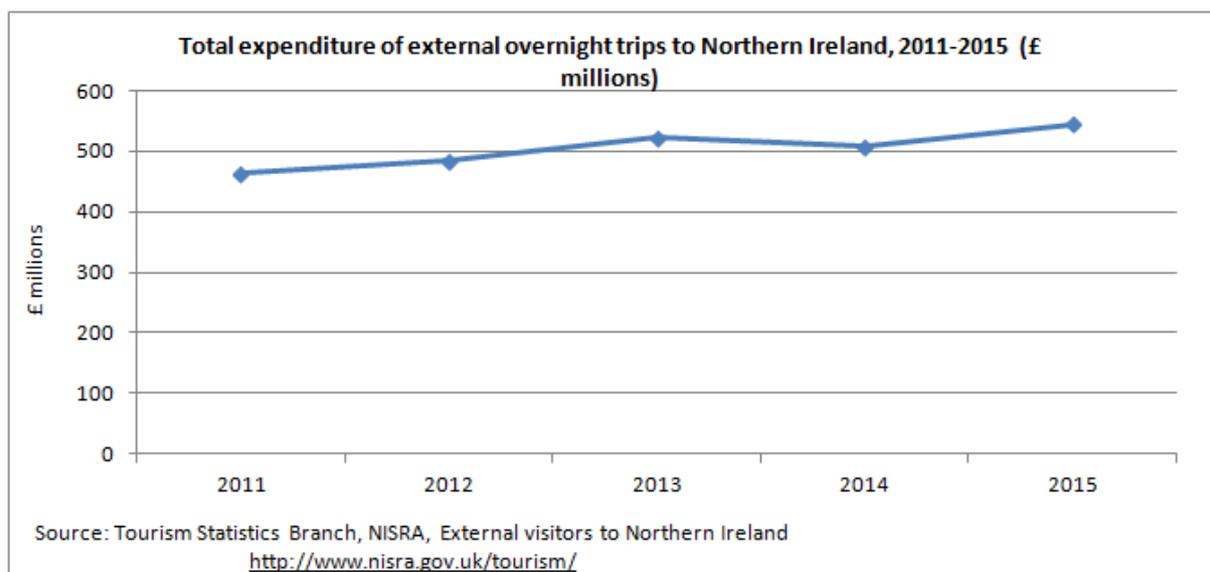
Increased respect for each other: A Respect Index

Current Status: Data in relation to this measure are not currently collected. Putting baselines in place and establishing regular monitoring arrangements forms part of the data development agenda for the Programme for Government.

Increased confidence and capability of people and communities: Self Efficacy

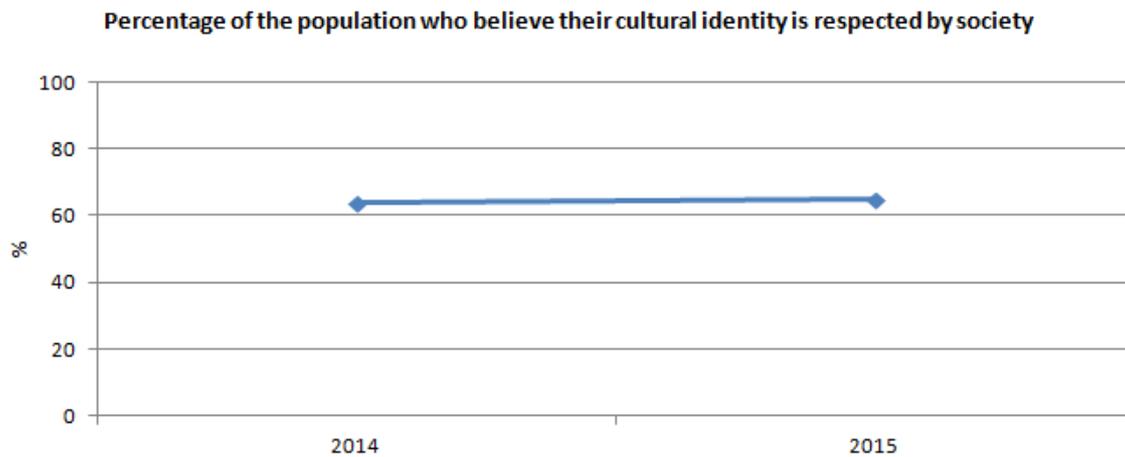
Current Status: Data in relation to this measure are not currently collected. Putting baselines in place and establishing regular monitoring arrangements forms part of the data development agenda for the Programme for Government.

Increased attractiveness as a destination: Total spend by external visitors



Current Status: There were 2.3 million overnight trips to Northern Ireland by external visitors in 2015. These trips accounted for £545 million in expenditure – up from 7% from 2014 (£507 million), and an increase of 18% from 2011 (£463 million).

Increased reconciliation: % of the population who believe their cultural identity is respected by society



Source: Northern Ireland Life & Times Survey, taken from The Executive Office, Good Relations Indicators - 2015 Update.

<https://www.executiveoffice-ni.gov.uk/publications/good-relations-indicators-2015-update>

Current Status: Just less than two thirds (64%) of respondents to the 2015 Northern Ireland Life and Times Survey thought that their cultural identity was respected by society.

Disaggregating this by religion, 67% of Catholics and 69% of Protestants thought that their cultural identity was respected by society, while just over half of people with no religion (54%) thought this.

Improved international reputation: Nation Brands Index

Current Status: Data in relation to this measure are not currently collected. Putting baselines in place and establishing regular monitoring arrangements forms part of the data development agenda for the Programme for Government.

Links to Delivery Plans

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What will we do?

1. We will build a sustainable peace

Deliver the Executive Action Plan for tackling paramilitary activity, criminality and organised crime

Support the work of the Commission on Flags, Identity, Culture and Tradition

Deliver the Together: Building a United Community Strategy, focusing on the seven headline actions

Resolve outstanding issues relating to the legacy of the past

2. We will look outwards for better opportunities

Deliver the Executive's International Relations Strategy

Utilise our tourism brand to deliver a consistent message to all international audiences

Deliver events of scale and continue to bid for global events that can attract external visitors and enhance our international reputation and attractiveness as a destination

Harness the power of the diaspora

To continue to develop relations with key and developing markets for trade, investment and tourism

3. We will enable business and tourism to work internationally

Deliver a sustained integrated communications campaign in key markets to optimise the potential from the devolution of Corporation Tax

Support our priority sectors to raise awareness of their capability, establish key partnerships and secure new business in key international markets

Invest in the development and communication of an inspiring tourism experience proposition that will provide international standout for Northern Ireland

Maximise the benefit of existing direct air access and grow direct air access with key overseas markets

Invest in experiences and products that will give external visitors new reasons to holiday and stay longer through a new Tourism Growth Fund

Support the tourism industry to invest in capability building measures to deliver long term growth

Create a policy environment that enables faster growth of the tourism industry

Deepen relationships across Invest NI, Tourism NI, universities and other stakeholders

Support the public and private sectors to attract international institutional investment in infrastructure and regeneration projects

4. We will strengthen legislation to promote equality

Strengthening racial equality legislation

Amending the Fair Employment and Treatment Order

Develop and review implementation of legal and statutory duties for Section 75 groups and Section 28E of the NI Act 1998

5. We will increase confidence and capability of people and communities

Review opportunities and challenges for mainstreaming a respect agenda

Develop a comprehensive Social Inclusion Wraparound Service

Outcome 11

**We have high
quality public
services**

Why this outcome matters

This outcome is about ensuring that the public services we provide for people are responsive, efficient and effective, that they are shaped to meet the needs of people, and that they are accessible in ways and at times that fit into people's lives.

People rely on public services and they rely on them being delivered well. The quality of service is critical to increasing people's wellbeing. We want our public services to be responsive and citizen-focused, co-designed in association with local and community expertise with the end-user in mind, and we want our services to make the best use of technology and innovative thinking to provide maximum value for money.

There was strong support for the inclusion of this outcome among online respondents to the consultation on the Draft Programme for Government framework (83% in favour of its retention as currently worded, and only 4% advocating removal from the Programme).

Narrative responses covered a particularly wide range of issues, reflecting the fact that this outcome has relevance right across the public sector. Suggested changes related mostly to proposed revisions to wording, for example to include the terms “resilient” or “continuously improving” in the outcome title.

The absence of any reference to digitalisation of services and the need to improve frontline services were raised in some of the narrative comments.

