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Foreword

We are pleased to present this Executive's first Programme for Government which sets out our plans and priorities for 2008-2011 as well as some of our longer term aspirations and intentions. The Executive and Assembly are now in the hands of local politicians. We have a tremendous opportunity to shape our own future and the Programme for Government is the first step in doing that.

We recognise the trust you have placed in us as your elected representatives. We are determined to repay that trust and to seize this opportunity to make a real difference and improve the lives and opportunities for everyone. We will work together to address the key challenges we face and build a shared and better, and more sustainable future for all our people.

The Programme for Government has been used in determining our Budget and Investment Strategy. Together, these documents indicate how we will allocate our resources and capital investment in support of our priorities. The documents were presented to the Assembly on 25 October in draft form and we have now had an opportunity to hear the views of the Assembly and the Committees. At that time, we also announced the start of a public consultation exercise which was intended to ensure that as many people as possible had an opportunity to make their views known and assist the Executive in reaching final decisions on the priorities, programmes and spending proposals to be taken forward.

In excess of 9,500 individuals and organisations formally responded to the draft documents and we have been greatly encouraged by the level of participation and the constructive feedback we have received. It is important for the Executive to know your views and these have informed our final decisions on this Programme for Government.

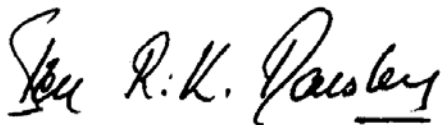
Growing the economy is our top priority. This is vital if we are to provide the wealth and resources required to build the peaceful, prosperous, fair and healthy society we all want to see. We need to meet the challenges of global competition and take advantage of new opportunities to make our economy more competitive, deliver increased prosperity and tackle disadvantage and poverty.

Equality is an important issue for the Executive and for society. Inequalities exist, and we must strive to eliminate all forms of inequality.

We are determined that everyone, including the most vulnerable within our society, will have the opportunity to contribute to and benefit from increased prosperity. We recognise that economic growth and social progress cannot be taken forward in isolation from action to address poverty and disadvantage to build a fairer and more equitable society.

We believe that this Programme for Government offers a clear framework, at a strategic level, for the Executive to develop our policies and programmes over the next three years. While providing a clear steer, it is, of course, not set in stone and we will have the opportunity each year to review the Programme for Government, not only to respond to progress but also to take account of changing circumstances in the fast moving world of the twenty first century.

Working together with the Assembly and harnessing the talents of all the sectors – public, private, voluntary and community – we can build a shared and better future for all. This is the challenge we have set ourselves. It is our commitment to those who elected us to represent them. The challenge for us now is to deliver on the commitments and achieve the targets set out in the Programme for Government and to work together to achieve the progress that we all desire.



THE RT HON DR I R K PAISLEY MP MLA
MLA
First Minister



MARTIN McGUINNESS MP
deputy First Minister

BUILDING A BETTER FUTURE

NORTHERN IRELAND EXECUTIVE

PROGRAMME FOR GOVERNMENT 2008-2011

INTRODUCTION

We are entering a more optimistic and promising era. As an Executive, we are determined to seize this unprecedented opportunity to deliver a shared and better, and more sustainable future for all of our people. We aim to build a prosperous, fair and inclusive society, supported by a vibrant and dynamic economy and a rich and sustainable environmental heritage.

We have much goodwill and support both at home and abroad – including from the United States and the European Union – to help us realise the opportunities and address the challenges we face. We will seek to build on this goodwill and support to create a confident and vibrant region that plays its full part in North/South and East/West relations. We will strive to also ensure that all parts of our region share in sustainable economic and social development and are able to contribute to and benefit from a shared and better future.

Working together we can build a shared and better future for all – a society which is at ease with itself and where everyone shares and enjoys the benefits of this new opportunity. This is our commitment to you.

In this, our first Programme for Government, we have set out our strategic priorities and key plans for 2008 - 2011. The Programme for Government has been used in determining our Budget and Investment Strategy, which we are publishing at the same time. Together, these demonstrate how we will allocate our resources and capital investment in support of our priorities.

PRINCIPLES

We are conscious that you have put your trust and confidence in us as an Executive to deliver a shared and better future for you. We will repay your trust by:

- **providing good leadership and working energetically in the interests of everyone.** We are determined to make a difference and will work strenuously to tackle the challenges we face and seize the opportunities open to us.
- **working in partnership** as an Executive, and across the public, private and voluntary sectors, to harness the ideas, energy and commitment of all the sectors.
- **raising standards** across Government, both in terms of the openness and accountability of the Executive, and in driving improvements in our essential public services.
- **delivering fair outcomes and social improvements** in terms of the implementation of our policies and programmes.

STRATEGIC PRIORITIES

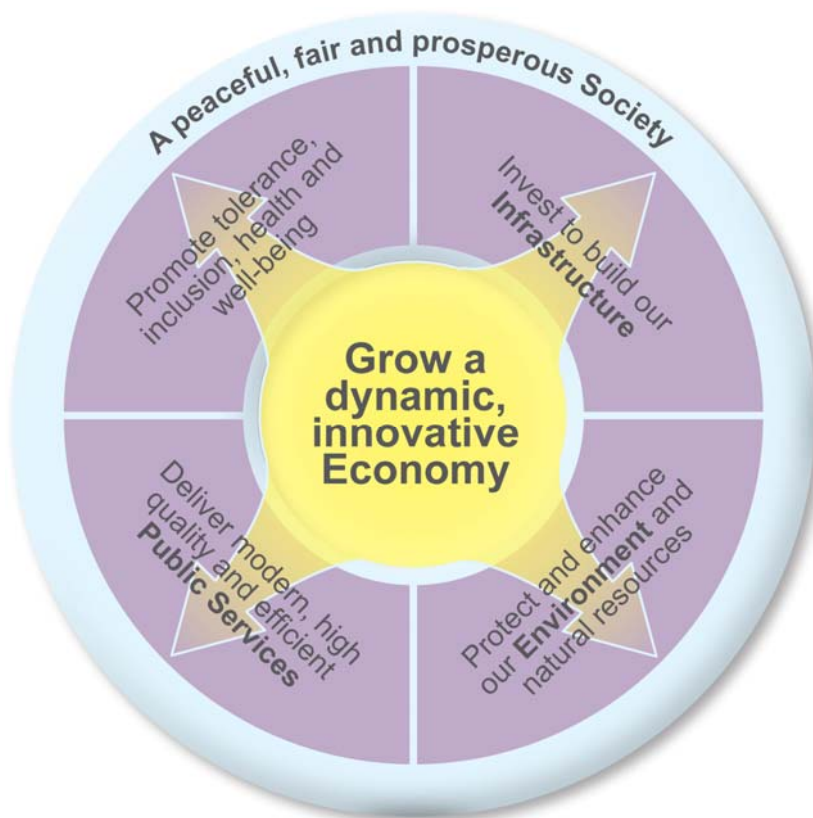
Our over-arching aim is to build **a peaceful, fair and prosperous society in Northern Ireland, with respect for the rule of law** and where everyone can enjoy a better quality of life now and in years to come.

To achieve this we need to pursue an innovative and productive economy and a fair society that promotes social inclusion, sustainable communities and personal health and well-being. We must also do this in ways that protect and enhance the physical and natural environment and use resources as efficiently and sustainably as possible.

Equality is an important issue for the Executive and for society. Inequalities exist, and we must strive to eliminate all forms of inequality.

There are many challenges facing the new Executive as we seek to deliver the type of future we all want. In order to address these challenges and realise the opportunities available to us

we will focus our time and energy towards achieving five key strategic and inter-dependent priorities – as follows:



Growing the economy will be our top priority over the lifetime of this Programme for Government. This is vital if we are to provide the wealth and resources required to build the peaceful, prosperous, fair and healthy society we all want to see, supported by the public services and infrastructure which people expect and deserve.

But the priority areas are interconnected, and we recognise that we cannot

grow the economy in isolation from determined efforts to transform our society and enhance our environment. Building a strong economy requires a healthy, well educated population, high quality public services, a commitment to use prosperity to tackle disadvantage and a tolerant, inclusive and stable society if we are to attract the investment and skills needed to promote growth. It is also imperative that economic growth and wealth creation are taken forward in a manner which is fair and sustainable if we are to meet the needs of today, as well as those of future generations.

CROSS CUTTING THEMES

In light of this, our approach to delivering our priorities will be underpinned by two cross-cutting key themes:

A shared and better future for all: equality, fairness, inclusion and the promotion of good relations will be watchwords for all of our policies and programmes across Government. Much has already been achieved and we are committed to working towards a shared and better future for all.

This places an overarching responsibility on the Executive to proactively change the existing patterns of social disadvantage by using increased prosperity and economic growth to tackle ongoing poverty.

This is the challenge for all of us today — to develop new and innovative measures that will address existing patterns of socio-economic disadvantage and target resources and efforts towards those in greatest objective need.

Sustainability: building a sustainable future will be a key requirement for our economic, social and environmental policies and programmes.

We will ensure that the principles of sustainability – development that meets the needs of the present without compromising the ability of future generations to meet their own needs – underpin our approach to all our activities.

As an Executive, we will demonstrate our commitment to sustainability through the decisions and actions that we take and will work in partnership with others outside government to promote a wider understanding and knowledge of the issue.

SPENDING COMMITMENTS

Over recent years, health and social care and education and learning have together accounted for a growing share of Government spending in Northern Ireland. Their share in 2007-08 will account for 67% of the total. Given the importance of a healthy, well-educated and highly skilled population to the achievement of our strategic priorities, the spending committed to these areas over the three year period covered by this Programme for Government will be maintained at the same high level, rising to almost 70% of the total by 2010-11.

