Programme for Government 2011-15
building a better future
Contacting Us

If this document is not in a format that meets your needs please contact the Programme for Government Team.

This document is also available on the following internet site:
http://www.northernireland.gov.uk

You can contact us at the address below or by:
Email: pfg@ofmdfmni.gov.uk
Telephone: 028 9052 0584
Fax: 028 9052 3323
Textphone: 028 9052 2526

Policy Secretariat
Office of the First Minister and deputy First Minister
Room E3.19
Block E, Castle Buildings
Stormont Estate
Belfast
BT4 3SR
Programme for Government
2011-15

Our Commitments 5
Where We Are 15
Our Approach 21
Our Priorities 27

PRIORITY 1: Growing a Sustainable Economy and Investing in the Future 30-35
PRIORITY 2: Creating Opportunities, Tackling Disadvantage and Improving Health and Well-Being 36-41
PRIORITY 3: Protecting Our People, the Environment and Creating Safer Communities 42-47
PRIORITY 4: Building a Strong and Shared Community 48-51
PRIORITY 5: Delivering High Quality and Efficient Public Services 52-55

ANNEX 1: Programme Arrangements 56
ANNEX 2: Equality and Sustainability 57
OUR COMMITMENTS

Devolution means local people setting the priorities for the future. The primary focus of your Executive for the next four years will be to grow the economy and tackle disadvantage. Through the consultation period we have listened and ensured that our priorities are your priorities.
In this document we make 82 commitments. Through consultation with you, we recognise that there are particular commitments that matter most.

- Contribute to rising levels of employment by supporting the promotion of over 25,000 new jobs;

- Achieve £1 billion of investment in the Northern Ireland economy which includes £375 million as a result of Foreign Direct Investment; £400 million from indigenous businesses supported by Invest NI and £225 million as a result of the Jobs Fund;

- Increase visitor numbers to 4.2 million and tourist revenue to £676 million by December 2014;

- Support young people into employment by providing skills and training;

- Reform and modernise the delivery of Health and Social care.
We will;

• contribute to rising levels of employment by supporting the promotion of over 25,000 new jobs;

• achieve £1 billion of investment in the Northern Ireland economy which includes £375 million as a result of Foreign Direct Investment; £400 million from indigenous businesses supported by Invest NI and £225 million as a result of the Jobs Fund;

• press for the devolution of Corporation Tax and reduce its level;

• include Social Clauses in all public procurement contracts for supplies, services and construction;

• increase the value of manufacturing exports by 20%;

• support £300 million investment by businesses in R&D, with at least 20% coming from Small and Medium sized Enterprises;

• increase visitor numbers to 4.2 million and tourist revenue to 676 million by December 2014;

• aid liquidity of Small and Medium Size Enterprises through a £50 million loan fund;

• facilitate delivery of the Executive’s 20% target for increased drawdown of competitive EU funds;

• develop and implement a Strategy to reduce economic inactivity through skills, training, incentives and job creation;

• ensure 90% of large scale investment planning decisions are made within 6 months and applications with job creation potential are given additional weight;

• support 200 projects through the Creative Industries Innovation Fund;

• develop sports stadiums as agreed with the IFA, GAA and Ulster Rugby;

• deliver 8,000 social and affordable homes;

• introduce extension of Small Business Rate Relief Scheme to 2015;

• hold the Regional Rate increases to the rate of inflation;

• eliminate Air Passenger duty on direct long haul flights;
• invest in social enterprise growth to increase sustainability in the broad community sector;

• establish the new 11 council model for Local Government by 2015;

• make the Education and Skills Authority operational in 2013;

• implement a levy on single use carrier bags by 2013 and extend this to reusable bags from 1 April 2014;

• continue to work towards a reduction in greenhouse gas emissions by at least 35% on 1990 levels by 2025;

• encourage achievement of 20% of electricity consumption from renewable sources and 4% renewable heat by 2015;

• work towards halting the loss of biodiversity by 2020;

• achieve a household recycling or composting rate of 45% by the end of March 2015;

• host the World Police and Fire Games in 2013;

• support the successful hosting of the 2012 Irish Open and build on that success to secure a further international golf event;

• introduce and support a range of initiatives aimed at reducing fuel poverty across Northern Ireland including preventative interventions;

• improve thermal efficiency of Housing Executive stock and ensure full double glazing in its properties;

• deliver at least 30 Schemes to improve landscapes in public areas to promote private sector investment in towns and cities across Northern Ireland;

• establish an advisory group to assist Ministers in alleviating hardship including any implications of the UK Government’s Welfare Reform Programme;

• develop Maze/Long Kesh as a regeneration site of regional significance;

• develop the ‘One Plan’ for the regeneration of Derry/Londonderry, incorporating the key sites at Fort George and Ebrington;

• provide financial and other support across government to ensure the success of the Derry/Londonderry City of Culture 2013;

• provide financial and other support across government to ensure the success of the Our Time Our Place Initiative in 2012 including marking the centenary of Titanic’s Maiden Voyage;
• provide £40 million to address dereliction and promote investment in the physical regeneration of deprived areas through the Social Investment Fund;
• invest £40 million to improve pathways to employment, tackle systemic issues linked to deprivation and increase community services through the Social Investment Fund;
• publish and implement a Childcare Strategy with key actions to provide integrated and affordable childcare;
• deliver a range of measures to tackle poverty and social exclusion through the Delivering Social Change delivery framework;
• agree any changes to post-2015 structures of Government in 2012;
• publish the Cohesion, Sharing and Integration Strategy to build a united community and improve community relations;
• use the Social Protection Fund to help individuals and families facing hardship due to the current economic downturn;
• improve online access to government services;
• extend age discrimination legislation to the provision of goods, facilities and services;
• fulfil our commitments under the Child Poverty Act to reduce child poverty;
• substantially complete the construction of the new Police, Prison and Fire Training College;
• actively seek local agreement to reduce the number of ‘peace walls’;
• tackle crime against older and vulnerable people by more effective and appropriate sentences and other measures;
• reform and modernise the Prison Service;
• reduce the level of serious crime;
• improve community safety by tackling anti-social behaviour;
• improve access to Justice;
• upgrade the Coleraine to Derry/Londonderry railway line;
• for households, ensure no additional water charges during this Programme for Government;
• maintain a high quality of drinking water and improve compliance with waste water standards by investing £668m in water and sewerage infrastructure;
• ensure there are no increases in student fees beyond the rate of inflation for Northern Ireland students studying here;
• progress the upgrade of key road projects and improve the overall road network to ensure that by March 2015 journey times on key transport corridors reduce by 2.5%;
• invest over £500m to promote sustainable modes of travel;
• by 2015 create the conditions to facilitate at least 36% of primary school pupils and 22% of secondary school pupils to walk or cycle to school as their main mode of transport;
• introduce a package of measures aimed at improving Safeguarding Outcomes for Children and Vulnerable Adults;
• increase uptake in economically relevant Science, Technology, Engineering and Mathematics (STEM) places;
• significantly progress work on the plan for the Lisanelly Shared Education campus as a key regeneration project;
• increase the overall proportion of young people who achieve at least 5 GCSEs at A* - C or equivalent including GCSEs in Maths and English by the time they leave school;
• improve literacy and numeracy levels among all school leavers, with additional support targeted at underachieving pupils;
• upskill the working age population by delivering over 200,000 qualifications;
• support people (with an emphasis on young people) into employment by providing skills and training;
• ensure that at least one year of pre-school education is available to every family that wants it;
• establish a Ministerial advisory group to explore and bring forward recommendations to the Minister of Education to advance shared education;
• ensure all children have the opportunity to participate in shared education programmes by 2015;
• substantially increase the number of schools sharing facilities by 2015;
• reconfigure, reform and modernise the delivery of Health and Social Care services to improve the quality of patient care;
• by the end of 2014/15, to have implemented new structures to support the improved delivery of housing services to the citizens of Northern Ireland;
• allocate an increasing percentage of the overall health budget to public health;
• improve patient and client outcomes and access to new treatments and services;
• further reduce the levels of sick absence across the Northern Ireland Civil Service;
• enrol people who have a long-term (chronic) condition, and who want to be enrolled, in a specialist chronic condition management programme;
• invest £7.2 million in programmes to tackle obesity;
• bring forward a £13 million package to tackle rural poverty and social and economic isolation in the next three years;
• eradicate brucellosis in cattle by March 2014;
• develop a strategic plan for the Agri-food sector;
• advance the relocation of the Headquarters of the Department of Agriculture and Rural Development to a rural area by 2015;
• develop and implement a Financial Capability Strategy for consumers.