We accept that these are important areas and, in response to points raised during previous engagement, we want to strengthen the focus of this outcome to encompass two additional indicators.

What are the issues

The quality of our public services underscores everything we want to do and achieve through this Programme for Government. It is important, therefore, that the ambition of the Programme is supported by those responsible for the delivery of public services operating in a joined-up, responsive and flexible way.

We need service providers to be informed by and sensitive to the needs of users, and we need them to be innovative and willing to take new approaches when the old ways are not working. We want to minimise bureaucracy and eliminate inefficiency and unnecessary duplication.

We have highly trained and skilled people in our public services and we want to release their full potential and allow them to deliver great services for our people. We want to end the “silo culture” and to encourage collaborative working between departments as well as with the private and community and voluntary sectors. We also want to improve the quality and effectiveness of leadership in the NICS and across the public sector and to promote greater innovation and agility in designing and delivering core public services.

Right across the public sector, we want more of our valuable resources to be directed to front line services.

To achieve that, we need to reduce duplication in our support functions and maximise our use of public facing digital services. The Stormont House Agreement included a commitment to extend shared services across the public sector. Considerable savings have already been made through the Shared Services Programme, but there is scope to do more.

It is estimated that central government accommodation leases worth £32.8m will have expired by 2017, and that by 2022 a cumulative total of £54.3m of annual lease costs will have expired. We will take forward a Reform of Property Management programme to manage this situation and ensure we continue to have a modern and fit for purpose public sector workplace.

Digitalisation of public services and the removal of manual processes enable public services to be more effectively and efficiently provided through modern citizen-centric channels such as the online channel. For example, the online channel enables citizens to access government services at a time and place of their choosing and supports more accurate and responsive casework tracking. Digitalisation will also free up back office resources to support front line services.

Issues include putting in place and/or maintaining alternative 'assisted digital' arrangements for those who, for various reasons, cannot, or will not, use online channels; removing digital transformation barriers such as the reluctance to share data across silos and a reluctance to move to digital signatures. We also need to continue to build trust with respect to holding and sharing citizen information.

We also want, under this outcome, to deliver real quality improvements in two public services we know matter most: our health service and our schools. We will work tirelessly to improve the quality of the healthcare experience and to improve the quality of education provision in schools.

We will support citizens to lead long, healthy and active lives. This means understanding people's health and social care needs, investing in prevention and early intervention, and providing the best possible support and care when people need it. Doing this will involve transforming the health and social care system to provide better access for people to high quality, integrated through new models of care resulting in better outcomes for people.

What does this look like?

Improve the quality of the healthcare experience: A good healthcare experience lies at the heart of a high quality health service. It is also key to providing a service which is owned by local people and the staff who provide it. We will measure our progress using an indicator of % of people who are satisfied with health and social care (based on their recent contact)

Current Status: Data in relation to this measure are not currently collected. Putting baselines in place and establishing regular monitoring arrangements forms part of the data development agenda for the Programme for Government.

Improve the quality of education: % of schools found, on inspection, to be good or better

Current status: Putting baselines in place and establishing regular monitoring arrangements forms part of the data development agenda for the Programme for Government.

Increase digitalisation of public services: Increasing the availability of services through online channels will increase the efficiency of service delivery and reduce costs, enabling resources to be redirected from back-office functions to frontline services. Our progress will be monitored using an indicator to be measured by use of online channels

Current Status: Data in relation to this measure are not currently collected. Putting baselines in place and establishing regular monitoring arrangements forms part of the data development agenda for the Programme for Government.

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What will we do?

1. We will reform through the use of shared services and online facilities

Deliver a programme of digital transformation projects

Develop the citizen self-service portal

Continue to support “GoON NI” and other initiatives to increase people’s ability to use online services

Develop and promote greater use of shared services across the public sector

Centralise management of public sector office accommodation

2. We will improve education and health services

Develop a Quality Healthcare Experience Framework to establish consistent standards and provide HSC staff with the tools to deliver safe, high quality care for everyone

Revise system-level and school-level evaluation structures to support the highest-quality educational provision Send a strong and coherent message about what is valued in education and a shared understanding of what all partners can do to support our young people

Improve the pathways through school into both professional/technical and general courses post-16

Transform the health and social care system to provide better access for people to high quality, integrated services through new models of care, resulting in better outcomes for people

Outcome 12

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

Why this outcome matters

We have a vision of a society that offers opportunities to everyone; one where people take pride in where they are from and where our young people choose to build their adult lives.

We want to encourage others, to come to visit and explore, to be inspired by what we have to offer as a tourist destination and to want to return. We also want to promote business investment both indigenously and in terms of foreign direct investment.

This vision requires us to create an environment in which opportunity can flourish in economic, social and cultural terms to develop our attractiveness as a home, a tourist destination and a place for business.

Creating a place where people want to live and work, visit and invest is an outcome that resonated very strongly with 89% of those who responded to consultation on our draft PfG framework supporting its inclusion.

Respondents to the consultation on the PfG Framework highlighted the importance of creating safe environments and places which offer opportunities to everyone – including people of different ages, and those with disabilities and health issues.

Several respondents highlighted the importance of environmental issues in this regard – ensuring high quality natural and built spaces to enhance wellbeing, and to foster a sense of pride in people for their local community.

These are features we agree are important to this and other outcomes.

The role of business in creating opportunity, in particular for young people, was viewed as important, in particular in developing youth-friendly workplaces, supporting young people into employment, through a range of routes and considering issues associated with creating the jobs of the future.

Cultural issues were also highlighted by respondents, including the particular role of our unique local culture, and linguistic and literary traditions.

In addition, supporting measures, such as provision of high quality public transport, access to childcare, labour relations issues, and access to study were highlighted.

What are the issues

Increasing further our attractiveness as a destination

Maintaining the quality of our important natural and built heritage assets and building places and communities in which people want to live, to visit, and to invest brings many benefits, in economic, social and cultural terms.

It is also a complex thing to do.

Attractive destinations bring together a range of characteristics in a range of ways – attractiveness is an attribute of their built and natural spaces, of the opportunities they afford for cultural and sporting participation and recreation, of the economic opportunities that they afford, and of a range of intangible issues: lifestyle factors, social attitudes, and international reputation. NI is internationally recognised as having a quality, unique and picturesque natural and built environment which provide the backbone for many tourism activities and movie settings.

We have a wealth of positive attributes to offer in this regard. Building these attributes into an attractive package for people around the world requires us to be self-aware – using our strengths and acknowledging and addressing our weaknesses. As an Executive, it requires us, in particular, to take a lead in ensuring that the image we project in the world is a positive one. And it requires us to be bold in marketing ourselves internationally as a great place to live and work, to visit and invest.

The importance of reconciliation and addressing the legacy of the past

A major component of our international image is related to the legacy of our past. This is an issue that has the potential to influence how we are viewed both positively and negatively. When issues associated with the past cause tension, division and even disorder, we are diminished in the eyes of the world.

At our best, however, when we are viewed as a confident, forward-looking, post-conflict society, at ease with itself and open. We have a compelling and attractive message of hope to share.

How we address the issues that still have the potential to divide us, will go a long way to defining who we are as a society in the eyes of the world.

Safe communities

Safety is an indispensable element of wellbeing that provides the foundation for wider improvements in quality of life.

Protecting citizens is central to the role of Government – tackling crime, by addressing its causative factors, by prevention and detection, and by mitigating its impact is therefore a key priority.

Making progress in this area will require us to address the key issues of anti-social behaviour, organised crime and paramilitarism.

We will also seek to address socio-economic factors which have a direct bearing on the level of crime, such as family dysfunction; exclusion and poor attainment in education; unemployment; vulnerabilities such as mental health issues and substance misuse; lack of stable accommodation; and poverty and disadvantage.

We will use a “place based approach” to service design, ensuring an effective role for communities in the development and delivery of services and providing for effective linkages to community planning.

Enhancing our international reputation

Our international reputation is influenced by many factors, not all of which are within our control.

Domestic and world events are often unpredictable, and powerful in their impact.

In this context, presenting a clear, consistent message to potential visitors and investors is key to establishing a positive identity as a foundation for a strong international reputation.

Increase the proportion of people working in better jobs

Whilst jobs and employment opportunities are good for the economy it is important that these are supported by the creation and retention of higher value jobs. These jobs will ultimately lead to higher productivity and the ability to meet employers' needs in the future in sectors which can promote a growing and dynamic economy.