PRIORITY AREAS AND KEY GOALS

We have set out below an overview of our **priority areas** and the **key goals** we propose to take forward in pursuit of our over-arching aim. The priorities provide a framework to address the key social, economic and environmental challenges we face and take advantage of the very real opportunities which devolution has presented. They highlight our commitment as an Executive to work together to address those challenges and build a shared and better future.

PRIORITY: GROWING A DYNAMIC, INNOVATIVE ECONOMY

Our primary focus over the lifetime of this Programme for Government will be on growing the economy. Sustainable economic growth and increased prosperity will provide the opportunities and means to enhance quality of life, reduce poverty and disadvantage, increase wealth, health and wellbeing and build stronger, more sustainable and empowered communities.

A successful economy is characterised by high productivity, a highly skilled and flexible workforce and employment growth. We have much to do in terms of building our skills base, increasing prosperity and improving our productivity. We also need to address problems of economic inactivity and ill-health amongst the working age population and promote greater employment opportunities in rural areas and disadvantaged communities. At a time when the potential for economic growth is at its greatest, it is crucial that we use this growth to tackle inequality and use prosperity to end poverty.

To these ends, we will address the structural weaknesses in our economy and focus on growing the private sector including small and medium indigenous enterprises. We will focus on increasing productivity and supporting growth in well-paid high-skilled jobs. Our workforce needs to be better qualified and more

flexible; our companies must become more innovative and invest more in research and development; and a culture of enterprise and business growth has to be encouraged.

Part of developing our economy also includes developing the social economy. We recognise the important contribution that such local economic activity promotes in both social objectives and in sustainable community development. Indeed the important contribution made by the Community and Voluntary sector should not be underestimated. We will need to be creative

We will:

- Secure value added inward investment commitments, creating a minimum of 6,500 jobs, 85% of which will be above the NI private sector median wage.
- From today, decide all large scale investment planning proposals within 6 months, provided there has been pre-application consultation.
- Increase by 300 the number of PhD research students at local universities by 2010.
- Introduce a new programme to increase the commercialisation of university and college research by 2010.
- Work with the business sector to deliver widespread access for businesses to a next generation Broadband network by 2011.
- Invest £45.0m by 2013 to improve the competitiveness of the agricultural sector.

and imaginative about resourcing and retaining the skills and expertise that have been acquired within this sector, and which have helped to promote and sustain citizenship and a peaceful and stable society.

As an Executive, we will support business, and create the conditions in which enterprise can flourish. We will work to grow the economy and private sector to generate high value jobs. This will include, amongst other things, a focus on increasing private sector investment in innovation and on improving the strength of our tourism sector. This will require investment in our infrastructure, driving forward social transformation and environmental improvement and realising the potential of our arts and culture sector, to create a region which offers a high quality of life to those who wish to live and work here. The development of the science base is vital to delivering an innovative economy which will create new opportunities for higher value-added employment. This is essential if we are to retain our young people, our existing highly-skilled employees and attract the people and investment required to drive the increasingly knowledge-based economy.

Key Goals

We will work to develop the economy by:

- 1) Aiming to halve the private sector productivity gap with the UK average (excluding the Greater South East) by 2015.
- 2) Increasing the employment rate from 70% to 75% by 2020.
- 3) Supporting 45 new businesses and 600 existing companies to become exporters for the first time by 2011.
- 4) Securing inward investment commitments promising over 6,500 new jobs by 2011 of which 5,500 will provide salaries above the Northern Ireland Private Sector Median. 70% of new FDI projects secured to locate within 10 miles of an area of economic disadvantage.
- 5) Securing £120m of private sector investment commitments in innovation and 300 companies engaging in R&D / innovation for the first time by 2010/11.
- 6) Growing the creative industries sector by up to 15% by 2011.
- 7) Increasing the number of tourists visiting each year from 1.98m to 2.5m by 2011 and increasing tourism revenue from £370m to £520m each year by the same date.
- 8) Ensuring by 2011 that 68% of school leavers achieve 5 or more GCSE passes at A* to C including English and Maths.
- 9) Ensuring by 2015 that 80% of the working age population is qualified to at least GCSE level or equivalent.
- 10) Increasing the number of adult learners achieving a qualification in literacy, numeracy and ICT skills by 90,000 by 2015.
- 11) Increasing by 25% the numbers of students, especially those from disadvantaged communities, at graduate and postgraduate level studying Science, Technology, Engineering and Mathematics (STEM subjects) by 2015.

PRIORITY: PROMOTE TOLERANCE, INCLUSION AND HEALTH AND WELL-BEING

Advancing social transformation and the inclusion of all of our people is essential if we are to deliver the peaceful, prosperous, fair and healthy society we all want. Doing so will help to create the conditions for economic growth and deliver real improvements in health and wellbeing. Real progress has been made in recent years and our society is continuing to be transformed. But significant challenges remain to be addressed if everyone is to be given the opportunity to contribute to, and benefit from, a shared and better future.

Too many of our people, particularly the most vulnerable, continue to live within communities which experience high levels of poverty, disadvantage and exclusion. They are more likely to suffer from poor health and low educational attainment and experience unemployment and more limited lifetime opportunities. For such communities the benefits of recent progress are not always clear and many feel marginalised or excluded.

Addressing poverty, disadvantage and exclusion will require co-ordinated action to support the most vulnerable and to create strong, vibrant sustainable communities which enhance quality of life and which encourage everyone to realise their potential. To this end we will develop a strategic delivery plan to ensure our anti-poverty strategy has maximum impact. We must regenerate our urban and rural areas, build community capacity and leadership, remove the barriers to employment and independent living for the most vulnerable and disadvantaged, and address significant inequalities in health and educational outcomes.

We will:

- Extend the Concessionary Fares Scheme during 2008 to provide free public transport to everyone aged 60 and over.
- Introduce in 2008 a new Employment and Support Allowance to enable those unemployed due to ill-health or disability to return to work.
- Put in place by 2010 a careers advice service to meet the needs of people with disabilities.
- Introduce a screening programme to improve survival rates from bowel cancer by 2009.
- Bring forward a £10.0m package to combat rural social exclusion and poverty.
- Host at least 10 countries at training camps for the 2012 Olympics or Paralympics.

We also recognise the need to provide more social and affordable housing as a cornerstone of sustainable communities. We have work underway to identify how, in partnership with developers, we can more effectively address this requirement.

The overall health status of our population needs urgent attention. We continue to have higher than average mortality from coronary heart disease, cancer and stroke, while obesity levels, particularly among our children, are rising at an alarming rate. Waiting times for treatment are still too long and the outcomes from treatment should be better. In mental health and learning disability, we are over-reliant on long-stay hospitals and the range of primary and community services is limited. All of this places a considerable strain on public services, and impacts on the social and economic wellbeing of those affected. We must take action to prevent illness and improve physical and mental health, promoting healthier lifestyles and changes in physical activity.

People with a disability still face major barriers across all sections of society, particularly in securing access to education, employment, housing, healthcare, transport etc. The scale of the difficulty can be seen from the fact that disability affects one in five people and one in four families directly.

We are committed to tackling remaining gender inequalities. We will implement the cross departmental Gender Equality Strategy and work towards the total elimination of the gender pay gap. In addition we will ensure that there are effective programmes and strategies aimed at achieving the eradication of all forms of violence against women, and examine strategies to combat the lack of women's representation in political and public life and to ensuring access to affordable quality childcare.

We must also continue our efforts to address the divisions within our society. Progress has been made, but at a time when our society is being transformed, sectarianism, racism and intolerance are still too evident. They mar our reputation, blight our economic prospects and have a corrosive effect on our society. For these reasons it is imperative that we all embrace the opportunity to create a shared and better future, based on tolerance and respect for cultural diversity.

We will bring forward a programme of cohesion and integration for this shared and better future to address the divisions within our society and achieve measurable reductions in sectarianism, racism and hate crime. If we do not take this opportunity **now** there is a very

real risk that the divisions of our past will be replicated in the new communities that have come here to live and work among us.

Key Goals

We will work to create a fairer society and look after our most disadvantaged by:

- 1) Work towards the elimination of child poverty in Northern Ireland by 2020 and reducing child poverty by 50% by 2010.**
- 2) Investing over £500m in regenerating disadvantaged communities, neighbourhoods, towns and cities by 2012.**
- 3) Increasing to 125,000 the number of children and young people participating in sport and physical recreation by 2011; and by 2013 having at least a third of people with disabilities so participating.**
- 4) Ensuring that, by 2013, anyone with a mental health problem or learning disability is promptly and suitably treated in the community and no-one remains unnecessarily in hospital.**
- 5) By 2009, ensuring that no-one waits longer than 9 weeks for a first outpatient appointment, 9 weeks for a diagnostic test, and 17 weeks for treatment – a cumulative reduction of 12 weeks from the present standard**
- 6) Reducing mortality from bowel cancer by 15% and acting to reduce cervical cancer by 70% by 2013.**
- 7) Ensuring that by 2013 everyone who suffers a stroke is assessed within 90 minutes for suitability for thrombolysis and that stroke mortality rates are reduced by 15%.**
- 8) By 2013, helping people with chronic illnesses to live more active lives and reducing unplanned hospital admissions for such patients by 50%.**
- 9) Achieving a position by 2011 where 30% of school leavers entitled to free school meals obtain 5 or more GCSE passes at A* to C including English and Maths.**
- 10) Reducing the number of abused or neglected children requiring to be placed on the Child Protection Register or in care by 20% by 2013.**
- 11) By 2011, reducing the suicide rate by 15%.**
- 12) Reducing by 33% the overall number of people, and by 50% the number of children, killed or seriously injured on our roads by 2012.**

PRIORITY: PROTECT AND ENHANCE OUR ENVIRONMENT AND NATURAL RESOURCES

There are recognised links between a healthy environment, a thriving economy and a high quality of life. We have a rich and varied natural heritage, which includes habitats and species of international, national and local significance. In recent years, a combination of factors has resulted in major changes to our landscape and threats to the diversity of our wildlife. Action is needed to protect and enhance our environment for future generations.