This Programme for Government is a visible commitment by the Executive to work with you through the issues which we all face and to provide the groundwork for economic and social recovery. It aims to highlight the actions we will take to deliver our number one priority – a vibrant economy which can transform our society while dealing with the deprivation and poverty which has affected some of our communities for generations.
The Executive is faced with significant financial constraints due to a substantial reduction in the block grant. This is the backdrop against which we have to operate. The consequences on funding and investment will be severe. However, we are committed to mitigating the worst impacts of these imposed cuts and to ensuring that the most vulnerable and disadvantaged in our society are protected.

We are also committed to addressing regional imbalance as we move ahead.

Equality is an important issue for the Executive and society alike. Inequalities do exist and we will work hard to eliminate these. Our policies and programmes will be designed in ways that ensure we can address inequality and unfairness and create conditions that support inclusion and equality of opportunity.

As a practical expression of this commitment, we have undertaken a strategic Equality Impact Assessment (EQIA) on this Programme for Government. The EQIA has also been issued for public consultation and, when finalised, it will be used to inform the delivery, and where necessary, any review of this Programme for Government.

Over the past three years, the previous Executive made significant progress towards the achievement of its Key Goals and Commitments and Public Service Agreements set out in the previous Programme for Government. That work forms the basis for the next four years. We intend to repay the trust you have placed in us as elected representatives by doing all we can to tackle the difficult issues and deliver results for all our people.

This new Programme for Government offers a fresh opportunity to look at the Executive’s policies and programmes. We want a Programme for Government which contains a clear set of commitments with an emphasis on delivering results that everyone can see in their daily lives.

This is a challenging time worldwide. The financial constraints, economic recession, and other issues which affect people’s day to day lives and which have a particular impact on some of our most vulnerable people and communities are a challenge for us all. However, we need to appreciate and make the most of our assets: peace; political stability; a young, skilled and increasingly diverse population; increased tourism potential; growth in creative industries and a strong entrepreneurial tradition. Given the opportunity, we can all make a tremendous contribution to creating a better future.
In tackling this challenging agenda, we have consciously set ourselves ambitious and stretching commitments and milestones. This determination to make a real difference demands effective collaboration and, within the programme as well as working more effectively across Government Departments, we are signalling our intention to work in partnership with the private and the voluntary and community sectors in ways that will deliver tangible outcomes. While the Executive has a central role in transforming our society, we recognise that the public sector cannot achieve this transformation singlehandedly. Our aim must be to both secure reforms, where they are needed, and also to ensure that we recognise the importance of those who are already working hard to change the communities in which they live and work.

In the course of consulting with you on this Programme for Government, we have been encouraged to learn that there is a broad recognition that our priorities and actions are well focused and capable of stimulating growth, creating opportunity, nurturing talent and, where required, providing care and support. Your voice has formed the narrative of this document; you have spoken, and your Executive has listened.

The Committee for the Office of the First Minister and deputy First Minister led in the co-ordination of responses to the draft Programme for Government from Assembly statutory committees and, usefully, highlighted areas for consideration that has led to improvements in this final version. We would like to extend our sincere thanks to everyone who has contributed in the shaping of this document, and we look forward to working together in delivering its outcomes.

Our aim is to build a shared and better future for all. The vast majority of people here want us to succeed in delivering on our commitments and improving the opportunities available to this generation and the next. We do not intend to let them down.

Rt. Hon Peter Robinson MLA
First Minister

Martin McGuinness MP MLA
deputy First Minister
Where We Are
2 WHERE WE ARE

In reading the Programme for Government, it is important to understand what has already been achieved and what needs to be done.

During the term of the previous Executive, a range of important initiatives were delivered which will benefit people now and for many years into the future.

These included: the devolution of policing and justice powers; significant foreign and local investment in jobs; the delivery of major infrastructure projects including roads, water, hospitals, housing, schools and public transport; the physical regeneration of cities and towns; the development of urban and rural communities and the roll-out of broadband networks.
Some specific examples include:

- We delivered gross capital investment of £1.4 billion in 2007-08, £1.7 billion in 2008-09 and £1.7 billion in 2009-10 through our Investment Strategy (ISNI). This compares to just £1 billion in 2003-04;

- InvestNI secured almost £2.6 billion in investment commitments and £487 million in annual salaries; promoted 15,565 new jobs; safeguarded 5,329 existing jobs; and supported 8,267 new local business starts between 2007/08 and 2009/10;

- Over £140 million spent on the continued regeneration of our most disadvantaged areas through the Neighbourhood Renewal Programme over the last 7 years to improve economic, social and physical conditions;

- £77.5 million spent in 2008-11 on urban regeneration projects which include the transformation of the City Centre of Derry/Londonderry, the new Peace Bridge over the Foyle, the Belfast Streets Ahead project (implemented to transform Belfast City Centre) and major public realm improvements;

- In 2010/11, 50% of all planning applications were decided within 11 weeks, and 89% of all applications decided were approved;
• Improved journey times and safety on Key Transport Corridors due to completion of a number of major road schemes, including: the M1 / Westlink project; the M2 improvement scheme; improvements on the A1 Belfast-Dublin road; dualling of the A4 Dungannon to Ballygawley; new dual carriageway on the A2 from Broadbridge / Maydown to City of Derry Airport; and a dual carriageway link facilitating through traffic on the A26 / M2 Ballee Road East, Ballymena;

• 2010 saw the lowest number of road deaths since records began in 1931. Figures show that there were a total of 55 road deaths in 2010, 60 fewer than in 2009 and equating to an unprecedented fall of over 50%. The fall in serious injuries was around 14%;
• A range of new Health and Social Care developments, including: Altnagelvin £33 million South Wing; Down new £64 million hospital; Craigavon Area Hospital new £9.4 million trauma and orthopaedic facility; £17 million capital investment in 60 new ambulances and a range of Primary Care infrastructure projects; work continues to progress well on the construction of the £235 million new hospital at Enniskillen, which is due for completion in the early summer of 2012 and the £143 million new critical care block at the Royal Victoria Hospital, which is due for completion by the end of 2012.

• In the 3 years ended March 2011, the Employment Service helped 96,626 people find work, which exceeded by 38% their 3 year target (to assist 70,000 people into work);

• Introduced a new school improvement policy which has seen the percentage of school leavers achieving at least 5 GCSEs at A*-C (or equivalent) including GCSE English and Maths increasing from 53% to 59%;

• Since May 2007 to April 2011, 53 major capital school projects have been completed representing an investment of £492 million in our schools estate;

• Investment of more than £1 billion in improvements to water infrastructure and completion of the £160 million Belfast Sewers Project resulting in improvements to water quality in the River Lagan and reducing the risk of flooding;

• The passage of the Justice Bill, the first justice legislation to be passed by the Assembly in over 40 years, and an important milestone in reshaping the justice system to better meet local needs and conditions;
WHERE WE ARE

• 10 year Victims Strategy published and agreed and £36 million was secured for work with victims and survivors for the period 2008-11;

• Through the Rural Development Programme DARD has invested over £250 million in protecting and enhancing the rural environment and contributing to the development of competitive and sustainable rural businesses and thriving communities;

• £17.7 million refurbishment of the Ulster Museum – over one million visitors since re-opening and success in a number of prestigious awards including the UK-wide Art Fund Prize in June 2010 and the Sandford award for Museum and Heritage Education;

• £97 million Titanic Signature Building will be completed in 2012 as will the Giants Causeway Visitor Centre;

• NI Direct established as the premier online platform for government information and services – nearly 6 million visits since launch.
Our Approach
The Executive has taken the important step of making the economy the top priority in this Programme for Government.

The most immediate challenges lie in supporting economic recovery and tackling disadvantage. In particular, we need to rebuild the Northern Ireland labour market following the impact of the global economic downturn while also continuing to rebalance the economy to increase living standards. While doing this, we are committed to growing a sustainable economy and investing in the future; tackling disadvantage; improving health and wellbeing; protecting our people and the environment; building a strong and shared community and; delivering high quality services. Equality of opportunity and sustainability are our underpinning principles.
It is by adherence to these principles that we will work towards our goal of a shared and better future for all; all of our policies and programmes across Government will be built upon the values of equality and fairness and the ethics of inclusion and good relations. Since coming into Government, much progress has been made, and we remain as committed as ever to achieving this goal. The Executive has an overarching responsibility - and the collective will - to proactively change the patterns of social disadvantage that
have existed historically, and remain today, by using increased prosperity and economic growth as mechanisms to tackle ongoing poverty.

The challenge of delivering on these goals rests with all of us, and we must develop new and innovative measures in response. This may be through the evolution of policies or the creation and delivery of new programmes to support the fight against socio-economic disadvantage. The primary objective of these efforts remains the effective targeting of resources towards those in greatest objective need.