A better job is about much more than earning potential. High quality employment allows people to feel secure and to plan for the future. It provides a sense of purpose, makes use of our talents, and gives us an opportunity to make a contribution. It also allows space and freedom for other important aspects of our lives, such as caring responsibilities, social interaction, cultural, artistic and sporting participation, and recreation.

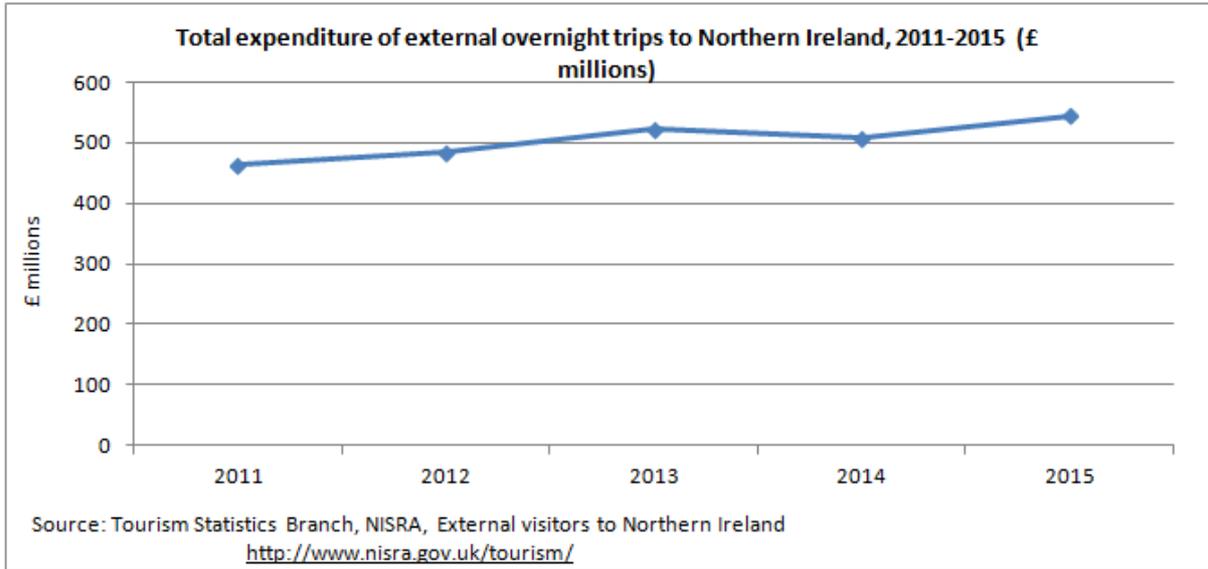
For many people, the experience of work is not like this, providing inadequate or insecure hours, poor rates of pay, and limited opportunity for challenge, development, advancement and personal growth.

Ensuring that work is a positive contributor to wellbeing for more people involves looking at all these dimensions, and seeking to encourage greater opportunity, and to support people to take advantage of it.

The challenge is to continue to broaden the range of employment opportunities in parallel with increasing productivity and competitiveness so that higher value, higher paid activity grows as a share of the local economy.

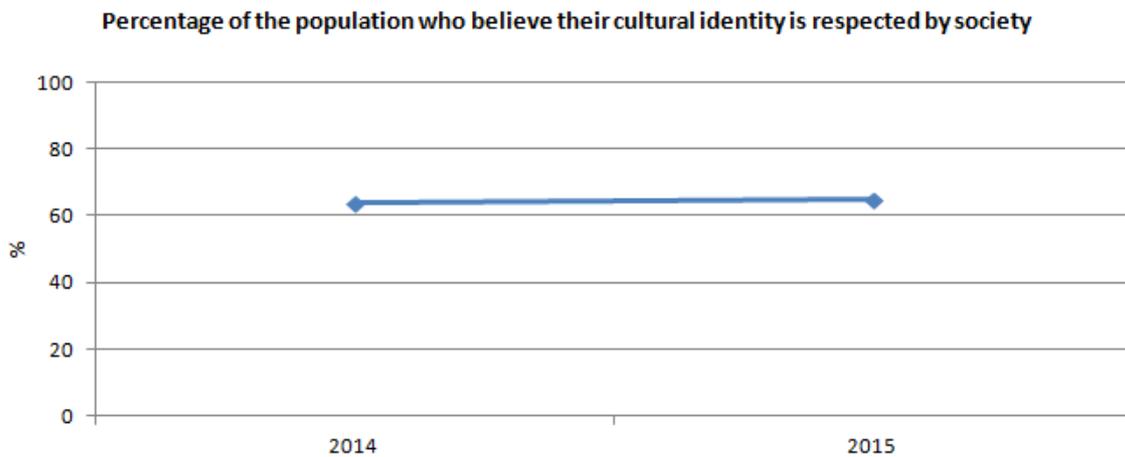
What does this look like?

Increased attractiveness as a destination: Total spend by external visitors



Current Status: There were 2.3 million overnight trips to Northern Ireland by external visitors in 2015. These trips accounted for £545 million in expenditure – up from 7% from 2014 (£507 million), and an increase of 18% from 2011 (£463 million).

Increased reconciliation: % of the population who believe their cultural identity is respected by society

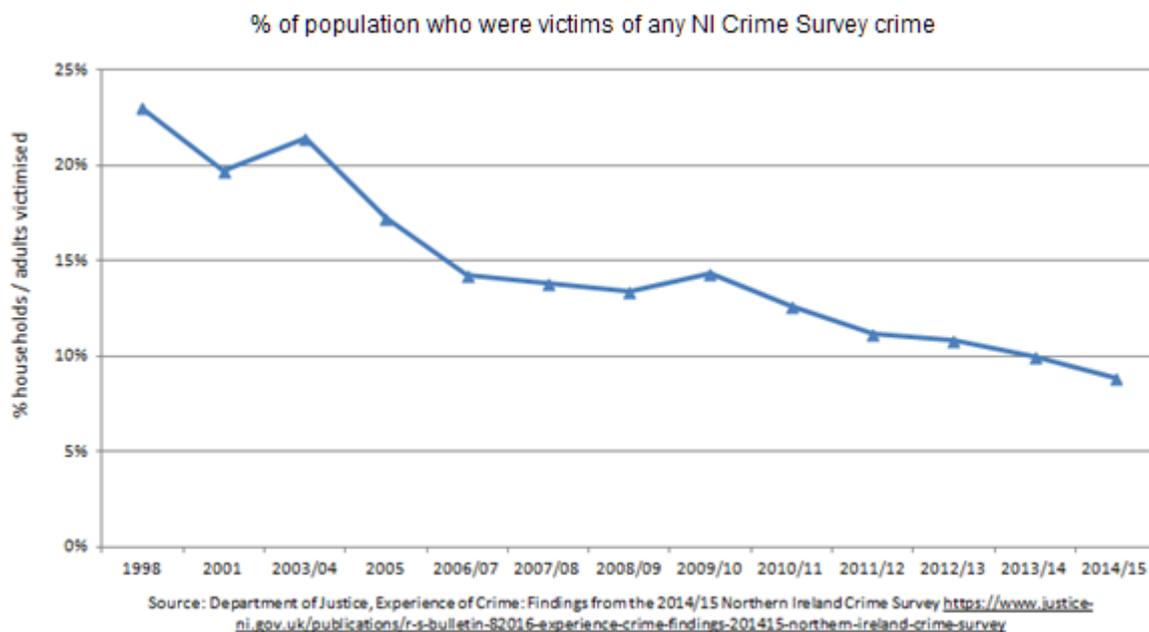


Source: Northern Ireland Life & Times Survey, taken from The Executive Office, Good Relations Indicators - 2015 Update.
<https://www.executiveoffice-ni.gov.uk/publications/good-relations-indicators-2015-update>

Current Status: Just less than two thirds (64%) of respondents to the 2015 Northern Ireland Life and Times Survey thought that their cultural identity was respected by society.

Disaggregating this by religion, 67% of Catholics and 69% of Protestants thought that their cultural identity was respected by society, while just over half of people with no religion (54%) thought this.