Our built heritage is equally rich with a complex array of archaeological sites, monuments and buildings reflecting the diversity of our history. These are among our most precious assets – vitally important not only to promoting the region as a place to live, work and visit, but also in enhancing well-being and the quality of life for everyone. Our economy is growing and has increased the demand for housing and land for development, with significant concerns that our environmental and architectural heritage are threatened. We must facilitate fair economic and social development, but not at the expense of our built and natural heritage.

We are becoming increasingly aware of both the global and local threats to our natural and built environments. It is clear that climate

change is one of the most serious problems facing the world. While we recognise that it requires action internationally, we are determined to play our part in addressing this challenge by reducing our impact on climate change. We have the lowest levels on these islands of electricity generated from renewable sources and our carbon footprint is relatively high and well beyond a level that is sustainable in the longer-term.

At a local level, therefore, action is needed to protect our built heritage, our landscape and marine environment and to reduce our impact on climate change.

We will:

- Deliver a fundamental overhaul of the planning system by 2011 to ensure that it supports economic and social development and environmental sustainability.
- Strengthen the protection of key habitats and species by declaring 200 new Areas of Special Scientific Interest by 2016.
- Reduce landfill significantly by creating a network of new Waste Treatment facilities at Council level by 2011.
- Increase to 50% the area of agricultural land in Northern Ireland covered by environmental enhancement agreements by 2013.

This Executive recognises the importance of Sustainable Development – encompassing economic, social and environmental considerations. We will put in place robust reporting and monitoring mechanisms to ensure the delivery of key sustainability targets.

Key Goals

We will seek to protect our environment by:

- 1) Reducing greenhouse gas emissions by 25%, below 1990 levels by 2025.**
- 2) Ensuring that 12% of our electricity is generated from indigenous renewable sources by 2012.**
- 3) Reducing by 20% the annual herd incidence of Brucellosis and by 27% the annual herd incidence of Tuberculosis in cattle by 2011.**
- 4) Enabling up to 4700 farmers to comply with the Nitrates Directive by 2009.**
- 5) Delivering a new sewer project for central Belfast by 2010.**
- 6) Increasing by 1650 hectares the area of forest and woodland by 2011.**
- 7) Halting the loss of indigenous species and habitats by 2016.**

PRIORITY: INVEST TO BUILD OUR INFRASTRUCTURE

A modern, efficient infrastructure is an essential requirement for economic and social development. It provides a platform to allow our businesses to compete more effectively, to attract investment and skilled workers and to promote inclusion and access to services and raise the quality of life for everyone.

Considerable investment is needed in our infrastructure. Over recent decades, such investment has not been given the required priority and we now have major deficiencies in key areas, such as our roads, public transport, water and sewerage infrastructure and social and affordable housing. This limits our capacity for further fair economic and social development and undermines our ability to safeguard our environment and comply with key EU Directives. It also significantly impacts on our ability to attract investment – particularly to those areas where the infrastructure deficit is greatest.

We recognise the existing regional infrastructure disparities. We will work to address them and to ensure that we deliver a more balanced regional outcome, including within the out-workings of asset realisation.

Our small size and peripheral location has presented particular challenges in ensuring our businesses and communities, especially in rural areas, can benefit from a competitive and sustainable energy and telecommunications infrastructure and markets, both of which play a key role in facilitating balanced economic and social development across the region.

A backlog of maintenance in the health and education estates has also resulted in ageing and costly facilities. These do not enable the delivery of efficient services and are often difficult to adapt to reflect developments in education and patient care. As a result they diminish our

We will:

- Establish an international telecommunications link in the North West directly to North America and Europe by 2009.
- Improve the quality of life in rural areas by investing £100m in local development strategies by 2013.
- Invest £110m in our sports facilities by 2011, thereby ensuring a lasting legacy from the 2012 Olympic and Paralympic Games.
- Invest £119m in our cultural infrastructure by 2011 through a programme of capital projects.
- Progress plans to extend dual carriageways on the Western Corridor (A5) and Eastern Seaboard Corridor (A8); and the North West Corridor (A6)
- Plan, develop and start work on the first Rapid Transit line in Greater Belfast by 2011.

children's learning or the experience and outcomes for patients. Government procurement can play an active and effective role in the process of tackling patterns of socio-economic disadvantage.

These areas must be addressed if we are to deliver fair economic growth, improve the quality of life across the region and ensure that our rural and urban areas remain attractive places for people to live and work. Through our Investment Strategy we will take forward an unprecedented level of capital investment in key strategic areas, to improve the state of existing facilities and invest in new infrastructure where needed. This will ensure we have a modern infrastructure, fit for the 21st Century, which enables businesses to compete more effectively, thereby facilitating economic growth, tackling social inequalities and improving the quality of life across the region. The West Belfast and Greater Shankill Taskforce provides an example of work in this regard.

Key Goals*

Through our Investment Strategy we will put in place a modern infrastructure fit for the 21st century by:

- 1) Investing around £6bn in our infrastructure over the next 3 years and approaching £20bn over the next 10 years.**
- 2) Investing £612m in our roads network over the next 3 years and £3.1bn by 2018.**
- 3) Investing £647m in our water and waste water infrastructure by 2011 and £1.4bn by 2018.**
- 4) Taking forward capital investment of £715m in our schools and youth services by 2011 (rising to £3.5bn by 2018) and a further £729m in health and social care by 2011 (rising to £3.5bn by 2018).**
- 5) Investing £925m in social and affordable housing by 2011 and at least £1.8bn by 2018.**

* **Note:** The figures quoted are based on the 10 year Investment Strategy for Northern Ireland.

PRIORITY: DELIVER MODERN HIGH QUALITY AND EFFICIENT PUBLIC SERVICES

We are currently taking forward the most wide ranging reform of public services for a generation. At the heart of this reform programme is a commitment to world class public services which meet the needs of the economy and wider society.

We are committed to taking forward key reform programmes in areas such as health, education, water and planning and will shortly announce our plans for the reform of local government. These will result in significant changes to both the structure and delivery of public services, reducing bureaucracy and enabling us to focus our energy and resources on frontline services. We will ensure that the reforms and restructuring will be compliant with recognised best practice in social procurement guidelines.

Modernising the infrastructure and processes of the Civil Service is a key part of our reform programme. Our aim is to reduce costs and cut out bureaucracy by sharing key corporate services such as human resources, finance and ICT across departments. This will realise significant savings which will be redirected to delivering key services direct to the public.

A Performance Efficiency Delivery Unit will be established to examine the scope for departments to deliver savings over and above the 3% which has been set.

The reform programme, however, is about much more than efficiency savings. It is about bringing government closer to people, revitalising public services and responding to the increasingly diverse nature of our society. It is about ensuring that public services are more accessible, accountable and responsive to individual needs and the lifestyles that people now lead. This means changing the focus from one of administrative boundaries to addressing the needs of people and working together to deliver better experiences and outcomes.

We will:

- Reduce by 25% the administrative burden on farmers and agri-food businesses by 2013.
- Review the overall number of Government departments by 2011.
- Provide a network of one-stop shops to improve access to DARD services by 2011.
- Establish a Library Authority and an Education and Skills Authority by 2009.
- Introduce a single telephone number contact point for public services in Northern Ireland on a phased basis from December 2008 onwards.

Improving the experience and outcomes for everyone who uses public services will ultimately benefit society as a whole. Delivering more flexible and joined up services will also ensure we are better able to respond effectively to the needs of local communities and businesses.

Key Goals

We will deliver more efficient and effective public services and bring Government closer to the citizen by:

- 1) Delivering 5% efficiency savings on administration costs each year for the next 3 years for all Government departments.**
- 2) Delivering 3% per annum efficiency savings on departments' resource budgets and using the Performance Efficiency Delivery Unit to drive higher levels of savings.**
- 3) Generating approximately £300m of capital realisations by 2011 and approximately £1bn by 2018 to invest in our infrastructure.**
- 4) Modernising the structure and powers of local government by 2011.**
- 5) Consolidating and streamlining 70% of Government department and agency websites by 2009.**

LINKAGES

North/South and East/West

We cannot tackle the challenges we face alone. To help us deliver on our priorities, we are committed to fostering and promoting our North/South and East/West linkages, through day to day contact between the relevant administrations, and through the North South Ministerial Council and the British Irish Council. In these contexts, we will continue to take forward mutually beneficial and practical co-operation with the British and Irish Governments and other administrations, to help us deliver real benefits, particularly on infrastructure, trade and business, tourism, agriculture and health service provision, and in tackling major issues that confront all of us, such as social exclusion and barriers to mobility, drugs and other crime, the environment and transport.

International Relationships

We need to engage positively in the European Union and to build on existing partnership and collaboration across key policies and programmes. A European Commission Taskforce, created by the EU President, José Manuel Barroso, is considering how our region can participate more effectively in EU initiatives, both financial and non-financial. The Taskforce will deal with a broad range of policy issues, including sustainable development, employment, culture, rural development, fisheries, urban development and the environment.

Of importance is our relationship with the US, which forms the largest part of our investment market. We are planning an Investment Conference for Spring 2008 which will provide an opportunity to position ourselves as a competitive business location for US companies in our key ICT, financial and business services sectors.

We will also make the most of the opportunity to participate in the Shanghai World Expo 2010, to demonstrate our innovation, creativity and enterprise to the rest of the world, and to further establish ourselves in this important part of the world.