The aim of the rebuilding and rebalancing of the Northern Ireland economy, in the aftermath of a sustained global economic downturn, will remain the principal goal of the Executive’s collective efforts. Our vision for the Northern Ireland economy is based on a sustainable and growing private sector, with a highly skilled and flexible workforce operating in productive and innovative firms that are competitive in global markets.

We must also recognise the challenges we face in the coming years, particularly when set against the reduction in public expenditure available to the Executive. The constriction of public spending will mean tough choices will have to be made.

The targeting of our activities and resources in priority areas will ensure that we stimulate action and interventions to increase productivity and competitiveness, and enable local companies to grasp opportunities. These will, in turn, generate employment and wealth and also ensure that everyone, including the most vulnerable within our society, will have the opportunity to contribute to, and benefit from, increased prosperity. We also recognise that actions to address poverty and tackle disadvantage are prerequisites for social progress and are intrinsic to the creation of a peaceful, fair and prosperous society with respect for the rule of law in Northern Ireland.
We are determined that the wealth and prosperity we are seeking will be used to help reduce poverty, promote equality and tackle existing patterns of disadvantage and division. We are also committed to building an economy that provides opportunities for the present, without compromising the ability of future generations to meet their own needs. We will be guided by the following principles when rebalancing and rebuilding our economy:

• **Balanced sub-regional growth:** we will ensure that all sub regions are able to grow and prosper;

• **Equality:** we will ensure that no section of the community is left behind; equality of opportunity, fairness, inclusion and the promotion of good relations will be watchwords for all our policies and programmes across Government and;

• **Sustainability:** sustainability policy is driven by intergenerational equity – securing a positive quality of life for present and future generations. To realise this, and to make sustainable development a hallmark of 21st Century government here, we will work together, across and beyond organisational and social boundaries to promote and encourage its recognition and acceptance.

Our North/South and East/West links are important in helping us to deliver our priorities and we are committed to developing these through day-to-day contact between administrations as well as formal structures such as the North South Ministerial Council, the British Irish Council and the Joint Ministerial Council. Through these activities and mechanisms, we will continue to work closely with the British and Irish Governments and other administrations in ways that are both practical and mutually advantageous.

This will bring benefits in terms of transport, infrastructure, trade and enterprise and support progress across important sectors such as agriculture, tourism and health. It will also help us to tackle major issues such as social exclusion, barriers to mobility and fighting crime.
The Executive faces many challenges in delivering the kind of future that we all want and deserve.

To address these, and to make the most of the opportunities available to us now and in the future, we intend to focus our time and energies in delivering five key strategic, interconnected and inter-dependent priorities.

We regard our priorities as collectively contributing to, and consolidating, both effort and effect. We recognise that we cannot simply grow the economy at the expense of disregarding our endeavours to transform society and enhance our environment. A strong modern economy is built upon a healthy, well-educated population backed by high quality public services and a commitment to use prosperity as a means of tackling disadvantage. This, in turn, will lead to a tolerant, stable and inclusive society that has the skills necessary to attract investment and promote growth. This is why the Executive – and the vast majority of
those responding to the Programme for Government consultation – consider it imperative that economic growth and wealth creation is achieved in a way that is both fair and sustainable if we are to meet the needs of today as well as those of the future.

Our priorities are:

- Growing a Sustainable Economy and Investing in the Future
- Creating Opportunities, Tackling Disadvantage and Improving Health and Wellbeing
- Protecting Our People, the Environment and Creating Safer Communities
- Building a Strong and Shared Community
- Delivering High Quality and Efficient Public Services

It is essential to recognise the inter-relationships that exist between our priorities. It is not intended that these are looked at hierarchically, but rather that they are seen as being a suite of complementary areas for action; each of which has the potential to positively impact on others.

All departments of Government must work together to produce policies, plans and strategies – the building blocks – that are consistent with the priorities we have identified and with a focus on delivery. In addition, Government, as a whole, must act collaboratively with partners in the private, community and voluntary sectors to assure, and positively maximise, the impacts of our work.
Priority 1: Growing a Sustainable Economy and Investing in the Future

The primary purpose of this Priority is to achieve long term economic growth by improving competitiveness and building a larger and more export-driven private sector. To do this we must rebuild the labour market in the wake of the global economic downturn and rebalance the economy to improve the wealth and living standards of everyone.

Priority 1:

This means:

- more jobs
- more people in work
- a better educated and more highly skilled workforce
- a healthier population, and a competent and confident well-educated and more highly skilled workforce
- acting to improve the mental health and wellbeing of our people
- enhanced economic infrastructure
- encouraging innovation and R&D
- developing the Green economy
- growing the private sector
Our Building Blocks include:

- The Economic Strategy
- The Investment Strategy (ISNI)
- The Skills Strategy
- The Essential Skills Strategy
- Employment Service Strategy
- The Revised curriculum and the Entitlement Framework
- Every School a Good School – A Policy for School Improvement
- The Higher Education Strategy
- The Regional Development Strategy
- The Tourism Strategy
- Regional Transportation Strategy
- NI Rural Development Plan
- Common Agricultural and Common Fisheries Policies
- ‘European Priorities’
- The Social Economy Enterprise Strategy
- Success through Science Technology Engineering and Mathematics
- Assured Skills Programme
- Strategic Energy Framework
- Investing for Health
- Innovation Strategies
- All-Island Animal Health and Welfare Strategy
- Agri-Food Strategy
- Creative Industries Innovation Fund
- World Police and Fire Games 2013
- European Social Fund Programme
- New Urban Regeneration and Community Development Framework
- Health and Safety at Work Strategy
- Planning Reform Programme
- Marine Planning
- Sustainable Development Strategy
- Sustainable Rural Communities
- £4 million Research Programme with the aim of eradicating Tuberculosis in cattle
Once the outcome in devolving corporation tax powers is known, we will undertake further work to reassess the degree to which we can further strengthen the ambitious nature of the overarching economic goals set out below