Reduced crime and reduced harm and vulnerability caused by crime: Prevalence rate (% of the population who were victims of any NI Crime Survey crime), recorded crime excluding fraud, and antisocial behaviour incidents



Current Status: The evidence shows that Northern Ireland is a relatively safe place to live. Findings from NICS 1998 show that 23.0% of respondents were victims of at least one Northern Ireland Crime Survey (NICS) crime during the 12 months prior to interview. While there have been some slight year-to-year fluctuations, the prevalence rate has generally been falling since then. By 2014/15 (the latest year for which figures are available) the rate had reduced to 8.8%, around two-fifths of that observed in 1998.

Increase the proportion of people working in better jobs: A Better Jobs Index

Current Status: Data in relation to this measure are not currently collected. Putting baselines in place and establishing regular monitoring arrangements forms part of the data development agenda for the Programme for Government.

Improved international reputation: Nation Brands Index

Current Status: Data in relation to this measure are not currently collected. Putting baselines in place and establishing regular monitoring arrangements forms part of the data development agenda for the Programme for Government.

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What will we do?

1. We will intervene to reduce crime and the harm and vulnerability caused by crime and maintain a peaceful society

Interventions focusing on young men who are vulnerable to involvement, or further involvement, in paramilitarism and crime

Early interventions with young people on the cusp of the Criminal Justice System

Development of cross Executive action plans including on early intervention, hate crime, ASB, domestic and sexual violence and other community safety issues

Develop concept of place based approach to tackling crime which promotes collective efficacy and builds upon work of PCSPs and the local community planning process

Deliver an Executive Action Plan for tackling paramilitary activity, criminality and organised crime

Pilot substance misuse court

Deliver widespread media campaign to shift opinion on the harm caused by organised crime, and promote culture of lawfulness

Action on Domestic Violence

Review of legislation on organised crime and anti-social behaviour

New Victim and Witness Action Plan

New Hate Crime Action Plan

Deliver the Together: Building a United Community Strategy, focusing on the seven headline actions

Support the work of the Commission on Flags, Identity, Culture and Tradition

Resolve outstanding issues relating to the legacy of the past

2. We will encourage economic growth

Deliver a sustained integrated communications campaign in key markets to maximise the potential of a Lower Corporation Tax and build the skills supply pipeline to allow business to maximise its benefits

Strengthen job creation through Foreign Direct Investment

Encourage Company Growth through scaling initiatives, clustering support and encouraging export activity

Lessen the regulatory burden on businesses without compromising on worker, consumer environment and social protections

Ensure that growing companies creating large numbers of jobs have access to Assured Skills programmes

Increase the jobs impact of new start-ups

Review of supply chain links and government support

3. We will work to attract investment and support our businesses to grow internationally

Support our priority sectors to raise awareness of their capability, establish key partnerships and secure new business in key international markets

Invest in the maintenance and enhancement of our unique natural and built heritage and the development and communication of an inspiring tourism experience

Maximise the benefit of existing direct air access and grow direct air access with key overseas markets in collaboration with airports and airlines

Invest in experiences and products that will give external visitors new reasons to holiday and stay longer through a new Tourism Growth Fund

Create a policy environment that enables faster growth of the tourism industry by reviewing regulatory impacts on businesses

Support the public and private sectors to attract international institutional investment in infrastructure and regeneration projects with a particular focus on the Middle East and China markets

Outcome 13

**We connect
people and
opportunities
through our
infrastructure**

Why this outcome matters

A region's infrastructure is both a key enabler and driver of economic growth and equally absence of infrastructure can be an inhibitor to that growth. Of its nature, infrastructure requires long term planning and sustained focus on delivery to meet the estimated needs of society a generation ahead as well as to tackle any shorter term issues which arise.

Investment in our infrastructure is vital to provide the physical and digital connectivity to allow Northern Ireland to compete on the global stage. That connectivity needs to be regionally balanced to ensure a level playing field of opportunity in terms of access to market and ability to establish and grow businesses. It also however needs to take account of the specific current and future economic needs of the region – that includes in infrastructure terms the need to invest in better access to major population and business centres through our strategic road network in the West, and the need to support economic and housing growth including through enhancements to our water and digital infrastructure. For that reason, and as a result of the public consultation we are working to expand the indicators under this connectivity outcome to include a specific indicator on water.

The part Government can properly play in the various sectors which make up our infrastructure will differ reflecting different ownership models and needs but that does not detract from the need for an all-encompassing overall strategic approach across the whole area. The key themes for this outcome are:

Maintaining and developing our infrastructure in line with wider economic and demographic changes so that our essential transport, water and telecommunications needs can be met going forward;

Investing both to enhance our road network to support economic growth and to expand the numbers of people using public transport and active travel for their daily needs;

Expanding the reach of superfast broadband and taking the opportunities from new telecommunications technology;

Addressing the flooding and drainage risks that parts of our region face as well as addressing capacity issues in water and waste water;

The inclusion of this outcome was supported by 89% of respondents to the online consultation on the Draft Programme for Government Framework. This was reflected in the narrative comments received. A number of respondents commented on the need to improve our transport system and some called for increased investment more generally in our infrastructure. There was particular focus on the need for better rural transport links and an improved community transport network.

A few respondents suggested there should be protection of free travel passes for the elderly or for young people. In relation to internet connectivity, there was consensus on the need to improve broadband services in rural areas. There were a significant number of respondents who commented on the absence within the PfG Framework of an indicator relating to water and sewerage services, with many expressing surprise at this fact. We have taken that comment on board and a new indicator and an associated Delivery Plan are now included in the programme.

What are the issues?

In relation to transport, the evidence shows that continued growth in private vehicles will exacerbate congestion particularly in our urban centres and at key interfaces. It is clear that simply building more roads will not resolve the issues. Enhanced bus and rail services and greater take-up of those services will enable the transport network to be more efficient as well as reducing demand particularly at peak hours. In addition, there are wider societal benefits from public transport and also from increased use of cycling and walking as a means of transport in terms of health, air quality and quality of life benefits. That analysis underpins the identification of two transport indicators – those of improving transport connections measured by average journey times on key economic corridors and of increasing the usage of public transport and active travel.

In terms of digital connectivity, the focus is on building on the investment already made while recognising that the telecommunications industry is fully privatised and

independently regulated. It is clear that the needs of households and businesses will continue to grow in terms of access to higher bandwidth intensive services. The Executive has a track record of investing to ensure rural areas can access digital services and will continue to do so through the NI Broadband Improvement Service and other schemes. In addition the Executive will work with the industry and with local government and others to identify gaps in provision and work in partnership to create solutions.

There are growing demands to expand and improve our water and wastewater infrastructure to keep pace with economic growth, meet stringent environmental standards and reduce instances of sewer spills and flooding. Capacity issues are a concern in Belfast as well as in some rural areas where the lack of capacity is impeding the natural growth of some communities.

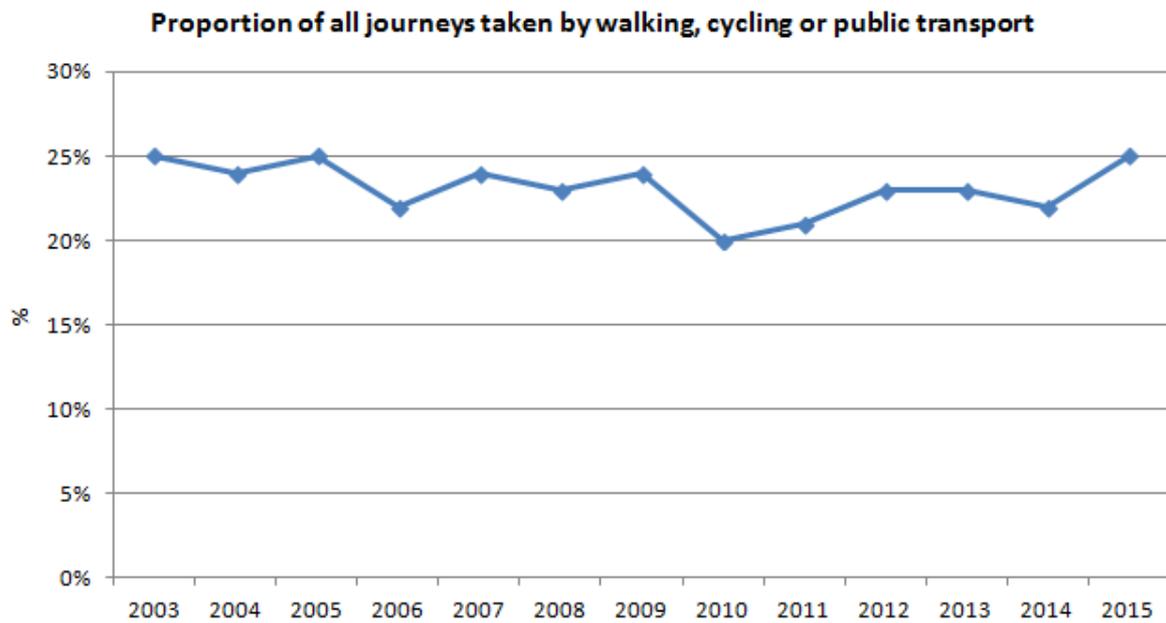
There remain challenges in terms of meeting future economic and housing growth projections and in terms of addressing flooding and drainage risks particularly in Belfast and some other urban centres. The detailed delivery plan will be developed during the forthcoming consultation period and be in place at the time the overall document is finalised in late 2016.