DELIVERING OUR PRIORITIES

Public Service Agreements

To support our priorities and help realise our goal of a shared and better future we have developed a framework of 23 Public Service Agreements (PSAs). These are set out at Annex One, and confirm the key actions we will take in support of our priorities, and the outcomes and targets we aim to achieve over the next three years.

Annex Two outlines the relationship between the PSAs and the five priority areas. The framework of 23 PSAs is focused on addressing key cross-cutting issues and challenges. The PSAs therefore cut across departmental boundaries and many of the outcomes are interdependent. This will help ensure a focus across Government on the key issues and outcomes to which we are committed.

Delivery Framework

We recognise that many of the outcomes and goals set out under the priority areas and the PSAs are interdependent and will only be achieved where departments work closely together and co-ordinate their approach. In light of this, we will put in place a delivery framework which establishes a robust and effective basis for monitoring and reporting of progress at a strategic level to, and by, the Executive.

We, the Executive will directly, at a strategic level, monitor progress on the delivery of the priorities in the PfG. Our focus will be on the key goals and commitments set out under each of the five priorities in this document. In the first instance OFMDFM Ministers and the Minister of Finance and Personnel will take the lead in monitoring progress and report to the Executive at regular intervals. They will be supported by a central delivery team. Clear lines of accountability will be established for each priority area, with lead Ministers and Senior Responsible Officers identified.

In addition, departments have worked together to develop detailed Delivery Agreements for each of the PSAs, which will be available on the website at www.pfgbudgetni.gov.uk. These set out in more detail how departments intend to deliver on the goals and commitments we have set out in the PSA framework and provide the basis upon which we will monitor and report our progress.

A six-monthly progress report will be provided to the Committee of the Office for the First Minister and deputy First Minister and we will also publish on our website an end-year report setting out our progress.

EQIA

Equality is an important issue for the Executive and for society. We are determined to address all forms of inequality, and ensure that fairness, inclusion and equality of opportunity will be watchwords for all their policies and programmes.

In line with that commitment, we have undertaken at a strategic level a joint Equality Impact Assessment on the Programme for Government, Budget and Investment Strategy. That document has now been issued for public consultation. Following consultation we will publish our final EQIA which will inform the delivery and review of the PfG, Budget and Investment Strategy over the next three years.

Consultation

On 25 October, the Executive launched a 10-week joint public consultation exercise on the draft PfG, Budget and Investment Strategy. Over the course of the consultation process approximately 1500 copies of each document were issued to key stakeholders and nearly 55,000 copies (total figure for the three documents) were downloaded from the web.

To ensure an open and transparent process, officials held a number of public consultation seminars across Northern Ireland. The public consultation events were well attended, ranging from approximately 65 – 120 attendees. Officials attended a public consultation event in Cookstown organised by NICVA and met with the Equality Coalition, the Consumer Council, NILGA and the Federation of Small Businesses. In addition, officials also attended and undertook a presentation to a meeting of the Economic Development Forum and a DSD conference on Neighbourhood Renewal.

The consultation exercise formally closed on 4th January 2008. In total, over 9,500 responses were received. A summary of the consultation responses and an overview of the key changes to the PfG are available on the web at www.pfgbudgetni.gov.uk.

A number of revisions have been made to the Programme for Government to address the comments we have received. The majority of these relate to the detail of the PSAs and the

clarification of how we propose to deliver our targets. We have also sought under the priority areas to address a number of issues identified by those who responded.

A large number of respondents highlighted specific concerns in relation to local issues, key sectors and delivery of strategies and initiatives. It is not possible to address all such responses in a strategic level document such as the Programme for Government. While recognising this, however, all responses in this regard have been copied to relevant departments to inform both the delivery of the Executive's priorities and departmental initiatives.

Conclusion

While Government can provide a lead, it cannot, however, address the challenges we face alone. All sectors, including local government, business, the trade unions, academia, the voluntary and community sectors and individuals must play their part. As an Executive, we are committed to open and accountable government, and as we move forward we want to draw on the energy and expertise of those outside government to tackle the challenges and seize the opportunities open to us.

In line with the Executive's Delivery Framework which we will put in place, we will monitor and measure our performance against this Programme for Government to ensure we are delivering on our commitments to you. We will also review and consult on our priorities and performance annually to ensure that our actions remain clearly focused on addressing the challenges and opportunities if we are to deliver a shared and better future for all our people.

PSA FRAMEWORK

PSA 1: PRODUCTIVITY GROWTH

Aim: Improve Northern Ireland's manufacturing and private services productivity

PSA 2: SKILLS FOR PROSPERITY

Aim: Ensure our people have the right skills to deliver economic prosperity now and in the future and increase skills and career choices in STEM subjects

PSA 3 INCREASING EMPLOYMENT

AIM: Subject to economic conditions, increase employment levels and reduce economic inactivity by addressing the barriers to employment and providing effective careers advice at all levels

PSA 4 SUPPORTING RURAL BUSINESSES

Aim: Help agri-food businesses and rural SMEs develop and grow and contribute to a more sustainable environment

PSA 5 TOURISM

Aim: Develop our tourism sector and promote Northern Ireland as a must-visit destination to facilitate growth in business and leisure visitors

PSA 6 CHILDREN AND FAMILY

Aim: To ensure that children are cared for, live in safety, are protected from abuse, receive the support they need to achieve their full potential, become more independent and grow into well adjusted adults, taking their place in the community

PSA 7 MAKING PEOPLES' LIVES BETTER

Aim: Drive a programme across Government to reduce poverty and address inequality and disadvantage

PSA 8 PROMOTING HEALTH AND ADDRESSING HEALTH INEQUALITIES

Aim: Promote healthy lifestyles, address the causes of poor health and wellbeing and achieve measurable reductions in health inequalities and preventable illnesses

PSA 9 PROMOTING ACCESS TO CULTURE, ARTS AND LEISURE

Aim: Contribute to Northern Ireland's economic, health and educational goals by increasing participation and access to Culture, Arts and Leisure activities

PSA 10 HELPING OUR CHILDREN AND YOUNG PEOPLE TO ACHIEVE THROUGH EDUCATION

Aim: Encourage all our children to realise their potential by improving access to formal and non formal education and provision tailored to the needs of disadvantaged children and young people

PSA 11 DRIVING INVESTMENT AND SUSTAINABLE DEVELOPMENT

Aim: Driving sustainable long-term investment in our key infrastructure over the period 2007/08 to 2017/18 and promoting sustainable development across the public sector, business and wider society

PSA 12 HOUSING, URBAN REGENERATION AND COMMUNITY DEVELOPMENT

Aim: Promote decent, energy efficient, affordable housing and regenerate disadvantaged areas and towns and city centres, and support community development to create environments which enhance quality of life and contribute to well-being

PSA 13 IMPROVING THE TRANSPORT INFRASTRUCTURE

Aim: Maintain and develop the public road and rail network and improve public transport provision to deliver a modern, efficient and sustainable transportation system that facilitates economic growth and social inclusion across the region

PSA 14 PROMOTING SAFER ROADS

Aim: Deliver a safer roads network and achieve measurable reductions in road deaths and serious injury

PSA 15 WATER AND SEWERAGE INFRASTRUCTURE

Aim: Contribute to the health and well being of the community and the protection of the environment by developing and maintaining a policy and regulatory environment which provides modern, high quality water and sewerage services

PSA 16 INVESTING IN THE HEALTH AND EDUCATION ESTATES

Aim: Take forward a programme of investment to provide a modern fit-for-purpose health and education estate in line with best practice and ensuring value for money

PSA 17 RURAL INFRASTRUCTURE

Aim: Help rural communities improve the physical, economic and social infrastructure of their areas

PSA 18 DELIVER HIGH QUALITY HEALTH AND SOCIAL SERVICES

Aim: Provide timely and appropriate access to high quality, integrated and cost-effective health and social services, to deliver improved outcomes

PSA 19 RAISING STANDARDS IN OUR SCHOOLS

Aim: Educate and develop our young people to the highest possible standards to deliver improved outcomes for all young people, including measurable reductions in the gap in educational outcomes between highest and lowest attainers

PSA 20 IMPROVING PUBLIC SERVICES

Aim: Improve the quality and the cost-effectiveness of public services to include delivery of the wider public sector reform programme and efficiency savings and outworking of decisions on the RPA

PSA 21 ENABLING EFFICIENT GOVERNMENT

Aim: To provide for the effective operation of the institutions of government by supporting Ministers and facilitating effective interdepartmental working in the delivery of an agreed Programme for Government, Budget, Investment Strategy and legislative programme

PSA 22 PROTECTING OUR ENVIRONMENT AND REDUCING OUR CARBON FOOTPRINT

Aim: Improve the quality of our natural and built environment and heritage and reduce our carbon footprint

PSA 23 MANAGING THE RISK OF FLOODING FROM RIVERS AND THE SEA

Aim: To manage flood risk to encourage and support the social, economic and environmental development of Northern Ireland