<table>
<thead>
<tr>
<th>KEY COMMITMENTS</th>
<th>MILESTONES / OUTPUTS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Contribute to rising levels of employment by supporting the promotion of over 25,000 new jobs (DETI)</strong></td>
<td>Promote 13,300* jobs [2012/13 milestone includes 2011/12 figures] Promote 19,500 jobs (cumulative) Promote 25,000 jobs (cumulative)</td>
</tr>
<tr>
<td><strong>Press for the devolution of Corporation Tax and reduce its level (DFP / OFMDFM / DETI)</strong></td>
<td>Press for a UK government decision, through participation in Joint Ministerial Working Group Work to ensure that required Westminster and Assembly legislation is in place to give effect to any Executive decisions Executive announcement of rate of corporation tax for Northern Ireland</td>
</tr>
<tr>
<td><strong>Achieve £1 billion of investment in the Northern Ireland economy (DETI)</strong></td>
<td>Secure total investment of £550.0m* Secure total investment of £320.5m To have secured total investment of at least £1 billion</td>
</tr>
<tr>
<td><strong>Increase the value of manufacturing exports by 20% (DETI)</strong></td>
<td>Increase the value of manufacturing exports by 6 percentage points Increase the value of manufacturing exports by 7 percentage points Increase the value of manufacturing exports by 7 percentage points</td>
</tr>
<tr>
<td><strong>Support £300 million investment by businesses in R&amp;D, with at least 20% coming from Small and Medium sized Enterprises (DETI)</strong></td>
<td>Support £150m investment in R&amp;D* Support £75m investment in R&amp;D Support £75m investment in R&amp;D</td>
</tr>
<tr>
<td><strong>Increase visitor numbers to 4.2 million and tourist revenue to £676 million by December 2014 (DETI)</strong></td>
<td>Increase tourism revenue to £591.1m and tourism visitor numbers to 3.47m Increase tourism revenue to £625m and tourism visitor numbers to 3.6m Increase tourism revenue to £676m and tourism visitor numbers to 4.2m</td>
</tr>
<tr>
<td><strong>Aid liquidity of Small and Medium Size Enterprises (SMEs) through a £50 million loan fund (DETI) (£28 million in the three years covered by the Programme for Government)</strong></td>
<td>Support 50 SMEs by providing loans valued at £8m Support 50 SMEs by providing loans valued at £10m Support 50 SMEs by providing loans valued at £10m</td>
</tr>
<tr>
<td><strong>Ensure 90% of large scale investment planning decisions are made within 6 months and applications with job creation potential are given additional weight (DOE)</strong></td>
<td>60% of large scale investment planning decisions are made within 6 months 75% of large scale investment planning decisions are made within 6 months 90% of large scale investment planning decisions are made within 6 months</td>
</tr>
<tr>
<td><strong>Introduce extension of Small Business Rate Relief Scheme to 2015 (DFP)</strong></td>
<td>Ensure legislative and operational changes will be effective Review operation of scheme</td>
</tr>
<tr>
<td><strong>Hold the Regional Rate increases to the rate of inflation (DFP)</strong></td>
<td>Secure approval to Rates Order Secure approval to Rates Order Secure approval to Rates Order</td>
</tr>
<tr>
<td>Key Commitments</td>
<td>Milestones / Outputs</td>
</tr>
<tr>
<td>--------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Eliminate Air Passenger duty on direct long haul flights (DFP)</strong></td>
<td><strong>2012/13</strong> Agree policy, administrative and financial arrangements with UK Government and EU (as appropriate)</td>
</tr>
<tr>
<td></td>
<td><strong>2013/14</strong> Work to ensure that required Westminster and Assembly legislation is in place to devolve power to Assembly to set Air Passenger Duty on direct long haul flights</td>
</tr>
<tr>
<td></td>
<td><strong>2014/15</strong> Work to ensure progress of Assembly Bill in order to reduce the Northern Ireland rate of APD on direct long haul flights to zero</td>
</tr>
<tr>
<td><strong>Invest in social enterprise growth to increase sustainability in the broad community sector (DSD)</strong></td>
<td><strong>2012/13</strong> Develop and implement policy framework on Community Asset Transfer with support from DFP.</td>
</tr>
<tr>
<td></td>
<td><strong>2013/14</strong> Provide opportunities to support social enterprise growth.</td>
</tr>
<tr>
<td></td>
<td><strong>2014/15</strong> Baseline existing social enterprise activity with the voluntary and community sector in Northern Ireland, identifying opportunities for growth and communicating these across Government and the sector through such channels as the Joint Voluntary and Community Sector Forum</td>
</tr>
<tr>
<td><strong>Encourage achievement of 20% of electricity consumption from renewable sources and 4% renewable heat by 2015 (DETI)</strong></td>
<td><strong>2012/13</strong> 12% electricity consumption from renewable sources - subject to adequate grid reinforcement being approved by NIAUR 2% Renewable Heat</td>
</tr>
<tr>
<td></td>
<td><strong>2013/14</strong> 15% electricity consumption from renewable sources - subject to adequate grid reinforcement being approved by NIAUR 3% Renewable Heat</td>
</tr>
<tr>
<td></td>
<td><strong>2014/15</strong> 20% electricity consumption from renewable sources - subject to adequate grid reinforcement being approved by NIAUR 4% Renewable Heat</td>
</tr>
<tr>
<td><strong>Support 200 projects through the Creative Industries Innovation Fund (DCAL)</strong></td>
<td><strong>2012/13</strong> 100 projects overall</td>
</tr>
<tr>
<td></td>
<td><strong>2013/14</strong> 150 projects overall</td>
</tr>
<tr>
<td></td>
<td><strong>2014/15</strong> 200 projects overall</td>
</tr>
<tr>
<td><strong>Develop Maze/Long Kesh as a regeneration site of regional significance (OFMDFM)</strong></td>
<td><strong>2012/13</strong> Launch of Development Plan for Maze/Long Kesh</td>
</tr>
<tr>
<td></td>
<td><strong>2013/14</strong> “Balmoral Show” at Maze/Long Kesh</td>
</tr>
<tr>
<td></td>
<td><strong>2014/15</strong> Commencement of site infrastructure works at Maze Long/Kesh</td>
</tr>
<tr>
<td></td>
<td><strong>2014/15</strong> Private sector development partner appointed by Maze/Long Kesh Development Corporation</td>
</tr>
<tr>
<td></td>
<td><strong>2014/15</strong> Peace Building and Conflict Resolution Centre complete</td>
</tr>
<tr>
<td>KEY COMMITMENTS</td>
<td>MILESTONES / OUTPUTS</td>
</tr>
<tr>
<td>------------------</td>
<td>----------------------</td>
</tr>
<tr>
<td><strong>2012/13</strong></td>
<td><strong>2013/14</strong></td>
</tr>
<tr>
<td>Develop the ‘One Plan’ for the regeneration of Derry/Londonderry, incorporating the key sites at Fort George and Ebrington (OFMDFM)</td>
<td>1175 jobs promoted through the public, community and private sectors</td>
</tr>
<tr>
<td></td>
<td>Development framework completed, and outline planning approval for Ebrington and Fort George secured</td>
</tr>
<tr>
<td></td>
<td>Opportunities for development at Ebrington opened to the market</td>
</tr>
<tr>
<td>Provide financial and other support across government to ensure the success of the Derry/Londonderry City of Culture 2013 (OFMDFM)</td>
<td>Creative industries hub in place at Ebrington</td>
</tr>
<tr>
<td>Provide financial and other support across government to ensure the success of the Our Time Our Place Initiative in 2012 including marking the centenary of Titanic’s maiden voyage (DETI)</td>
<td>Support the 2012 Events including:</td>
</tr>
<tr>
<td></td>
<td>Titanic Festival to mark the opening of the new visitor attraction and the centenary of Titanic’s maiden voyage;</td>
</tr>
<tr>
<td></td>
<td>Clipper Maritime Festival;</td>
</tr>
<tr>
<td></td>
<td>Opening of the new Giant’s Causeway Visitor Centre;</td>
</tr>
<tr>
<td></td>
<td>The 2012 Irish Open and;</td>
</tr>
<tr>
<td></td>
<td>The 50th Belfast Festival at Queen’s</td>
</tr>
<tr>
<td>Progress the upgrade of key road projects and improve the overall road network to ensure that by March 2015 journey times on key transport corridors reduce by 2.5% - against the 2003 baseline (DRD)</td>
<td>Improve the strategic road network by achieving 85% of our major works milestones</td>
</tr>
<tr>
<td>Increase uptake in economically relevant Science, Technology, Engineering and Mathematics (STEM) places (DEL)</td>
<td>233 additional places</td>
</tr>
</tbody>
</table>
### Key Commitments

<table>
<thead>
<tr>
<th>Priority One</th>
<th>Milestones / Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td><em><em>Increase the overall proportion of young people who achieve at least 5 GCSEs at A</em>-C or equivalent including GCSEs in Maths and English by the time they leave school. (DE)</em>*</td>
<td></td>
</tr>
<tr>
<td>Increase: Increase the proportion of young people from disadvantaged backgrounds who achieve at least 5 GCSEs at A*-C or equivalent including GCSEs in Maths and English (DE)</td>
<td>61%</td>
</tr>
<tr>
<td><strong>Allocate an increasing percentage of the overall health budget to public health (DHSSPS)</strong>&lt;br&gt; (This should contribute to society and the economy by tackling disadvantage)</td>
<td>Strengthen the cross-sectoral/cross-departmental drive on improving health and mental wellbeing and reducing health inequalities by setting new policy direction and associated outcomes based on the most recent bodies of evidence available</td>
</tr>
<tr>
<td><strong>Eradicate brucellosis in cattle by March 2014 (DARD)</strong></td>
<td>0.03% (confirmed annual herd incidence expressed as a percentage)</td>
</tr>
<tr>
<td><strong>Develop a strategic plan for the Agri-food sector (DARD/DETI)</strong></td>
<td>New Food Strategy Board in place and operational; strategic vision completed and agreed; funding options explored and identified</td>
</tr>
<tr>
<td><strong>Upskill the working age population by delivering over 200,000 qualifications (DEL)</strong>&lt;br&gt;<em>includes 2011/12 (Figures rounded)</em></td>
<td>105,000* qualifications</td>
</tr>
<tr>
<td><strong>Facilitate delivery of the Executive’s 20% target for increased drawdown of competitive EU funds (OFMDFM)</strong>&lt;br&gt;(Covers the following European thematic priorities: Competitiveness and employment; Innovation and technology; Climate change and energy; and Social cohesion.)&lt;br&gt;<em>2012/13 milestone includes 2011/12 figures.</em></td>
<td>Establish baseline figure for annual drawdown of funds</td>
</tr>
<tr>
<td><strong>Develop and implement a Strategy to reduce economic inactivity through skills, training, incentives and job creation (DEL / DETI)</strong></td>
<td>Develop a Strategy</td>
</tr>
</tbody>
</table>
Priority 2: Creating Opportunities, Tackling Disadvantage and Improving Health and Wellbeing

This priority seeks to address the challenges of disadvantage and inequality that afflict society and to address the relatively poor health and long-term shorter life expectancy of our population; its purpose is to stimulate interventions that break the cycle of deprivation, educational under-achievement, and to address health inequalities and poor health and wellbeing as well as economic disengagement.