What does this look like?

Improve transport connections for people, goods and services: Average journey time on key economic corridors

Current Status: Data in relation to this measure are not currently collected. Putting baselines in place and establishing regular monitoring arrangements forms part of the data development agenda for the Programme for Government.

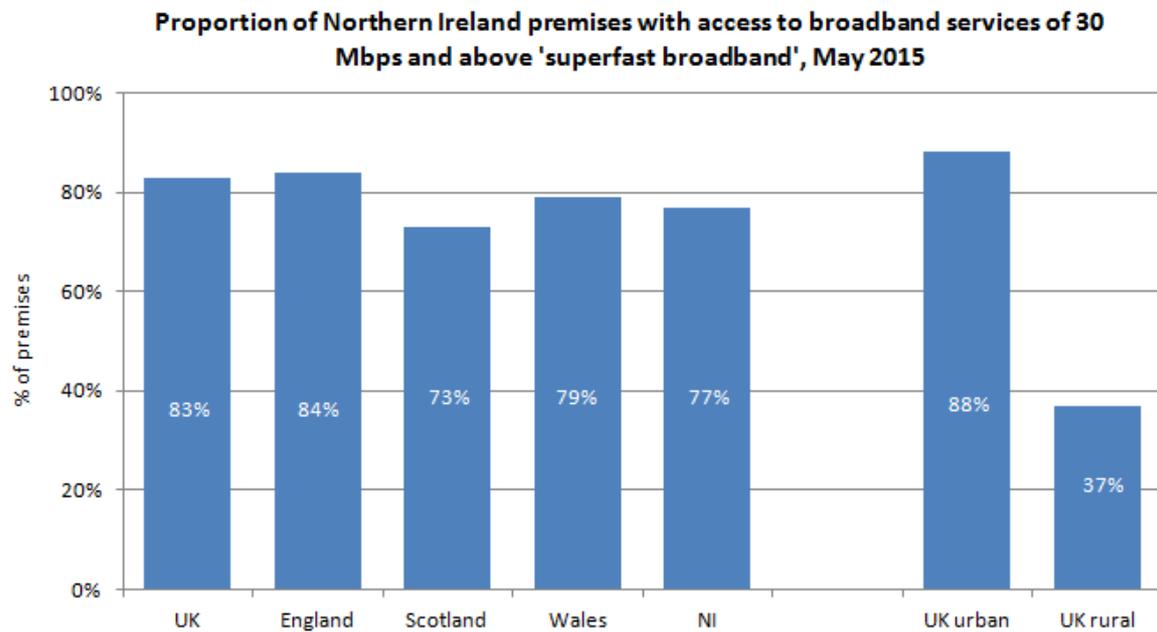
Increase the use of public transport and active travel: % of all journeys which are made by walking/cycling/public transport



Source: Department for Infrastructure, Travel Survey for Northern Ireland,
<https://www.infrastructure-ni.gov.uk/publications/active-travel-and-public-transport-trends>

Current Status: During 2015, 25% of all journeys made were by walking, cycling or public transport. This compares to 22% in 2014 and 22% in 2006.

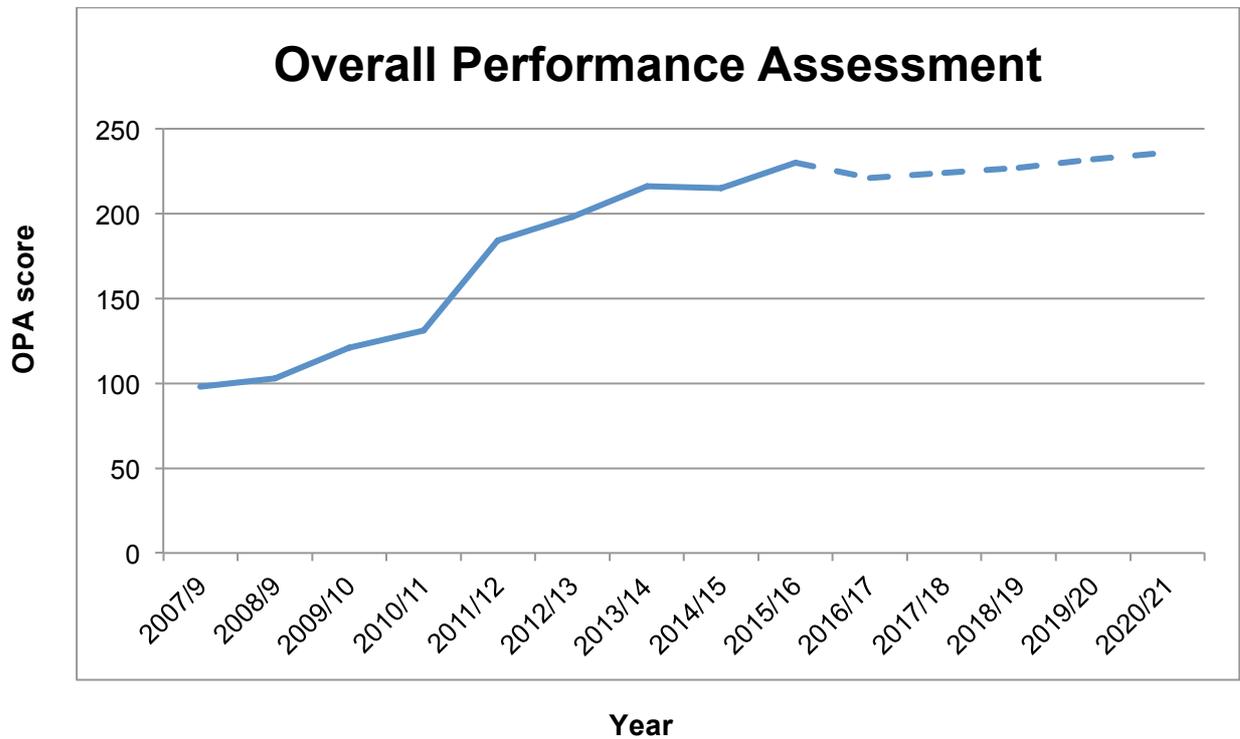
Improved internet connectivity: Proportion of Northern Ireland premises with access to broadband services in excess of 30 Mbps



Ofcom /Openreach/Virgin Media/Kcom - taken from Ofcom, Communications Report: Northern Ireland, http://stakeholders.ofcom.org.uk/binaries/research/cmr/cmr15/2015_Northern_Ireland_CMR.pdf