Objective	Actions	Target	Dept.	
		Deliver 10 summer internships for students in third level education from disadvantaged backgrounds, within influential offices in Washington DC.		
3	<p>Ensure a modern sustainable economic infrastructure to support business</p> <p>Open up energy markets to external competition and ensure access to alternative energy sources. To support this, research will be taken forward on issues such as developing of the electricity grid, ensuring diversity and security of energy supplies and improving links with GB.</p> <p>Undertake a range of broadband stimulation activities to encourage the take-up and innovative use of telecommunications. Also, develop Northern Ireland's next generation network and establish a direct international communications link.</p> <p>Stimulate the construction of between 13 and 16 new workspace units.</p>	<ol style="list-style-type: none"> 1. Reduce energy costs relative to UK/EU regions by 2011 2. Increase broadband take-up to 75% of businesses by 2011 from a baseline of 60% in 2006 3. Increase e-business activity by 10% by 2011 from its current low base 4. Increase the availability of next generation network broadband speeds to 85% of businesses by 2011 5. By 2009, reduce latency on communications between the north West and North America by approximately 25% and bring international communications costs in line with those in the major UK cities (e.g. Glasgow and Manchester) 6. As in PSA 22, secure 12% of electricity consumption in Northern Ireland from indigenous renewable sources by 2012 	DETI	
4	<p>Promote higher value-added activity through innovation and the commercial exploitation of R&D</p> <p>Invest NI will:</p> <ul style="list-style-type: none"> • Secure Research & Development investment commitments of £120M • 300 companies to engage in Research & Development for the first time • Increase the commercialisation of intellectual property from NI's university and company research base <p>Support MATRIX, which will advise DETI on policies to better target resources to technology areas of greatest future potential and exploit core niche strengths in the R&D and science base.</p> <p>Implementation of the FE Strategy for Northern Ireland, in particular the direct support that FE colleges can provide to employers in areas such as innovation, productivity, design, and business development and incubation.</p>	<p>Increase the BERD expenditure in Invest NI client companies with less than 250 employees by a 8% CAGR</p> <p>Increase the BERD expenditure in Invest NI client companies with greater than 249 employees by a 5% CAGR</p> <p>By December 2008 to have established baselines and monitoring arrangements to measure the volume of direct support that further education colleges provide to employers, and to measure the level of employer satisfaction with the support provided.</p>	DETI DEL	
5	<p>To develop and sustain a Higher Education research sector that holds a strong position within the UK and beyond and makes a major contribution to economic and social well-being.</p> <p>Support MATRIX, which will co-ordinate business, Government and academia and develop a more effective relationship between industry and the R&D/science base.</p> <p>DETI/DEL/Invest NI to work with DFP to secure the necessary resources for permanent "Third Stream" funding in Northern Ireland's universities to increase knowledge transfer and co-operation between the tertiary education sector and local industry</p>	<p>Measurable improvements in research quality as measured by the Research Assessment Exercise (RAE) {DN: no direct comparison between 2001 and 2008 RAE, will be possible due to changes in output, i.e. - the results being produced as a graded profile rather than a fixed seven point scale}.</p> <p>Increase by 10% the key Knowledge Transfer indicators as measured by the Higher Education - Business and Community Interaction (HE-BCI) Survey for Academic Year 2010/11 (HE-BCI 2011 survey published 2012). {DN: DEL's current metrics based NI HEIF 2 allocations run from AY 2007/08 to AY 2010/11. The key HEBCI metrics inform these funding allocations}</p>	DEL DETI	
6	<p>Increase the level of skills to aid productivity improvements in manufacturing and tradable services</p>	<p>Delivery of actions outlined under PSA 2</p>	<p>Delivery of targets outlined under PSA 2</p>	DEL DETI
7	<p>Improve the Strategic Road Network by the advancement/completion of a range of major works schemes.</p>	<p>In line with PSA 13 progress schemes against major work milestones</p>	<p>In line with PSA 13, by 2015 reduce journey times on the Key Transport Corridors by 2.5% compared to 2003.</p>	DRD

PSA 2:

SKILLS FOR PROSPERITY

Ensure our people have the right skills to deliver economic prosperity now and in the future and increase skills and career choices in STEM subjects

Objective	Actions	Target	Dept.	
1	Understand the current demand for skills and assess the future skills needs of the Northern Ireland economy and businesses at a local and regional level	<p>Publication of a report of a review of Labour Market Information in NI by 2008</p> <p>Skills Expert Group develop, regional Employment and Skills Action Plans.</p> <p>Sector Skills Councils develop Sector Skills Agreement</p>	<p>A better match between skills demand and skills supply</p> <p>Action Plan developed by March 2009.</p> <p>All Agreements in place by December 2008.</p>	DEL
2	Improve the skills level of the workforce	<p>Implementation of Success through Skills: the Skills Strategy for NI by 2015</p> <p>Improve opportunities for adults to update their essential skills of numeracy, literacy and ICT through implementation of the Essential Skills Strategy.</p> <p>Implementation of the Further Education (FE) Strategy for Northern Ireland, in particular increasing the proportion of college provision that is at Level 2 and Level 3</p> <p>Increase Apprenticeship training completion rates under Training for Success (and residual Jobskills).</p>	<p>To have all current component projects of Success through Skills launched by 2010/11.</p> <p>A review of Success Through Skills will be completed during 2008 for publication in Spring 2009</p> <p>By March 2011, 42,000adult learners will have achieved a recognised qualification in Essential Skills</p> <p>Increase the proportion of the working age population who are qualified at skill level 2 and above to 80% by 2015.</p> <p>Increase the proportion of Further Education enrolments at Level 2 from 29% in 2005/06 to 32% in 2010/11.</p> <p>Increase the proportion of the working age population who are qualified at skill level 3 and above to 60% by 2015.</p> <p>Increase the proportion of Further Education enrolments at Level 3 from 57% in 2005/06 to 60% in 2010/11.</p> <p>Increase Apprenticeship training completion rates under Training for Success (and residual Jobskills) to 44% at Level 3 by 2009/10).</p>	DEL / DETI / DE
3	Improve the quality and relevance of education to the economy through:	<p>Strategy and framework for Careers Education, Information, Advice and Guidance (DE/DEL) in place</p> <p>Introduce Learning for Life and Work into the School Curriculum by 2011</p> <p>Support schools to secure access to the wider range of courses required under the Entitlement Framework (needs some development/clarity) (DE)</p> <p>Implementation of the FE Strategy for Northern Ireland, in particular the provision of an economically focused curriculum in FE colleges that will support the Northern Ireland economy by meeting the identified skills needs of individual employers.</p> <p>Development and implementation of a HE strategy.</p>	<p>After consultation to launch Careers Education, Information, Advice and Guidance Strategy CEIAG and an implementation plan by June 2008.</p> <p>All children in post-primary provision in schools receive curriculum input on Learning for Life and Work by 2011.</p> <p>Increase in the quality of FE and training provision as assessed by ETI</p> <p>Increase the proportion of Further Education enrolments in Northern Ireland's priority skills areas from 25% in 2005/06 to 28% in 2010/11.</p> <p>Increase the proportion of Further Education enrolments that are on NQF courses from 91% in 2005/06 to 95% in 2010/11.</p> <p>Increase the proportion of Further Education enrolments that are on professional and technical courses from 82% in 2005/06 to 90% in 2010/11</p> <p>Increase the quality of higher education provision as assessed by QAA</p>	DE / DETI / DEL
4	Increase skills and career choices in science, technology, engineering and maths (STEM) subjects	<p>Take steps to increase uptake in stem subjects</p> <p>Increase links with local industry to promote STEM</p>	<p>Increase by 5% the numbers studying STEM subjects in post 16 cohort by 2011.</p> <p>By 2011, to have implemented a joint DE/DEL strategy to address the shortage of skills in science, technology and mathematics disciplines.</p>	DE / DEL / DETI

INCREASING EMPLOYMENT

Subject to economic conditions, increase employment levels and reduce economic inactivity by addressing the barriers to employment and providing effective careers advice at all levels

Objective	Actions	Target	Dept.	
1	Tackle the skills barriers to employment and employability	<p>Implementation of the Further Education (FE) Strategy for Northern Ireland, in particular ensuring that sufficient emphasis is placed on college activity that supports social inclusion and lifelong learning.</p> <p>Implementation of strategy and framework for Careers Education, Information, Advice and Guidance</p> <p>Development and implementation of a regional strategy to widen participation in Higher Education by groups who are currently under-represented, in particular students from disadvantaged backgrounds, minority ethnic communities and students with learning difficulties and disabilities</p>	<p>Increase the proportion of FE enrolments from the more deprived Northern Ireland regions, as defined by the Northern Ireland multiple deprivation measures, from 22% in 2005/06 to 24% in 2010/11</p> <p>By 2011, make progress, year on year, towards fair access to higher education.</p> <p>By 2015, increase the proportion of working age population in Neighbourhood Renewal areas qualified to level 2 (including qualifications on the NQF).</p>	DE/DEL
2	Deliver a high quality employment service, providing support for employers and helping people return to work	<p>Evaluation of Steps to Work pilots to address barriers to employment and introduction across NI including to New Deal clients.</p> <p>Availability of Pathways to Work for IB clients and new Employment and Support Allowance clients and support for Lone Parents</p> <p>Introduction of a modernised front line employment service</p> <p>Implementation of Employment Service Employer Engagement Strategy.</p> <p>Availability of specific Disability Employment Programmes.</p>	<p>Assist 70,000 working age benefit clients to move into employment by March 2011, subject to economic conditions.</p> <p>Increase by 25% use of e-vacancy by employers by March 2011.</p> <p>Deliver a modernised employment service by March 2011.</p>	DEL
3	Increase employment opportunities by attracting high quality inward investment and supporting domestic investment	<p>Invest NI will:</p> <ul style="list-style-type: none"> • Prioritise resources on promoting value added growth projects from locally-owned clients, including External and Global Start Ups • Prioritise resources on increasing the competitiveness of client companies in global markets with a view to increasing employment opportunities • Focus new inward investment marketing activity on projects that promote jobs with salaries above the NI Private Sector Median or increase the value added in the relevant sector • Consider projects that will bring specific benefits to areas of economic disadvantage <p>In working to stimulate high quality new FDI and follow-on investment, Invest NI will encourage employers to work with the Employment Service to assist working age benefit claimants to enter, or return to, employment.</p>	<p>Total annual wages and salaries secured of £345M reflecting inward investment successes and growth from locally-owned clients [8% increase on the average for the three year period ended 2006/07]</p> <p>6,500 new jobs from inward investment</p> <ul style="list-style-type: none"> • <u>of which</u> 5,500 will provide salaries above the Northern Ireland Private Sector Median • <u>of which</u> 2,750 will have salaries at least 25% above the Northern Ireland Private Sector Median <p>75% of land acquisition (acres) in areas of economic disadvantage</p> <p>70% of new FDI projects secured to locate within 10 miles of an area of economic disadvantage</p> <p><i>[Note: the FDI targets are framed in the context of the prevailing economic conditions, in particular the predicted slowdown of the global economy and uncertainties in the financial markets. This may have a significant impact on the flows of FDI as companies adjust to</i></p>	DETI