Priority 2:

This means:

- less deprived communities
- increased provision of decent, affordable, sustainable housing
- introducing changes to the welfare system
- closing the gap in educational underachievement between those who are least and most disadvantaged and improving the participation of young people in education, employment and training
- greater equality of opportunity in economic participation
- improved health and wellbeing for people from deprived areas
- cross-departmental work to reduce suicides
- reduced health inequalities
- encouraging innovation and Research and Development
- integrated transport infrastructure and improved public transport
Our Building Blocks include:

- Social Investment Fund
- Social Protection Fund
- Child Poverty Strategy
- Economic Strategy
- Anti Poverty and Social Inclusion Strategy
- Young People Not in Education, Employment, or Training (NEET) Strategy
- Neighbourhood Renewal Strategy
- Benefits Uptake Strategy
- Investing for Health and its subset of public health strategies e.g alcohol and drugs, teenage pregnancies, tobacco control and sexual health
- Bamford (Mental Health and Learning Disability) Action Plan 2012-15
- Child Health Promotion Framework for Northern Ireland
- Health and Social Care Service Frameworks
- Health and Social Care 10 Year Quality Strategy
- 10 Year Strategy for Children and Young People
- Victims Strategy
- Childcare Strategy
- NI Commissioner for Children and Young People
- Mental Capacity Legislation
- Maternity Strategy
- Stroke Strategy
- National Institute for Clinical Excellence approved guidance for Health and Social Care Services
- Long term conditions policy framework
- Fuel Poverty Strategy
- European Social Fund Programme
- The Skills Strategy
- Count, Read: Succeed – A Strategy to Improve Outcomes in Literacy and Numeracy
- Rural White Paper
- Sustainable Development Strategy
- Regional Transportation Strategy
- The Investment Strategy (ISNI)
- Social and Affordable Housing Programme
- Older People’s Strategy
- European Priorities’
- Racial Equality Strategy
- Gender Equality Strategy
- Sexual Orientation Action Plan
- Commissioner for Older People
- Play and Leisure Action Plan
- UN Convention on the Rights of the Child
- UN Convention on the Rights of Persons with Disabilities
- Dementia Strategy and Action Plan
- Physical and Sensory Disability Strategy and Action Plan
- International Convention on the Elimination of All Forms of Racial Discrimination
- Convention on the Elimination of All Forms of Discrimination Against Women
- European Convention on Human Rights
<table>
<thead>
<tr>
<th>Key Commitments</th>
<th>Milestones / Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deliver 8,000 social and affordable homes (DSD) (including 2011/12 figures)</td>
<td>1,325 social and 500 affordable homes delivered</td>
</tr>
<tr>
<td>Introduce and support a range of initiatives aimed at reducing fuel poverty across Northern Ireland including preventative interventions (DSD)</td>
<td>1,275 social and 500 affordable homes delivered</td>
</tr>
<tr>
<td>Improve thermal efficiency of Housing Executive stock and ensure full double glazing in its properties (DSD) (To have the Housing Executive bring forward a strategy by March 2012 to improve the thermal efficiency of their housing stock including a programme aimed at providing full double glazing by 2014/15)</td>
<td>Implement Programme from 1 April 2012</td>
</tr>
<tr>
<td>Provide £40 million to address dereliction and promote investment in the physical regeneration of deprived areas through the Social Investment Fund (SIF) (OFMDFM)</td>
<td>Produce Strategic Action Plans identifying and prioritising needs in 8 regions of disadvantage and poverty Establish a monitoring framework and baseline targets to promote physical regeneration of the identified areas To have met all key milestones for physical regeneration</td>
</tr>
<tr>
<td>Invest £40 million to improve pathways to employment, tackle systemic issues linked to deprivation and increase community services through the Social Investment Fund (SIF) (OFMDFM)</td>
<td>Produce Strategic Action Plans identifying and prioritising needs in 8 regions of disadvantage and poverty Establish a monitoring framework and baseline targets which support identification of demonstrable improvements in levels of education, health and employment in areas experiencing high levels of deprivation To have demonstrated improvements on all short term or lead measures</td>
</tr>
<tr>
<td>Publish and implement a Childcare Strategy with key actions to provide integrated and affordable childcare (OFMDFM)</td>
<td>Develop and begin to implement strategy. Design programme to achieve £12 million of additional expenditure on improving childcare provision over the Comprehensive Spending Review period Achieve at least £3 million of expenditure and the key milestones in the Strategy Achieve remaining expenditure and the key milestones in the Strategy Evaluate the Strategy</td>
</tr>
</tbody>
</table>

**Priorities:**
- 38
- 38
- Poverty
- Northern
- Across
- Fuel
- Reducing
- Glazing
- In
- Full
- Ensure
- Double
- Improve
- Thermal
- (DSD)
- Preventative
- Interventions
- Including
- A
- And
- Introduce
- Support
- Figures
- (including
- 2011/12
- Deprivation
- Employment,
- Tackle
- Issues
- Linked
- To
- Improve
- Social
- 8,000
- (OFMDFM)
- Integrated
- Provide
- Actions
- And
- Implement
- A
- And
- Invest
- £40
- Million
- To
- Address
- Dereliction
- And
- Promote
- Investment
- In
- The
- Physical
- Regeneration
- Of
- Derived
- Areas
- Through
- The
- Social
- Investment
- Fund
- (SIF)
- (OFMDFM)
- Deliver
- £40
- Million
- To
- Improve
- Pathways
- To
- Employment,
- Tackle
- Systemic
- Issues
- Linked
- To
- Deprivation
- And
- Increase
- Community
- Services
- Through
- The
- Social
- Investment
- Fund
- (SIF)
- (OFMDFM)
- Publish
- And
- Implement
- A
- Childcare
- Strategy
- With
- Key
- Actions
- To
- Provide
- Integrated
- And
- Affordable
- Childcare
- (OFMDFM)
Deliver a range of measures to tackle poverty and social exclusion through the Delivering Social Change delivery framework. (OFMDFM)

(By co-ordinating actions between Departments, this framework aims to achieve a sustained long term reduction in poverty and an improvement in children and young people’s health, wellbeing and life opportunities. The framework will include key actions to develop an integrated policy framework to tackle multi-generational poverty, a new Victims and Survivors Service, a review of Historical Institutional Abuse and actions to ensure compliance with the United Nations Convention on the Rights of Persons with Disabilities; measures to promote the rights of people from an ethnic minority background.)

Use the Social Protection Fund to help individuals and families facing hardship due to the current economic downturn (OFMDFM)

Support people (with an emphasis on young people) in to employment by providing skills and training (DEL)

<table>
<thead>
<tr>
<th>KEY COMMITMENTS</th>
<th>MILESTONES / OUTPUTS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2012/13</td>
</tr>
<tr>
<td>Deliver a range of measures to tackle poverty and social exclusion through the Delivering Social Change delivery framework. (OFMDFM)</td>
<td>Establish and begin to implement the Delivering Social Change framework which will include projects to deliver: an integrated policy framework and supporting research to tackle multi-generational poverty and social exclusion; the £80 million Social Investment Fund; the £20 million per annum Social Protection Fund; a new Victims and Survivors Service; compliance with the United Nations Convention on the Rights of Persons with Disabilities; a review of Historical Institutional Abuse; a range of measures in support of Cohesion, Sharing and Integration to improve community relations; and a Childcare Strategy with key actions to provide integrated and affordable childcare</td>
</tr>
<tr>
<td>Use the Social Protection Fund to help individuals and families facing hardship due to the current economic downturn (OFMDFM)</td>
<td>Develop proposals which can meet immediate needs for individuals and families. Ensure that some longer term programmes are developed which can have a lasting impact as well as meeting immediate needs</td>
</tr>
<tr>
<td>Support people (with an emphasis on young people) in to employment by providing skills and training (DEL)</td>
<td>65,000*</td>
</tr>
</tbody>
</table>