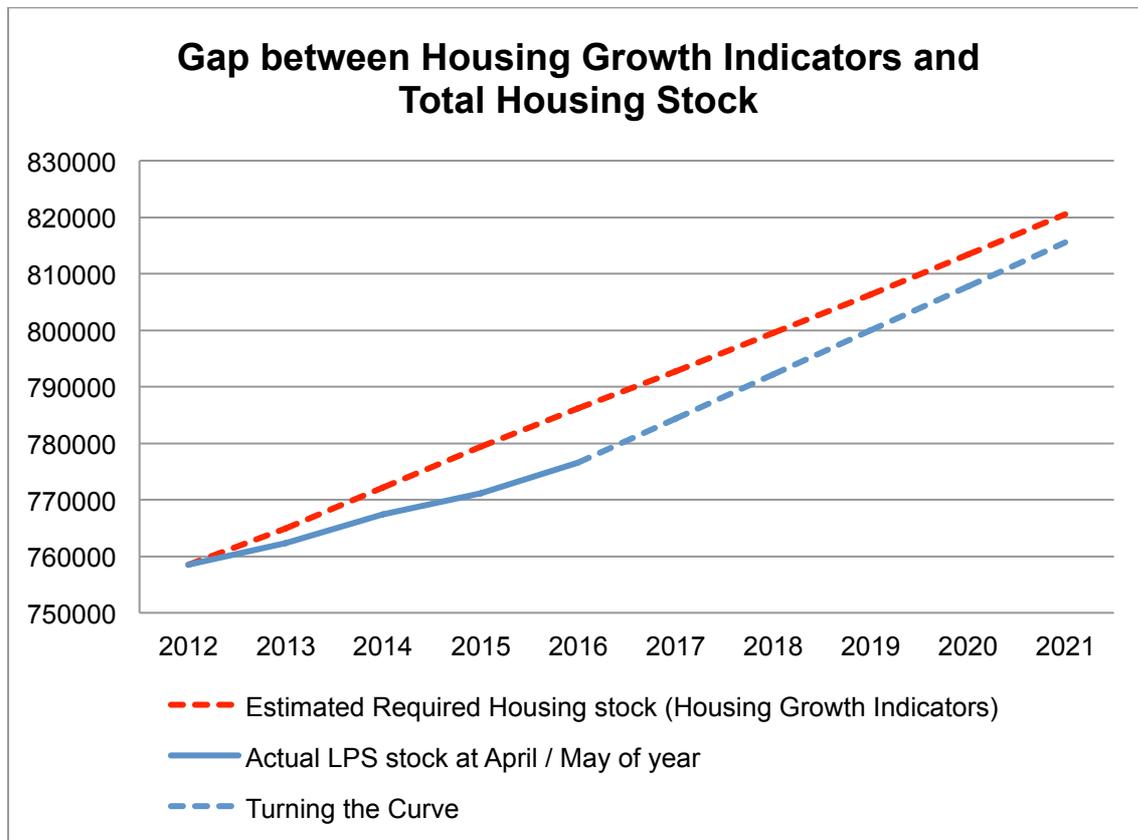
Current Status: Seventy-seven per cent of premises in Northern Ireland were able to receive superfast broadband services, i.e. a fixed broadband service at a speed at or above 30Mbps, in May 2015.

Improve NI Water's performance to support economic growth: Overall Performance Assessment.



Current status: The Overall Performance Assessment (OPA) is used by the Utility Regulator to give a comparative overview of company performance. It covers measures of water supply, sewerage service, customer service and environmental performance. It reflects a broad range of services provided and is used for assessing NI Water's overall delivery of service to customers. This indicator is under development

Housing supply: Gap between the number of houses we need, and the number of houses we have.



Current status: It is estimated that housing stock would have to increase on average by an additional 6,812 units per year to 2021 to reduce the gap to 5,000 units.

Links to all Delivery Plans for this Outcome are available here:

<https://www.northernireland.gov.uk/sites/default/files/publications/newnigov/pfg-outcomes-chart.pdf>

Accessible version here:

<https://www.northernireland.gov.uk/sites/default/files/publications/newnigov/pfg-outcomes-chart-accessible.pdf>

What will we do?

1. We will bring forward major works to improve travel times, ease congestion and support economic growth

Progression and delivery of Budget 2016 'Flagship' Projects, including:

- Major road dualling schemes.
- Belfast Rapid Transit (BRT)
- Belfast Transport Hub

Develop and deliver, subject to budget availability, other measures to improve connectivity.

2. We will improve broadband services to connect people and places

Improve the proportion of premises that experience broadband speeds at or above of 30mbps

Continue to encourage investment with appropriate technology solutions towards 100% coverage of superfast broadband.

Ensure we capture the benefits of 5G technology

3. We will develop, expand and modernise public transport to make it a more viable option

Improve public transport services by delivery of Belfast Rapid Transit

Develop the Derry/Londonderry Transport Hub and enhance public transport between our population centres

Develop in partnership with Translink, community transport and private operators' feeder services linking rural communities to regional public transport services

Enhance the public transport infrastructure through investment in buses and trains, in track/platform upgrades and essential safety to maintain the rail network

4. We will encourage people to use alternative travel schemes

Implement the Regional Strategic Plan for Greenways and urban Bicycle Network Plans

Deliver an enhanced Active Schools Programme

Extend the Belfast City Centre Controlled Parking Zone and increase enforcement

Introduce residents' parking schemes in areas of greatest need

5. We will make water supply better and more resilient

We will improve water supply pressure

We will reduce water supply interruptions

We will enhance drinking water compliance

We will continue to make new connections to permit economic growth and development

We will reduce levels of leakage

6. We will increase housing supply

We will provide an additional 9,600 social homes

We will support 3,750 first-time buyers to purchase a new home through Co-ownership

We will release more public sector land for housing development

We will work with the construction sector to find ways to stimulate development on larger sites particularly in areas of high housing demand

We will work with the Department for the Economy, the further education sector and the construction industry to address the skills shortage and capacity issues

We will find ways of stimulating demand for and supply of appropriate, smaller, affordable accommodation for older owner-occupiers and supporting those who want to downsize

We will introduce targeted incentives to support owners to bring empty homes or long-term vacant commercial space into use for housing with a particular focus on town and city centres

Outcome 14

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

Why this outcome matters

A key mark of any society is the priority it attaches to giving its youngest citizens the best start in life. This outcome is about ensuring that all of our children and young people grow up safely and happily in a society where they receive the support they need to achieve their full potential and where they have the opportunity to express their views and have a say in decisions that affect them.

The inclusion of this outcome was strongly supported by those who responded online to the consultation on the Draft Programme for Government Framework, with 85% of respondents indicating they wanted it to remain as a key outcome.

We know that there is a strong relationship between what happens in the earliest years of life and future experience of health and wellbeing and other life outcomes. Foetal and neonatal health, the quality of parenting, family and community support, early years provision and education are all key factors in determining life chances.

To deliver improvements in this area, we have identified a number of priority areas of focus. These will not be the only areas in which we will take action; however, given the evidence of their fundamental importance they will be priorities for us. We will monitor our progress carefully and openly to ensure we are having the impact that is needed.

The priorities we have identified share a common characteristic in that success – in terms of a positive influence on children and young people’s lives and life chances - can only be achieved through genuine collaboration across government, and through genuine partnership with parents and families and with others who support them.

The Children’s Services Co-operation Act 2015 places a number of duties on all children’s authorities to work together in the best interests of children and young people. We will meet these responsibilities and ensure full compliance with the duties, we also want to go further, empowering and supporting families and communities to give all of our young people the best start in life.

What are the issues?

Recognising the importance of the earliest stages, we have identified as a starting point a need to focus on foetal and neonatal health behaviours and outcomes. These are not only matters of personal responsibility; they are driven by the socioeconomic circumstances within which individuals live.

The years from conception, through birth, from the home learning environment to early years provision and transition to primary school are critical to the cognitive, emotional, social and physical growth of children. It is important for everyone to recognise that a child's experiences in these first five years are foundational to their lifelong health and wellbeing. Early intervention in the early years provides an opportunity to interrupt intergenerational transmission of underachievement and lost opportunity, and to improve outcomes for children and their families. It seeks to stop problems becoming entrenched or well established. Later interventions, although important, are considerably less effective where good early foundations are lacking and tend to be more costly.

It is vitally important that children at school starting age have been and continue to be prepared, supported and encouraged to learn to take full advantage of education. When children are at school, we know that high-quality teaching and learning through a broad and balanced curriculum is fundamental to ensuring that they develop to their full potential. Inspection outcomes show that a high proportion of schools are good or better, but all children should have the chance to receive a good-quality education.

We remain committed to ensuring that when provision is less than good, schools will be supported and challenged to bring about the necessary improvement.

The qualifications that young people have when they leave formal education are a strong predictor of their life chances. Good educational outcomes support people to succeed economically, are linked to better health, and open up opportunity. Literacy and numeracy are the fundamental skills that people gain through formal education. However, we face challenges in relation to the proportion of young people who achieve Level 2 qualifications including English and Maths in order to progress to

further study, training or employment. We therefore want to improve educational outcomes by supporting more of our young people to achieve at least at level 2 by the time they leave school. We also need to ensure young people have the best preparation for life by improving the pathways through school into both professional/technical and general courses post-16.