Objective	Actions	Target	Dept.
		<p>revenue and cost pressures. The targets will be continually tracked and monitored against changing markets and, where appropriate, amended over the PfG period]</p> <p>[Note: the external sales targets in PSA 1 Objective 1 are also dependent upon the Actions attributable to PSA 1 Objective 3.]</p> <p>[Note: the Northern Ireland Private Sector Median salary is £17,000 based on 2006 figures.]</p>	
4	Promote business growth	<p>Invest NI will:</p> <ul style="list-style-type: none"> • Promote growth projects from locally-owned clients, including Global and External Start-ups 	DETI

Objective		Actions	Target	Dept.
1	Support the development of rural businesses	Deliver business development measures through the NI Rural Development Programme 2007-13, the Fisheries Programme and the DARD education programme.	<p>By 2013 invest £45m in improving the competitiveness of the agricultural sector, including £10m to support the modernisation of farms.</p> <p>Increase by 5% the performance of assisted farm businesses by 2011</p> <p>1600 people or more either entering employment or working in the agri-food sector with a new qualification at level 2 or above for each year between 2008 and 2011 inclusive.</p> <p>Cut administrative burden (red tape) in the agri-food sector by 25% by 2013 (15% by 2011)</p>	DARD
2	Improve animal health	Implement disease control measures to reduce the level of serious endemic animal disease	<p>A 27% reduction in TB annual herd incidence and a 20% reduction in Brucellosis annual herd incidence during the period 2008-11.</p> <p>Agreement of an all-island Animal Health Strategy by 2009.</p>	DARD
3	Support environmentally sustainable land management	<p>Delivery of the Single Farm Payment</p> <p>Delivery of the Farm Nitrates Directive Action Programme</p> <p>Deliver the environmental elements of the NI Rural Development Programme 2007-13 including the agri-environment schemes and the woodland grant schemes</p>	<p>By 2013 increase to 50% the area of agricultural land in Northern Ireland covered by environmental enhancement agreements.</p> <p>The conversion of an additional 1,650 ha of agricultural land and non-agricultural land to forest and woodland to be achieved by March 2011.</p> <p>90% of inspected farm businesses complying with environmental cross-compliance standards requirements by 2011.</p> <p>Ensure that farm nutrient balances are maintained at levels below 145kg per ha for nitrogen and reduced to 10kg per ha for phosphorus by 2011.</p>	DARD DoE

Objective		Actions	Target	Dept.
1	Enhance Northern Ireland's tourism infrastructure	<p>Take forward key tourism signature projects to improve NI's tourism product</p> <p>Manage and develop our inland navigations</p> <p>Manage and develop NI cultural infrastructure</p>	<p>Ensure significant progress in the completion of all signature projects by 2011</p> <p>Develop local attractions and amenities including integration and interpretation to enhance the visitor experience and development of visitor servicing initiatives to educate on things to see and do, and improve orientation for the visitor.</p> <p>Improved management and development of our inland navigations to keep 95% of the existing waterways and navigations open from April to October annually in years 2008/09, 2009/10, 2010/11.</p> <p>Deliver £229m capital investment by 31 March 2011 in the Northern Ireland Culture, Arts and Leisure infrastructure through a programme of arts, sports, museums, libraries and PRONI capital projects.</p>	<p>DETI/</p> <p>DCAL</p>
2	Promote the growth of the tourism sector	<p>Through the development of the Tourism Strategic Framework for Action 2008-11, a programme of activities and sector specific support will be identified that will develop the long-term and sustainable competitiveness and entrepreneurship of the tourism industry.</p> <p>Specific actions will focus on challenging perceptions regarding safety, cost, ease of access and awareness of what to see and do. Campaigns and PR/Marketing activities will be targeted at both ROI residents and overseas visitors.</p> <p>Development and implementation of strategies to grow tourism through key drivers such as business tourism, activities (golf & walking), culture & heritage and events.</p>	<p>Increase tourism revenue from out-of-state visitors to £520m by 2011 from a baseline of £370m in 2006</p> <p>Increase the number of out-of-state tourists visiting each year to 2.5m by 2011 from a baseline of 1.98m in 2006</p>	DETI

CHILDREN AND FAMILY

To ensure that children are cared for, live in safety, are protected from abuse, receive the support they need to achieve their full potential, become more independent and grow into well adjusted adults, taking their place in the community

Objective	Actions	Target	Dept.	
1	Improve the outcomes and life chances of children and young people	<p>Implement the 10 year strategy for children and young people</p> <p>Take forward the development of an Early Years Strategy</p> <p>Support exemplar projects of area-based interventions for children and young people</p> <p>Deliver Sport Northern Ireland's investment programmes</p> <p>Develop priorities for youth work services to assess and address the needs of young people.</p>	<p>Deliver targets as set out in 10 Year Strategy for Children and Young people</p> <p>Re-establish the Ministerial Sub-Committee on Children by April 2008</p> <p>By 2011 to have 125,000 children participating in sport and physical recreation</p> <p>Increase the number of children in the 11-16 age range and this accessing youth work services</p>	OFMDFM/DE/ DCAL
2	Reduce the number of children in care	<p>Provide multidisciplinary family support and intervention services</p> <p>Expand family group conferencing</p> <p>Provide additional specialist salaried foster carers</p>	<p>By 2011, reduce by 12% the number of children in care</p> <p>By 2011, provide family support interventions to 3,500 children in vulnerable families each year</p>	DHSSPS
3	Improve the life chances of children leaving care	<p>Expand the scheme to enable care leavers to live with their former foster carers or supported family</p> <p>Provide dedicated transition workers and wrap around services between children and adult services</p> <p>Develop effective referral processes between HSS Trusts and NI Careers Service</p>	<p>By 2011, increase by 50% the proportion of care leavers in education, training, or employment at age 19.</p> <p>By 2011, increase by 25% the number of care leavers aged 18-20 living with their former foster carers or supported family</p>	DHSSPS/DEL
4	Provide a safer environment for children, both in the family setting and for those in foster care.	<p>Ensure that joint protocols with e.g. PSNI are working well and that emerging issues (such as trafficking and internet threats) are tackled</p> <p>Extend monitoring arrangements to cover dangerous offenders</p> <p>Strengthen child protection measures and the safeguarding of children</p>	<p>By 2009, establish the Safeguarding Board for Northern Ireland</p> <p>By 2011, reduce by 12% the number of children requiring to be placed on the child protection register</p>	DHSSPS

Objective	Actions	Target	Dept.	
1	<p>Take forward action to provide for measurable reductions in the levels of poverty and particularly child poverty</p>	<p>In line with Section 16 of the Northern Ireland St Andrews Agreement Act 2006 achieve agreement by the Northern Ireland Executive Committee, on the adoption of a strategy setting out how it proposes to tackle poverty, social exclusion and patterns of deprivation based on objective need.</p> <p>Establish baselines and indicators to measure progress and monitor and report on progress</p> <p>Deliver redesigned child support arrangements.</p> <p>Ensure that benefit claimants receive the benefit payments to which they are entitled.</p> <p>Continue the Social Security Agency's Benefit Uptake Strategy</p> <p>Continue to modernise benefit services</p>	<p>Work towards the elimination of severe child poverty by 2012</p> <p>Work towards the elimination of child poverty in Northern Ireland by 2020 and reducing child poverty by 50% by 2010.</p> <p>We will identify the best measures to ensure we are targeting those most in need</p> <p>In line with PSA 8 deliver improvements to promote healthy lifestyles and achieve measurable reductions in health inequalities and preventable illnesses.</p> <p>In line with PSA 10 reduce the gap in educational outcomes by addressing the needs of disadvantaged and vulnerable children and young people.</p> <p>Redesigned child support arrangements implemented by 31 March 2011.</p> <p>By October 2008 to have implemented the new Employment and Support Allowance.</p> <p>By December 2008 to have implemented a new operating model for delivery of social fund.</p> <p>By March 2011 to have completed, in partnership with the Department for Employment and Learning, the roll-out of the Jobs and Benefits service.</p> <p>By December 2010 to have implemented a new operating model for delivery of services to Pensioners.</p> <p>Meet published annual targets for implementation of the key outcomes of the Social Security Agency's Strategic Business Review.</p> <p>By December 2009 to have implemented revised Medical Support Services structures.</p>	OFMDFM DSD DHSSPS
2	<p>Take forward co-ordinated strategic action to promote social inclusion for:</p> <ul style="list-style-type: none"> • Lone parents • People with physical/sensory disability • Older people • New and established Minority Ethnic Communities 	<p>To develop strategic recommendations to tackle poverty and promote social inclusion for</p> <ul style="list-style-type: none"> ○ Lone Parents ○ People with physical/sensory disability <p>To oversee the agreement of these recommendations and implementation of their related actions.</p> <p>To set baseline indicators and monitor and report progress</p> <p>Work across government to remove barriers to participation and achieve a measurable improvement in the lives of people with disabilities by 2012</p> <p>To oversee the agreement and implementation of an action plan to tackle poverty and promote social inclusion for older people.</p> <p>To continue to monitor and report progress on these actions</p> <p>Provide additional respite packages to assist carers and families of people with physical or sensory disability and increase capacity to supply specialised wheelchairs</p>	<p>By 2011, improve access to physical/sensory disability care by providing an additional 200 respite packages a year.</p> <p>By 2011 ensure a 13-week maximum waiting time for specialised wheelchairs</p> <p>Deliver a strong independent voice for older people</p> <p>Ensure more effective statutory protection for older people as an identifiable group</p> <p>The Social Inclusion Steering Group to agree by July 2008, outcomes expected from taking forward the recommendations in the Strategy.</p>	OFMDFM DHSSPS