* includes 2011/12 figures
### KEY COMMITMENTS

<table>
<thead>
<tr>
<th>Commitment</th>
<th>Milestones / Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fulfil our commitments under the Child Poverty Act to reduce child poverty (OFMDFM)</strong></td>
<td>2012/13: Develop an action plan to address child poverty in the context of an integrated policy framework to tackle multi-generational poverty and social exclusion. Design actions on the basis of a Poverty Outcomes Model to show which interventions will have the most significant effect in tackling child poverty. Ensure that the action plan is consistent with commitments under the Child Poverty Act. 2013/14: Implement key milestones and monitor performance through lead indicators. Ensure that this feeds into the Area Plans being developed for the £80 million Social Investment Fund and the £20 million per annum Social Protection Fund as well as the £3 million per annum Childcare Fund. 2014/15: Evaluate performance in terms of early indicators and likely impact on longer term trends.</td>
</tr>
<tr>
<td><strong>Extend age discrimination legislation to the provision of goods, facilities and services (OFMDFM)</strong></td>
<td>2012/13: Develop and consult on proposals to extend age discrimination legislation on the provision of goods, facilities and services. 2013/14: Progress legislation through the Assembly. 2014/15: Complete legislation.</td>
</tr>
<tr>
<td><strong>For households, ensure no additional water charges during this Programme for Government (DRD)</strong></td>
<td>2012/13: Pay annual customer subsidy to NIW. 2013/14: Pay annual customer subsidy to NIW. 2014/15: Pay annual customer subsidy to NIW.</td>
</tr>
<tr>
<td><strong>Ensure there are no increases in student fees beyond the rate of inflation for Northern Ireland students studying here (DEL)</strong></td>
<td>2012/13: Apply policy. 2013/14: Apply policy. 2014/15: Apply policy.</td>
</tr>
<tr>
<td><strong>Improve literacy and numeracy levels among all school leavers, with additional support targeted at underachieving pupils (DE)</strong></td>
<td>2012/13: Develop proposals to significantly improve literacy levels and thereby contribute to addressing multi-generational disadvantage. 2013/14: Implement and monitor programme. 2014/15: Implement and monitor programme.</td>
</tr>
<tr>
<td><strong>Ensure that at least one year of pre-school education is available to every family that wants it (DE)</strong></td>
<td>2012/13: Identify reasons why parents do not avail of places. 2013/14: Based on findings, implement changes to encourage parents to take up places. 2014/15: Review progress and take further actions as necessary.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MILESTONES / OUTPUTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012/13</td>
</tr>
<tr>
<td>2013/14</td>
</tr>
<tr>
<td>2014/15</td>
</tr>
</tbody>
</table>

### PRIORITY TWO

- Fulfil our commitments under the Child Poverty Act to reduce child poverty (OFMDFM)
- Extend age discrimination legislation to the provision of goods, facilities and services (OFMDFM)
- For households, ensure no additional water charges during this Programme for Government (DRD)
- Ensure there are no increases in student fees beyond the rate of inflation for Northern Ireland students studying here (DEL)
- Establish an advisory group to assist Ministers in alleviating hardship including any implications of the UK Government’s Welfare Reform Programme (OFMDFM)
- Improve literacy and numeracy levels among all school leavers, with additional support targeted at underachieving pupils (DE)
- Ensure that at least one year of pre-school education is available to every family that wants it (DE)
<table>
<thead>
<tr>
<th>KEY COMMITMENTS</th>
<th>MILESTONES / OUTPUTS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2012/13</strong></td>
<td><strong>2013/14</strong></td>
</tr>
<tr>
<td><strong>Enrol people who have a long-term (chronic) condition, and who want to be enrolled, in a dedicated chronic condition management programme (DHSSPS)</strong></td>
<td>Identify and evaluate the current baseline of patient education and self management support programmes that are currently in place in each Trust area</td>
</tr>
<tr>
<td><strong>Invest £7.2 million in programmes to tackle obesity (DHSSPS)</strong></td>
<td>Invest £2 million in tackling obesity through support of Obesity Prevention Framework</td>
</tr>
<tr>
<td><strong>Bring forward a £13 million package to tackle rural poverty and social and economic isolation in the next three years (DARD)</strong></td>
<td>Finalisation of programme to tackle poverty and isolation. Completion of necessary financial work and agreement with other Departments as necessary Implementation of various programmes Spend of £4 million</td>
</tr>
<tr>
<td><strong>Advance the relocation of the Headquarters of the Department of Agriculture and Rural Development to a rural area by 2015 (DARD)</strong></td>
<td>Carry out the necessary appraisal processes to decide on the most suitable accommodation for the DARD HQ in the future</td>
</tr>
<tr>
<td><strong>Develop and implement a Financial Capability Strategy for consumers (DETI)</strong></td>
<td>Develop Strategy</td>
</tr>
</tbody>
</table>
Priority 3: Protecting Our People, the Environment and Creating Safer Communities

This priority focuses on making real improvements to people’s health and wellbeing, both physically and mentally, enhancing community safety, achieving improved safeguarding outcomes for children and adults most at risk of harm and protecting and improving the environment in which we live.

**Priority 3:**

This means:

- improving health (mortality and morbidity) and wellbeing (including social inclusion and safeguarding)
- working together to reduce offending
- improving community safety
- strengthening legal safeguards for people who lack capacity to take decisions themselves
- improving access to justice
- promoting social guardianship
- more people recycling waste and adopting sustainable lifestyles
- improving water and sewerage services
- adapting to/mitigating the risks of climate change
- more people using sustainable modes of transport
- preserving and improving the built and natural environment
- a reduction in the number of people killed or seriously injured on our roads
Our Building Blocks include:

- Investing for Health
- Access to Justice
- Strategic Framework for Reducing Offending
- Community Safety Strategy
- Neighbourhood Renewal Strategy
- Sustainable Development Strategy
- Social and Environmental Guidance for Water and Sewerage Services
- Common Agricultural and Common Fisheries Policies
- Sustainable Rural Communities
- Environmental Programmes / Directives
- Public Safety policies and legislation
- Strategic Energy Framework
- Road Safety Strategy
- Cross-Governmental approach to Reducing Offending
- Regional Transportation Strategy
- Salmon and Eel Management Plans
- Waste Management Strategy
- Greenhouse Gas Emissions Action Plan
- Climate Change Adaptation Programme
- Air Quality Strategy
- Biodiversity Strategy
- Environmental Noise Directive
- Water Framework Directive
- Floods Directive
- The Investment Strategy (ISNI)
- European Priorities’ Cohesion, Sharing and Integration Programme
- Tacking Sexual Violence and Abuse - A Regional Strategy 2008-2013
- Strategy for Addressing Domestic Violence and Abuse
<table>
<thead>
<tr>
<th>KEY COMMITMENTS</th>
<th>MILESTONES / OUTPUTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>**Implement a levy on single use carrier bags by 2013 and extend this to reuse</td>
<td>Operational arrangements in place by 31 January 2013</td>
</tr>
<tr>
<td>able bags from April 1 2014 (DOE)</td>
<td>Subordinate legislation made under the Climate Change Act 2008 (as amended for</td>
</tr>
<tr>
<td></td>
<td>Northern Ireland) in place by 31 January 2013 to allow the levy on single use</td>
</tr>
<tr>
<td></td>
<td>carrier bags to be introduced by April 2013</td>
</tr>
<tr>
<td></td>
<td>Primary legislation and amended subordinate legislation made in time to enable</td>
</tr>
<tr>
<td></td>
<td>full charging for single use and reusable carrier bags to commence by April 2014</td>
</tr>
<tr>
<td></td>
<td>Implement levy</td>
</tr>
<tr>
<td>**Continue to work towards a reduction in greenhouse gas emissions by at least</td>
<td>To continue to project at least a 35% reduction in greenhouse gas emissions by</td>
</tr>
<tr>
<td>35% on 1990 levels by 2025 (DOE)</td>
<td>2025 based on 1990 baseline</td>
</tr>
<tr>
<td></td>
<td>To continue to project at least a 35% reduction in greenhouse gas emissions by</td>
</tr>
<tr>
<td></td>
<td>2025 based on 1990 baseline</td>
</tr>
<tr>
<td></td>
<td>To continue to project at least a 35% reduction in greenhouse gas emissions by</td>
</tr>
<tr>
<td></td>
<td>2025 based on 1990 baseline</td>
</tr>
<tr>
<td><strong>Work towards halting the loss of biodiversity by 2020 (DOE)</strong></td>
<td>Declare 15 additional Areas of Special Scientific Interest</td>
</tr>
<tr>
<td></td>
<td>Complete and publish a statutory management scheme for Rathlin Island marine</td>
</tr>
<tr>
<td></td>
<td>N2K site</td>
</tr>
<tr>
<td></td>
<td>Publish an Invasive Species Strategy</td>
</tr>
<tr>
<td></td>
<td>Make an interim set of amending Conservation Regulations by 30 April 2012, and a</td>
</tr>
<tr>
<td></td>
<td>further set of revised Regulations by 31 March 2013 that meet the EU requirements</td>
</tr>
<tr>
<td></td>
<td>of the Birds and Habitats Directives</td>
</tr>
<tr>
<td></td>
<td>Designate a further 15 Areas of Special Scientific Interest</td>
</tr>
<tr>
<td></td>
<td>Publish a revised Biodiversity Strategy</td>
</tr>
<tr>
<td></td>
<td>Consolidate Conservation Regulations</td>
</tr>
<tr>
<td></td>
<td>Designate an additional 15 Areas of Special Scientific Interest</td>
</tr>
<tr>
<td>KEY COMMITMENTS</td>
<td>MILESTONES / OUTPUTS</td>
</tr>
<tr>
<td>--------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| Achieve a household waste recycling or composting rate of 45% by the end of March 2015 (DOE) | 2012/13: Recycling rates of 41% for household waste  
2013/14: Recycling rates of 43% for household waste  
2014/15: Recycling rates of 45% for household waste |
| Substantially complete the construction of the new Police, Prison and Fire Training College (DOJ) | 2012/13: Award construction contract  
2013/14: At least 25% of the Programme Capital Budget will be utilised  
2014/15: At least 70% of the Programme Capital Budget will be utilised |
| Reduce the level of serious crime (DOJ)                                           | 2012/13: Publish final cross-departmental Strategic Framework on Reducing Offending  
2013/14: Deliver against Protection and Justice elements of 12/13 Domestic and Sexual Violence action plan and contribute to development of new Domestic and Sexual Violence Strategy and action plan.  
2014/15: Implement 90% of agreed Youth Justice Review recommendations  
Finalise, and deliver against Protection and Justice elements of new Domestic and Sexual Violence Strategy  
Deliver joined up oversight, evaluation and publication of reducing offending interventions.  
Deliver against Protection and Justice elements of new Domestic and Sexual Violence Strategy  
Develop and action a desistance strategy for offenders to cover custodial and non-custodial settings |
| Tackle crime against older and vulnerable people by more effective and appropriate sentences and other measures (DOJ) | 2012/13: Consult Lord Chief Justice on inclusion of older and vulnerable people in sentencing guidelines initiative  
2013/14: Any necessary legislative changes taken forward as part of DOJ legislative programme  
Develop programme of measures to reduce fear and increase confidence in older and vulnerable people  
2014/15: Implement programme of measures |
<table>
<thead>
<tr>
<th>KEY COMMITMENTS</th>
<th>MILESTONES / OUTPUTS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Improve community safety by tackling anti-social behaviour (DOJ)</strong>&lt;br&gt;<em>Statistically significant change</em></td>
<td>2012/13</td>
</tr>
<tr>
<td>Improve access to Justice (DOJ)</td>
<td>Policing and Community Safety Partnerships (PCSPs) fully operational. Establish baseline for percentage of people affected by Anti-Social Behaviour (ASB)</td>
</tr>
<tr>
<td>Upgrade the Coleraine to Derry/Londonderry railway line (DRD)</td>
<td>Publish Departmental response to Access to Justice Review and associated Departmental Action Plan</td>
</tr>
<tr>
<td>Invest over £500 million to promote sustainable modes of travel (DRD)</td>
<td>£298 million invested</td>
</tr>
<tr>
<td>By 2015 create the conditions to facilitate at least 36% of primary school pupils and 22% of secondary school pupils to walk or cycle to school as their main mode of transport (DRD)</td>
<td>33% (Primary School) 21% (Secondary School)</td>
</tr>
<tr>
<td>KEY COMMITMENTS</td>
<td>MILESTONES / OUTPUTS</td>
</tr>
<tr>
<td>--------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Introduce a package of measures aimed at improving Safeguarding Outcomes for Children and Vulnerable Adults (DHSSPS)</td>
<td>Develop a Strategic Plan for Adult Safeguarding in Northern Ireland and produce a joint Domestic and Sexual Violence and Abuse Strategy</td>
</tr>
<tr>
<td></td>
<td>Open new Sexual Assault Referral Centre at Antrim Area Hospital</td>
</tr>
<tr>
<td></td>
<td>Develop an updated inter-departmental Child Safeguarding Policy Framework</td>
</tr>
<tr>
<td>Maintain a high quality of drinking water and improve compliance with waste water standards by investing £668 million in water and sewerage infrastructure. (DRD)</td>
<td>Compliance with regulatory targets: 99.7% water 96.5% Wastewater</td>
</tr>
<tr>
<td></td>
<td>Compliance with regulatory targets for water and Wastewater</td>
</tr>
<tr>
<td></td>
<td>Compliance with regulatory targets for water and Wastewater</td>
</tr>
</tbody>
</table>
Priority 4: Building a Strong and Shared Community

This priority focuses on building relationships between communities, encouraging active citizenship, reducing the incidences, and impacts, of domestic and sexual violence and abuse, elder abuse and harm directed to other vulnerable groups, wherever it occurs and whoever is responsible, and unlocking the potential of the culture, arts and leisure sectors as instruments for positive change. Additionally, it seeks to encourage greater involvement in sporting and pastoral activities to advance social cohesion and integration.

Priority 4:

This means:

• better relations between communities
• promoting volunteering
• improving community and personal wellbeing
• unlocking the potential of the culture, arts and leisure sectors
• increasing participation in sport and physical recreation
• collaborative working
Our Building Blocks include:

- Cohesion Sharing and Integration Programme
- Equality and Good Relations Programme
- Anti Poverty and Social Inclusion Strategy
- Community Relations, Equality and Diversity in Education Policy
- Alcohol and Drug Strategies
- Volunteering Concordat
- New Urban Regeneration and Community Development Framework
- Volunteering Strategy
- Annual Funding Programme (Arts)
- ‘Sport Matters’ – Strategy for Sport and Physical recreation
- Rural White Paper / NIRDP
- Sustainable Development Strategy
- Sustainable Rural Communities
- Arts and Older People Strategy
- Strategy for the Irish Language
- Strategy for Ulster Scots Language, Heritage and Culture
- The Investment Strategy (ISNI)
- Northern Ireland Museums Policy
- Neighbourhood Renewal Strategy
<table>
<thead>
<tr>
<th>Key Commitments</th>
<th>Milestones / Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2012/13</strong></td>
<td><strong>2013/14</strong></td>
</tr>
<tr>
<td>Develop sports stadiums as agreed with the IFA, GAA and Ulster Rugby (DCAL)</td>
<td>Develop and agree programme of developments and specific project plans</td>
</tr>
<tr>
<td>Host the World Police and Fire Games in 2013 (DCAL)</td>
<td>Develop plans and project arrangements</td>
</tr>
<tr>
<td>Support the successful hosting of the 2012 Irish Open and build on that success to secure a further international golf event (DETI)</td>
<td>Successfully host the 2012 Irish Open Golf Championship at Royal Portrush</td>
</tr>
<tr>
<td>Deliver at least 30 Schemes to improve landscapes in public areas to promote private sector investment in towns and cities across Northern Ireland (DSD)</td>
<td>10 Public Realm Schemes delivered</td>
</tr>
<tr>
<td>Publish the Cohesion, Sharing and Integration Strategy to build a united community and improve community relations (OFMDFM)</td>
<td>Finalise strategy and agree early actions. Develop a change management plan for organisations with a specific interest in this area of work</td>
</tr>
<tr>
<td>Actively seek local agreement to reduce the number of ‘peace walls’ (DOJ)</td>
<td>Establish inter-agency collaborative approach to addressing interface structures</td>
</tr>
<tr>
<td></td>
<td>Review existing arrangements for engagement with communities</td>
</tr>
<tr>
<td></td>
<td>Identify funding gaps and seek partnership funding opportunities</td>
</tr>
<tr>
<td></td>
<td>Develop action plans for individual areas involving stakeholders</td>
</tr>
<tr>
<td>KEY COMMITMENTS</td>
<td>MILESTONES / OUTPUTS</td>
</tr>
<tr>
<td>--------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Reform and modernise the Prison Service (DOJ)</td>
<td>2012/13: To have a new Operating Model in place and ready to launch 2013/14: To have new certificates and licenses for professionalising the Service 2014/15: Implement 90% of the recommendations contained in the Prison Review Action Plan within the agreed timescales</td>
</tr>
<tr>
<td>Significantly progress work on the plan for the Lisanelly Shared Education campus as a key regeneration project (DE)</td>
<td>2012/13: Develop a business case and plan for the new campus 2013/14: Secure funding and initiate the development programme 2014/15: Complete procurement process and initiate first phase of construction.</td>
</tr>
<tr>
<td>Establish a Ministerial advisory group to explore and bring forward recommendations to the Minister of Education to advance shared education (DE)</td>
<td>2012/13: Establish group and produce report with recommendations 2013/14: 2014/15:</td>
</tr>
<tr>
<td>Ensure all children have the opportunity to participate in shared education programmes by 2015 (DE)</td>
<td>2012/13: Define the objectives in terms of children participating in shared education programmes 2013/14: Put in place measures to achieve objectives 2014/15: Achieve overall commitment objective</td>
</tr>
<tr>
<td>Substantially increase the number of schools sharing facilities by 2015 (DE)</td>
<td>2012/13: Define the objectives in terms of children sharing school facilities 2013/14: Put in place measures to achieve objectives 2014/15: Achieve overall commitment objective</td>
</tr>
</tbody>
</table>
Priority 5: Delivering High Quality and Efficient Public Services

Citizens have, whether in times of recession or not, the right to expect excellent public services and value for money. As an Executive, we are acutely aware of the need to deliver, and this is why we have identified this as a priority.