In order to improve overall levels of attainment, we need to address persistent levels of educational underachievement within certain groups. Boys are less likely to attain at level 2 than girls; young people from a disadvantaged background (as measured by free school meal entitlement) are less likely to attain at that level than those from a relatively advantaged background; within the cohort of those most disadvantaged, those from a protestant-community background, in percentage terms, are less likely to attain at level 2 than those from a catholic-community background; and the levels of attainment of disadvantaged young people is lower at schools where there is a large proportion of disadvantaged learners than at schools where there is a wider mix of socio-economic backgrounds.

We will give particular focus to our most disadvantaged learners, since social disadvantage has the greatest single impact upon attainment. In 2015, only 41.3% of school leavers with free school meal entitlement (FSME – our main indicator of social disadvantage) attained at or above Level 2, compared with 73.7% of those without FSME. Inequalities of educational outcomes of this sort contribute to wider social inequalities from generation to generation. Breaking the cycle of educational under achievement represents one of the most significant challenges we face but is also one of the most significant positive impacts we could have on social inequality.

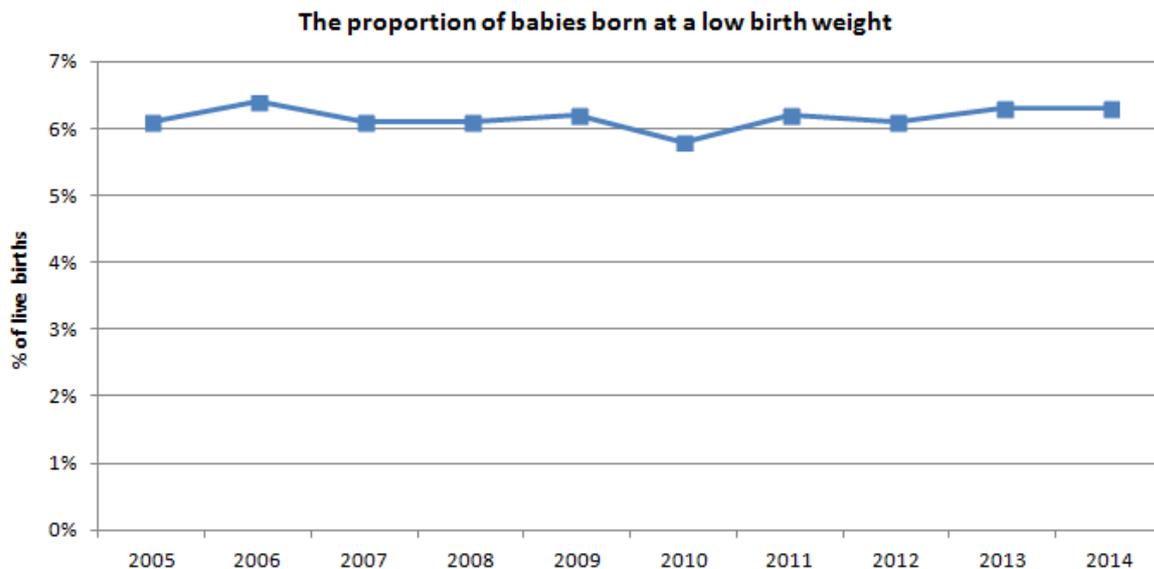
We also recognise the particular need to do more to support Looked-After Children. Government has a unique role in looking after children for whom it accepts and assumes parental responsibility. Prior to becoming a Looked-After Child, a child may have experienced one or more adversities, including bereavement, a dysfunctional family life, or a history of abuse or neglect. These children may also have learning difficulties or mental health or substance misuse problems themselves, or may have been excluded from mainstream education. While some do go on to enjoy success, for too many education and other outcomes tend to fall significantly below those of the general population. This is something that we want to change.

We want to support parents in ensuring that children enjoy good health and emotional resilience, a secure family and community environment including an adequate standard of living, education, opportunities for cultural and artistic expression, opportunities to make a positive contribution to society, physical exercise, space to play, and protection from violence and harm.

What does this look like?

Our starting point is to improve health in pregnancy. Birth weight is an important indicator of foetal and neonatal health at both individual and population levels. There is significant evidence of the correlation between maternal health and social circumstances and birth weights which are outside the normal birth weight range. Birth weight that is not within normal ranges also has a strong association with poor health outcomes in infancy, childhood and across the whole life course, including long term conditions such as diabetes and coronary heart disease.

We will measure our effectiveness through monitoring the proportion of babies born at a low birth weight.



Source: Department of Health, NI health and social care inequalities monitoring system (HSCIMS)
<https://www.health-ni.gov.uk/publications/ni-health-and-social-care-inequalities-monitoring-system-hscims-health-inequalities>

Current Status: The proportion of babies born at a low birth weight has remained broadly consistent since 2005 and stood at 6.3% in 2014. We want to work across government and with families to deliver a reduction in this proportion. We are committed to improving early child development. A vital and productive society with a prosperous and sustainable future is built on a foundation of healthy child development. Action to reduce health inequalities should start before birth and be followed through the life of the child. If children are denied relatively simple interventions in their early years, their emotional well being, cognitive and social development, academic aptitude and ability to generate income or get a job will suffer. Premature illness in adult life can be a direct result of failure to intervene effectively in the early years.

In order to help identify and address potential barriers to a child's early development and determine the effectiveness of our early interventions, we will track the % of children who are at the appropriate stage of development in their immediate pre-school year.

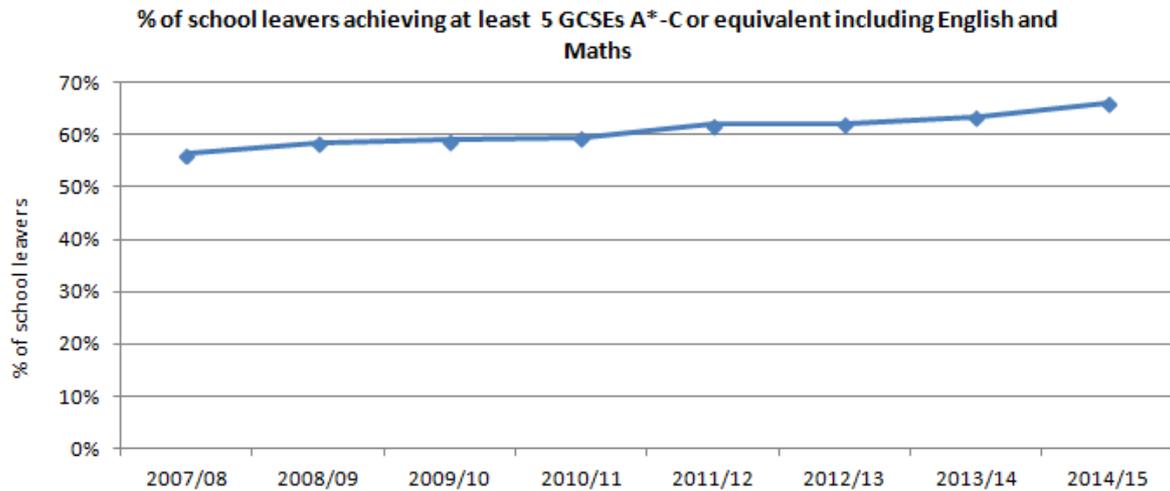
Current Status: This is a new measure being introduced in autumn 2016. Putting baselines in place and establishing regular monitoring arrangements forms part of the data development agenda for the Programme for Government.

We want every school to be a good school. While a nurturing home learning environment is crucial for all children, the quality of provision in our schools is a significant factor in ensuring that they develop and achieve in line with their potential. The evidence is clear as regards the impact of high-quality teaching and learning through a broad, balanced, relevant and stimulating curriculum in well led schools. We want all of our young people to have access to education in schools that provide a positive and enriching learning environment. We will therefore take action to support schools and measure our effectiveness by measuring the increase in the % of schools found, on inspection, to be good or better.

Current status: Putting baselines in place and establishing regular monitoring arrangements in relation to this measure forms part of the data development agenda for the Programme for Government.

We are determined to deliver further improvement in educational outcomes.