Objective		Actions	Target	Dept.
		Take forward the recommendations in the action plan in the <i>Including the Homeless</i> Strategy to promote the social inclusion of homeless people, and those at risk of becoming homeless in Northern Ireland		
3	Speedier access to Mental Health and Learning Disability community services, and fewer long stay patients in Mental Health and Learning Disability hospitals	<p>Develop community mental health and learning disability services, with increased availability of new, locally based, therapies and the deployment of additional staff to strengthen existing community infrastructure and reduce demand for admissions to long stay beds. Provide additional respite packages for carers and families of people with learning disability</p> <p>Develop the housing support services delivered by specialist organisations to vulnerable people to help them remain in their own homes</p>	<p>By 2011, ensure a 10% reduction in admissions to mental health hospitals</p> <p>By 2011, ensure a 10% reduction in the number of long-stay patients in mental health hospitals, and a 25% reduction in the number of such patients in learning disability institutions</p> <p>By 2009, ensure a 13-week maximum waiting time for defined psychotherapy services</p> <p>By 2011, improve access to learning disability care by providing an additional 200 respite packages a year.</p> <p>During each of the three years 2008 – 2011 maintain assistance to enable 12,000 residents to remain in their own homes.</p>	DHSSPS DSD
4	Reduce levels of fuel poverty	Implement the recommendations in the Fuel Poverty Strategy published in 2004	Alleviate fuel poverty in approximately 9,000 households each year through implementing energy efficiency measures.	DSD
5	Promote equality and the enforcement of rights	<p>Implement the cross departmental Gender Equality Strategy</p> <p>Implement the racial equality strategy</p> <p>Implement a programme of cohesion and integration for a shared and better future for all</p> <p>Deliver new effective structures of public service which measurably more responsive to the needs of people and communities</p>	<p>Introduce measures to work towards the total elimination of the gender pay gap.</p> <p>Ensure the central role of the rights of the child</p> <p>Work across Government to reform the Tribunal system to enhance the enforcement of rights</p>	OFMDFM
6	Working with the Commissioner for Victims and Survivors, to develop and implement a new, comprehensive strategy approach to Victims and Survivors	<p>Publish a new strategy for victims and survivors and establish a Victims and Survivors Forum</p> <p>Establish a new scheme to provide support, assistance and advice for groups and individuals and agree arrangements for the sponsorship of the office of the Commissioner for Victims and Survivors</p>	<p>New strategy published by March 2008. Forum established by March 2008.</p> <p>New Scheme published by March 2008 and fully established between June and December 2008.</p>	OFMDFM

Objective	Actions	Target	Dept.	
1	Promote uptake in screening and immunisation programmes to forestall avoidable disease and reduce mortality rates	<p>Introduce a comprehensive HPV immunisation programme</p> <p>Introduce a regional bowel screening programme for people over 50</p>	<p>From September 2008, ensure that a comprehensive HPV immunisation programme is in place, with a view to achieving a long term reduction of 70% in incidence of cervical cancer</p> <p>From December 2009, ensure that a comprehensive bowel screening programme for those aged 60-69 is in place, with a view to achieving a 10% reduction in mortality from bowel cancer by 2011.</p> <p>By 2009, extend the regional breast cancer screening programme to cover those aged 65-69</p>	DHSSPS
2	Promote smoking cessation and measures to tackle obesity and physical inactivity, particularly among children, and reduce health inequalities	<p>Deliver community based health programmes within the 10% most disadvantaged areas</p> <p>Deliver Sport NI's investment programmes</p>	<p>By 2012, increase average life expectancy by 2 and 3 years for women and men respectively, and facilitate a 50% reduction in the life expectancy differential between the most disadvantaged areas and the NI average</p> <p>By 2011, reduce to 21% and 25% respectively the proportion of adults and manual worker subset who smoke</p> <p>By 2011, halt the decline in adult participation in sport and physical recreation</p> <p>By 2011, halt the rise in obesity</p>	DHSSPS/DE/DCAL
3	Reduce binge drinking and illicit drug use, particularly among young people and vulnerable groups	<p>Deliver group work programmes for children and families affected by parental substance misuse</p> <p>Expand programmes to address binge drinking and illicit drug use, targeting young people and/or vulnerable groups</p>	<p>By 2010, ensure a 5% reduction in the proportion of adults who binge drink</p> <p>By 2010, ensure a 10% reduction in the proportion of young people who drink and who report getting drunk</p> <p>By 2010, ensure a 5% reduction in the proportion of young adults taking illegal drugs</p> <p>By 2011, ensure a 10% reduction in the number of children at risk from parental alcohol and/or drug dependency</p>	DHSSPS
4	Reduce the incidence of suicide	Roll out the suicide prevention helpline, expand self-harm mentoring and work with those at risk to improve life and coping skills	By 2011 achieve a reduction of at least 15% in the suicide rate	DHSSPS/DE
5	Improve sexual health and reduce the rate of teenage pregnancy	Expand education and awareness-raising programmes in schools, workplaces and community settings on sexual health issues and teenage pregnancies	By 2010, achieve a 40% reduction in the rate of births to mothers under 17	DHSSPS/DE

Objective	Actions	Target	Dept.	
1	<p>Enable as many people as possible to improve their quality of life by experiencing, participating and accessing the excellence of our cultural assets</p>	<p>Promote <i>Delivering Tomorrow's Libraries</i></p> <p>Promote the <i>National Museums Northern Ireland Corporate Strategy 2006-2009</i></p> <p>Promote the <i>Arts Council for Northern Ireland Corporate Plan 2007-10</i></p> <p>Deliver Sport NI's investment programmes</p> <p>Promote <i>The Northern Ireland Strategy for Sport and Physical Recreation 2007-2017</i></p> <p>Maintain develop and promote angling facilities</p>	<p>By 2011 to maintain the proportion of library users in Northern Ireland who are satisfied with public library provision</p> <p>To increase the total number of National Museums visitors to 585,000 by 2009</p> <p>By 2011 to increase by 2 percentage points the proportion of the NI population who attend arts events</p> <p>By 2011 to increase by 2 percentage points the proportion of the NI population who participate in arts events</p> <p>By 2011, halt the decline in adult participation in sport and physical recreation</p> <p>By 2011 to have 125,000 children participating in sport and physical recreation</p> <p>Increase sales in permits for public angling estate across minority groups and tourists by 2% each year to 2011</p>	DCAL
2	<p>Capture and make available in digital formats and on line key DCAL services, information and cultural assets in order to exploit opportunities for joined-up public access and increased participation.</p>	<p>Promote digital access to National Museums NI, Public Libraries and Public Record Office NI</p>	<p>To increase the proportion of National Museums Northern Ireland collections that are accessible via the internet by 2011.</p> <p>The Northern Ireland public library network to have at least 6 public access workstations per 10,000 population by 2011 which have access to the internet and libraries catalogue</p> <p>The Public Record Office of Northern Ireland will produce at least 6 searchable databases, all accessible via a single portal by 2011.</p>	DCAL
3	<p>Deliver DCAL related reforms intended by the Review of Public Administration.</p>	<p>Deliver a reformed, modernised, effective and accountable library service</p>	<p>Creation of the Northern Ireland Library Authority by 2009</p>	DCAL
4	<p>Realise NI benefits from 2012 Olympics and Paralympics Games and ensure a sustainable legacy.</p>	<p>Lead and co-ordinate the implementation of the Northern Ireland 2012 Olympic and Paralympics Games Strategy. Set milestones for each key theme and stakeholder and monitor progress.</p> <p>Develop proposals for a new a multi-sports stadium</p> <p>Secure provision of the Elite Facilities Programme such as the provision of a 50 metre swimming pool and support shared access to sporting facilities on a cross sectoral basis</p> <p>Establish suitable pre – Olympic or Paralympics Games training camps</p> <p>Identify 4 venues in Northern Ireland suitable to host the torch relay</p>	<p>By 2011 to be on schedule to deliver the Northern Ireland 2012 Olympic and Paralympics Games Strategy, through monitoring key themes progress at six monthly intervals.</p> <p>By 2011 and subject to the normal approval processes to have an operationally viable and commercially sustainable Multi-Sports Stadium for Northern Ireland.</p> <p>By 2011 to have a minimum of 10 new or upgraded facilities that will support Northern Ireland player/athlete development in Olympic and Paralympics sports and which will be available for community and school use.</p> <p>By 2012 to seek to attract 10 nations competing in Olympic or Paralympics Games for pre-games training or acclimatisation</p> <p>By 2011 to secure agreement of the London Organising Committee of the Olympic and Paralympics Games (LOCOG) organisers to host the torch relay at 4 Northern Ireland venues.</p>	DCAL DETI