Priority 5:

This means:

- less cost to the taxpayer
- resource releasing savings
- cash releasing savings
- review and rationalisation of arms-length bodies
- improved access to services and information
- a rationalised government office estate
- reformed local government with enhanced powers delivered through a reduced number of councils
Our Building Blocks include:

- NI Direct
- Northern Ireland Act 1998
- Budget 2011-15
- Planning Reform Programme
- Health and Social Care Reform Programme
- Procurement Board Strategic Plan
- Schools for the Future: A policy for Sustainable Schools
- Review of Public Administration (including in Education and Local Government)
- Assembly Legislative Programme
- Managing Public Money NI
- Corporate Governance Code
- Ministerial Code
- Departments (Northern Ireland) Order 1999
- Rural White Paper
- (Establishment of) Education and Skills Authority
- The Investment Strategy (ISNI)
- Modernisation of Public Library Service
<table>
<thead>
<tr>
<th>KEY COMMITMENTS</th>
<th>MILESTONES / OUTPUTS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2012/13</td>
</tr>
<tr>
<td><strong>Include Social Clauses in public procurement contracts for supplies, services and construction (DFP)</strong></td>
<td>Develop a Procurement Guidance Note on social clauses</td>
</tr>
<tr>
<td></td>
<td>Modify the Procurement Board Strategic Plan to incorporate targets for the implementation of social clauses by Departments</td>
</tr>
<tr>
<td><strong>Establish the new 11 council model for Local Government by 2015 (DOE)</strong></td>
<td>Progress legislation (to include Local Government Reorganisation Act) and a programme structure necessary to manage change</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>We will make the Education and Skills Authority operational in 2013 (DE)</strong></td>
<td>Bring forward for scrutiny and approval by the Assembly, the legislation necessary to establish a single education authority</td>
</tr>
<tr>
<td></td>
<td>Take forward the organisational, financial and other actions necessary to prepare for the establishment of the ESA, and for winding up the eight existing bodies it will replace</td>
</tr>
<tr>
<td><strong>Agree any changes to post-2015 structures of Government in 2012 (OFMDFM)</strong></td>
<td>Consider relevant reports from the Efficiency Review Panel and Assembly and Executive Review Committee</td>
</tr>
<tr>
<td>KEY COMMITMENTS</td>
<td>MILESTONES / OUTPUTS</td>
</tr>
<tr>
<td>--------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Improve online access to government services (OFMDFM/DFP)</strong></td>
<td>Develop plans and specific targets to significantly increase the use of online services</td>
</tr>
<tr>
<td></td>
<td>Identify services which will transfer during the course of the Programme for Government</td>
</tr>
<tr>
<td></td>
<td>Monitor early progress to ensure key milestones in the plans are being met.</td>
</tr>
<tr>
<td></td>
<td>Monitor the planned tranche of services to be delivered online and consider if others can be added.</td>
</tr>
<tr>
<td></td>
<td>Review level of access of online services</td>
</tr>
<tr>
<td></td>
<td>Monitor the planned tranche of services to be delivered online and consider if others can be added.</td>
</tr>
<tr>
<td><strong>Improve patient and client outcomes and access to new treatments and services (DHSSPS)</strong></td>
<td>Enhance access to life-enhancing drugs for conditions such as rheumatoid arthritis, cancer, inflammatory bowel disease and psoriasis and increase to 10% the proportion of patients with confirmed ischaemic stroke who receive thrombolysis</td>
</tr>
<tr>
<td></td>
<td>Improve long-term outcomes relating to health, wellbeing, education, and employment for the children of teenage mothers from disadvantaged backgrounds by rolling out the Family Nurse Partnership Programme beyond the first test phase to one further test site</td>
</tr>
<tr>
<td></td>
<td>Expand cardiac catheterisation capacity to improve access to diagnostic intervention and treatment and further develop a new primary percutaneous coronary intervention (PCI) service model to reduce mortality and morbidity arising from myocardial infarction (heart attack)</td>
</tr>
<tr>
<td><strong>Reconfigure, reform and modernise the delivery of Health and Social Care services to improve the quality of patient care (DHSSPS)</strong></td>
<td>Development of a clear implementation and Population plan to ensure delivery of the new model of care as set out in the Transforming Your Care report</td>
</tr>
<tr>
<td></td>
<td>As part of a shift in the delivery of services to primary and community settings reduce by 2013/14 the number of days patients stay in acute hospitals unnecessarily (excess bed days) by 10% compared with 2011/12</td>
</tr>
<tr>
<td></td>
<td>Secure a shift from hospital based services to community based services together with an appropriate shift in the share of funding in line with the recommendations of Transforming Your Care</td>
</tr>
<tr>
<td><strong>By the end of 2014/15, to have implemented new structures to support the improved delivery of housing services to the citizens of Northern Ireland (DSD)</strong></td>
<td>To develop and consult on service delivery structures and develop implementation programme</td>
</tr>
<tr>
<td></td>
<td>Deliver Year 1 of implementation programme</td>
</tr>
<tr>
<td></td>
<td>Implement new structures</td>
</tr>
<tr>
<td><strong>Further reduce the levels of sickness absence across the NICS (DFP)</strong></td>
<td>Reduce the average annual days sick absence per employee to 9.5 days</td>
</tr>
<tr>
<td></td>
<td>Reduce the average annual days sick absence per employee to 9.0 days</td>
</tr>
<tr>
<td></td>
<td>Reduce the average annual days sick absence per employee to 8.5 days</td>
</tr>
</tbody>
</table>
ANNEX 1: PROGRAMME ARRANGEMENTS AND DELIVERY FRAMEWORK

It is intended that the Programme for Government will be managed at three levels; Programme, Delivery and Operational. Each level will have a managing authority with clearly defined functions. These are illustrated below:

<table>
<thead>
<tr>
<th>LEVEL</th>
<th>AUTHORITY AND FUNCTION(S)</th>
</tr>
</thead>
<tbody>
<tr>
<td>PROGRAMME</td>
<td>PfG PROGRAMME BOARD</td>
</tr>
<tr>
<td></td>
<td>The Programme Board is chaired by the First and deputy First Minister, attended by the</td>
</tr>
<tr>
<td></td>
<td>Minister of Finance and Personnel and supported by the Head of the Civil Service.</td>
</tr>
<tr>
<td></td>
<td>FUNCTION: To consider and approve the strategic direction of the Programme and to manage</td>
</tr>
<tr>
<td></td>
<td>the Programme in the interests of our people.</td>
</tr>
<tr>
<td>DELIVERY</td>
<td>PfG DELIVERY OVERSIGHT GROUP</td>
</tr>
<tr>
<td></td>
<td>The Delivery Oversight Group is chaired by the Head of the Civil Service and supported by</td>
</tr>
<tr>
<td></td>
<td>the Permanent Secretaries Group.</td>
</tr>
<tr>
<td></td>
<td>FUNCTION: To drive Programme delivery and ensure constancy of direction and purpose.</td>
</tr>
<tr>
<td>OPERATIONAL</td>
<td>DEPARTMENTS</td>
</tr>
<tr>
<td></td>
<td>SENIOR RESPONSIBLE OFFICERS</td>
</tr>
<tr>
<td></td>
<td>PARTNER ORGANISATIONS</td>
</tr>
<tr>
<td></td>
<td>FUNCTION: Tactical delivery of outputs and achievement of targets, through programme and</td>
</tr>
<tr>
<td></td>
<td>project management approach.</td>
</tr>
</tbody>
</table>

The Executive has agreed on the approach to delivery of this Programme for Government and the mechanisms to support this.

Clearly defined lines of accountability, supported by effective monitoring and regular reporting are a prerequisite of this Programme for Government and reports on progress against commitments will be produced on a quarterly basis.

It is intended that this Programme for Government will be supported by a legislative programme that complements its delivery objectives.
ANNEX 2: EQUALITY AND SUSTAINABILITY

This Programme for Government (PfG) has been informed by the analysis and findings of a strategic level Equality Impact Assessment (EQIA) and a detailed Sustainability Scan.

These documents are available online at www.northernireland.gov.uk