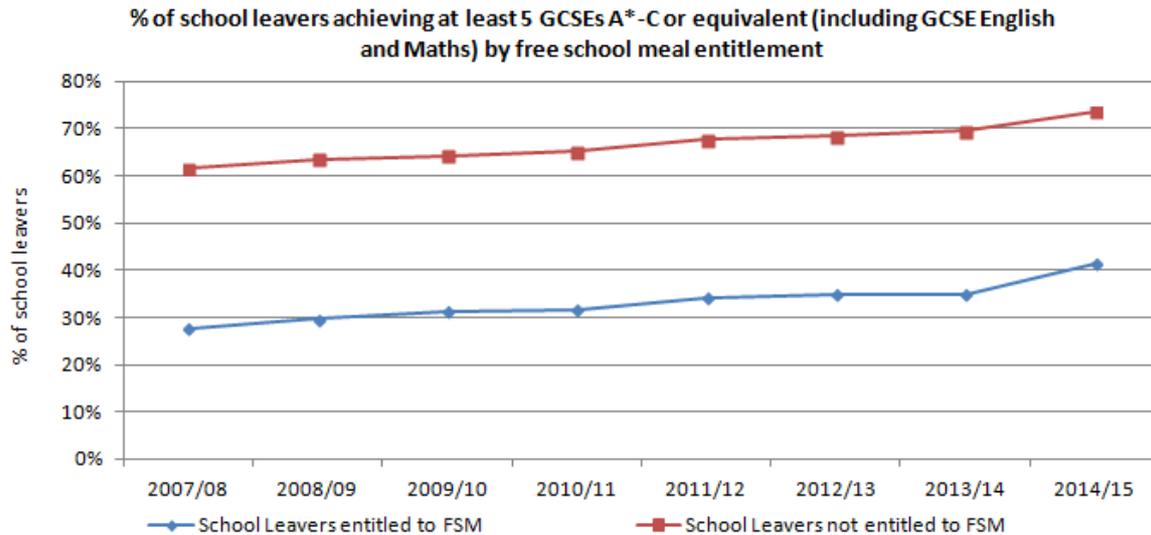
We will use the % of school leavers achieving at or above Level 2 as an indicator of our effectiveness, recognising the strength of the relationship between attainment at this level and young people’s future life chances.



Source: Department of Education, Qualifications and Destinations of School Leavers
<https://www.education-ni.gov.uk/articles/school-leavers>

Current Status: In 2014/15, 66% of school leavers here achieved at least five GCSEs at grades A*-C or equivalent, including GCSE English and Maths. This is an increase from 63.5% in 2013/14, and 56.3% in 2007/08.

We are committed to taking action to reduce educational inequality and will use as our primary indicator the gap between % of non-FSME school leavers and % of FSME school leavers achieving at or above Level 2. We will also monitor the gap between girls and boys and the achievement of children with special educational needs or who face other barriers to learning.

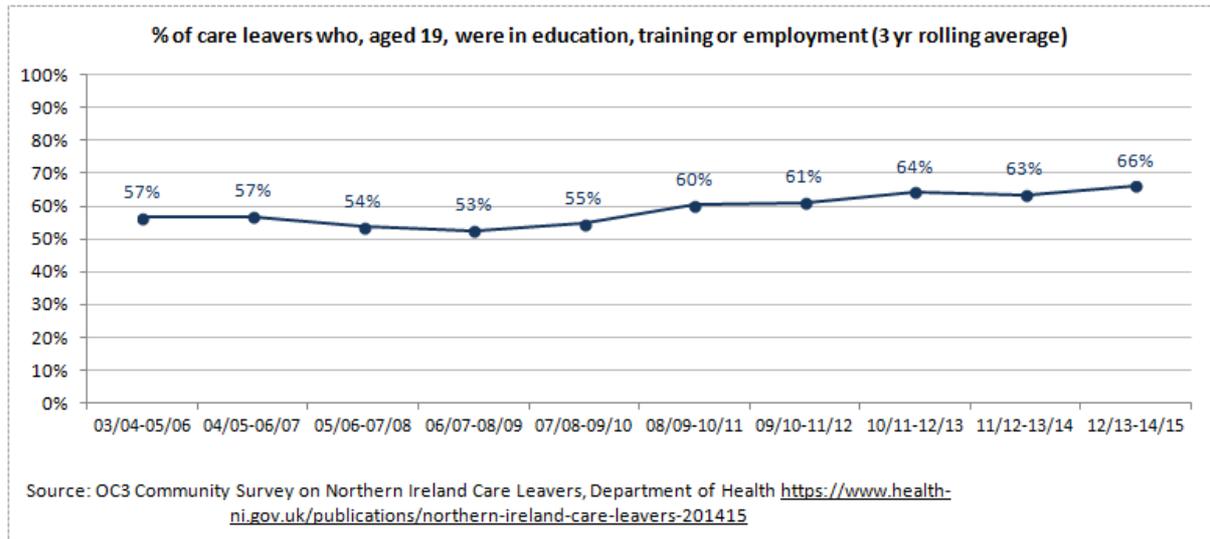


Source: Department of Education, Qualifications and Destinations of School Leavers
<https://www.education-ni.gov.uk/articles/school-leavers>

Current Status: The proportion of school leavers entitled to free school meals (FSME) achieving at or above Level 2 has increased from 27.7% in 2007/08 to 41.3% in 2014-15. The proportion of school leavers entitled to FSM achieving at this level is only somewhat more than half that of those not entitled to FSM (73.7% in 2014/15). Over recent time, this gap has remained relatively constant in absolute terms.

We are committed to improving support for looked after children and will use as the primary indicator of our effectiveness the % of care leavers who, aged 19, were in education, training or employment. Evidence indicates that providing stable, nurturing environments for children and young people has a significant positive impact on their long term wellbeing.

Looked after children face particular challenges in this regard – and as a Corporate Parent, the State has a particular duty of care for them. Increasing wellbeing for this group in the long term involves providing a range of services for young people at risk of entering care; for those in care; and for those who have left care but continue to need support.



Current Status: In 2012/13-2014/15, 66% of all care leavers aged 19 in contact with HSC Trusts, and whose economic activity was known, were in education, training or employment. This was a small increase from 2011/12-2013/14 (63%), and an increase from 2003/04-2005/06 (57%).

Links to Delivery Plans

Links to all Delivery Plans for this Outcome are available here:

<https://www.northernireland.gov.uk/sites/default/files/publications/newnigov/pfg-outcomes-chart.pdf>

Accessible version here:

<https://www.northernireland.gov.uk/sites/default/files/publications/newnigov/pfg-outcomes-chart-accessible.pdf>

What will we do?

1. We will give children the best start in life

Establish a “core care pathway for antenatal care” as part of the Healthier Pregnancy programme

Adopt and embed a coordinated and collaborative approach to the investment in and implementation of early childhood development policies and programmes to improve the social and emotional development of children aged 0-4

Engage, empower and support parents in their role as their child’s first and ongoing educator

Extend responsive, quality provision in early childhood education and care initiatives for families with children aged 3-4 of up to 38 weeks per year.

Develop a regional approach to measuring children’s development in their immediate pre-school year, and put in place timely interventions

Improve the quality of early childhood development services by increasing the capacity of the workforce.

2. We will bring a renewed focus to Looked After Children

Implement Looked-After Children and Family Support Strategies to:

Promote Early Intervention across government

Enhance Family Support Hubs

Pilot a Family Drug & Alcohol Court (FDAC)

Implement findings of Care Proceedings Pilot

Expand routes to permanence

Implement and sustain the Home on Time Project

Extend Therapeutic Provision for LAC

Test Relationship Building models

Pilot a LAC Champion with the Education Authority

Review Specialist Children's Provision

Extend Going the Extra Mile (GEM) provision

Develop a range of after-care supports, including improved housing options and better access to education, training and employment

Ensure that former LAC have access to a personal advisor

3. We will achieve better education outcomes

Revise the system-level and school-level evaluation structures to support the highest-quality educational provision and outcomes by creating a dashboard of measures

Develop strong, coherent messages about what is valued in education and a shared understanding of what partners can do to support our young people

Support schools to innovate and collaborate in focussing efforts to tackle underachievement

Continue and increase momentum in Area Planning in effectively implementing the Sustainable Schools Policy and Area Plans will support the delivery of improved educational provision and enhance the network of sustainable schools.

Support more effective engagement with parents to help them support their children's education, from the earliest stages through to their leaving school

Put in place structured means by which schools, parents, employers and other stakeholders can meet, engage, inform, support and learn