Objective		Actions	Target	Dept.
1	Provide for effective early intervention through more coherent education and care provision for pre school children.	Ensure a solid framework is in place to support the development of resilient children who are skilled communicators and competent learners prepared for life at school and beyond.	Deliver new early years strategy which will bring early years care and education together in a co-ordinated way, to support integration of service delivery.	DE / DHSSPS/ OFMDFM
2	Reduce the gap in educational outcomes by addressing the needs of disadvantaged and vulnerable children and young people	<p>Implementation of Literacy and Numeracy Strategy and School Improvement Policy.</p> <p>Improved access to the youth service for young people most at risk of exclusion.</p> <p>Review the Education and Maintenance Allowance (EMA) scheme to access its impact on student retention and attainment in post compulsory education and training.</p> <p>To provide organised educational programmes at National Museums</p>	<p>Increase to 30% the percentage of students by 2011, with entitlement to Free School Meals, gaining a Level 2 qualification by the time they leave school.</p> <p>By 2010 bring the attainment levels of primary and post primary schools identified as having 51% or more pupils living at a postcode within a Neighbourhood Renewal Area, up to within 5 percentage points of the NI average at Key Stage 2 and 3 percentage points of the NI average at GCSE.</p> <p>By 2010, reduce the number of pupils achieving no GCSEs attending schools identified as having 51% or more of their pupils living at a postcode within a Neighbourhood Renewal Area, to within 1 percentage point of the NI average.</p> <p>To attract at least 98,000 visitors per annum to organised educational visits at National Museums by 2009.</p>	DE DEL DCAL
3	Provide more effective interventions to support children and young people with Special Educational Needs (SEN) and Additional Educational Needs (AEN)	Implementation of SEN Review	Introduce greater consistency and better value for money in the delivery of SEN services, by 2010-11.	DE
4	To maximise high-quality Irish-medium provision for those children whose parents wish it.	Thriving Irish-medium sector fully integrated into all aspects of education support.	Implementation of agreed recommendations of the Irish Medium Education Review.	DE

Objective		Actions	Target	Dept.
1	Ensuring a strategic approach to investment in our infrastructure	<p>Improving planning and prioritisation of public expenditure by producing and ensuring the effective delivery of a ten-year Investment Strategy</p> <p>Establish a cross-departmental body to identify opportunities for capital realisation.</p>	<p>Effective strategic planning and timely delivery of capital investment approaching £20bn in our infrastructure through the Investment Strategy 2008 and the Strategic Investment Board.</p> <p>Generate an extra £300m of capital realisations by 2011 to invest in modernising our infrastructure.</p>	OFMDFM/DFP
2	Regenerate former military sites to promote economic growth and for the benefit of local communities.	Agree and provide for the timely implementation of masterplans for the regeneration of key sites.	<p>Significant regeneration of the former Ebrington Barracks and Fort George site in Derry/Londonderry, through the Ilex Urban Regeneration Company by 2011.</p> <p>Regeneration of Maze/Long Kesh as a site of regional strategic importance.</p> <p>Regeneration of the Crumlin Road Gaol site in line with an agreed Masterplan by 2017.</p> <p>Deliver the agreed overall objectives of the West Belfast and Greater Shankill Taskforce</p>	OFMDFM/DSD
3	Coordinate delivery of the Sustainable Development Strategy	<p>Delivery of the Sustainable Development Strategy across government</p> <p>To use the Guiding Principles of the Sustainable Development Strategy as the basis for Government policy in Northern Ireland.</p> <p>Priority Areas for Action in the Sustainable Development Strategy form the basis of business planning and decision-making by Departments and their Agencies.</p>	<p>Develop and take forward delivery of the Sustainable Development Implementation Plan 2008-2011</p> <p>Progress delivery of a Communications Strategy to promote sustainable development</p> <p>Development of a Sustainable Consumption Action Plan for Northern Ireland by 2008</p> <p>Introduction of a new OFMDFM sponsored award scheme for achievement of specific targets for schools</p> <p>Continued funding of the Sustainable Development Commission 2008-11</p>	OFMDFM
4	Support the wider Public Sector in taking account of sustainable development principles when procuring works, supplies and services	<p>Integrate sustainable development priorities within the public procurement process where appropriate.</p> <p>Deliver improvements to the public sector infrastructure and social and affordable housing that incorporate sustainable development principles.</p> <p>Increase access to public sector procurement opportunities for SMEs and Social Economy Enterprises.</p> <p>Achieve the Strategic Objectives on Sustainable Consumption and Production as identified within the Sustainable Development Strategy.</p>	<p>Ensure that by December 2008 Sustainable Development principles are considered in capital investment decisions on all publicly funded building and infrastructure projects.</p> <p>Monitor and report on compliance with guidance on integration of equality and sustainable development priorities into procurement processes.</p> <p>To have appropriate systems in place by 30 September 2008 to allow access by SMEs and SEEs to opportunities for doing business with public sector organisations.</p> <p>By March 2009 all procurement staff to have received basic training in sustainable procurement.</p> <p>Through the Sustainable Development Implementation Plan 2008-2011, progress delivery, where appropriate, of the Key Targets associated with strategic Sustainable Consumption and Production objectives.</p> <p>By December 2008 Centres of Procurement Expertise to produce Action Plans to deliver sustainable development priorities.</p> <p>Extend the statutory duty to relevant public bodies to contribute to the achievement of sustainable development.</p>	OFMDFM/DFP

Objective	Actions	Target	Dept.	
1	Provide access to decent, affordable and energy efficient housing.	Take forward the issues of Affordability as set out in the Implementation Plan developed from the recommendations of the Semple review. Progress the Social Housing Development Programme to increase the provision of new social housing	Identify new initiatives to ensure the provision of 10,000 social and affordable houses by 2013. By 2011, establish a robust system for assessing future demand for social housing. Implement a procurement strategy to improve value for money delivery of social housing during 2008.	DSD
2	Regenerate disadvantaged urban areas	Work across Government to close the gap in quality of life for those living in Neighbourhood Renewal areas and the rest of Northern Ireland.	In line with targets outlined in PSAs 3, 9 and 11 Achieve measurable long-term reductions in health, educational and employment differentials for those living in Neighbourhood Renewal Areas. By 2010 to have improved the physical environment and community facilities in Neighbourhood Renewal Areas in line with agreed priorities... Deliver the agreed overall objectives of the West Belfast and Greater Shankill Taskforce	DSD DE DHSSPS DEL DETI OFMDFM
3	Promote viable and vital towns and city centres, helping to create shared spaces that are accessible to all and where people can live, work and socialise	Ensure significant progress on key retail led sustainable and integrated regeneration schemes in a range of towns and cities throughout Northern Ireland by 2012 Progress sustainable and fully integrated high quality public realm projects in a range of towns and cities throughout Northern Ireland Promote the integrated development of urban areas in NI through support of Master plan development to determine priorities and usages Engage the private sector to encourage and promote private sector development and the regeneration of town and city centre and inner city areas Implement the policy on Architecture and the Built Environment for Northern Ireland	The following schemes will be progressed in Belfast: <ul style="list-style-type: none"> • North East Quarter (attracting approximately £360m of private sector investment and generating 1000 jobs during construction and 2000 jobs in retail and leisure): • <i>St Anne's Square</i>- a £60m mixed use scheme comprising of a hotel, retail, residential and leisure space with multi-level car parking by Summer 2009; • <i>Obel</i> – a £45m mixed use development comprising a landmark 26 storey residential building, offices and leisure facilities and underground car parking by 2009; and • <i>Lanyon Towers</i> – a £45m mixed use development comprising offices, residential units, a bar/restaurant and basement car parking by Autumn 2009 Complete Public Realm work in Belfast City Centre (Phase I), Armagh complete in 2009/10, Newcastle in 2008/09, Waterloo Place/Guildhall, Derry/Londonderry by Autumn 2009 and a Mixed-Use Development in Foyle Street, Derry/Londonderry by end of 2009. Complete 7 Comprehensive Development Schemes and commence 6 by 2010/11 Undertake a design review of major public sector infrastructure projects.	DSD DCAL
4	Promote a strong vibrant and sustainable voluntary and community sector to enable better delivery of services	Deliver a sustainable network of advice centre's meeting the needs of people. Establish a robust system of regulation for charities in Northern Ireland by Improve partnership and recognition across government of the role of the voluntary and community sector in government objectives support.	Implement the Advice Services Strategy by 2009. Establish a Charities Commission for Northern Ireland by the end of 2008, subject to legislation. Monitor and report on <i>Positive Steps</i> implementation by December 2008.	DSD
5	Promote strong, integrated, sustainable communities where people want to live work and socialise	Develop a new strategy to promote active citizenship and sustain volunteering in Northern Ireland. Provide a range of targeted programmes to build capacity in communities targeting need. Progress delivery of the Key Targets on Sustainable Communities contained within the Sustainable Development Implementation Plan 2008-2011.	By 2012, to have increased volunteering and active citizenship by 10% compared with the baseline measure in the Volunteering in Northern Ireland Report (2007). Delivery of key targets on sustainable communities	DSD

IMPROVING THE TRANSPORT INFRASTRUCTURE

Maintain and develop the public road and rail network and improve public transport provision to deliver a modern, efficient and sustainable transportation system that facilitates economic growth and social inclusion across the region

Objective	Actions	Target	Dept.	
1	<p>Improve the Strategic Road Network by the advancement/completion of a range of major works schemes.</p>	<p>Complete the following Strategic Road Improvement Schemes within the Budget 2008 period:</p> <ul style="list-style-type: none"> • M1/Westlink and M2 Upgrades • A4 Annaghilla single carriageway realignment with eastbound 2+1 lane • A4 Dungannon to Ballygawley dualling • A5 Tullyvar single carriageway realignment with climbing lanes • A1 Beech Hill to Cloghogue dualling • Four additional grade separated junctions on the A1 between Sprucefield and Loughbrickland • A26/M2 Ballee Road East Link • A4 Henry Street/Sligo Road, Enniskillen • A32 Cherrymount Link, Enniskillen • A32 Dromore – Irvinestown – Enniskillen realignments • A29 Carland Bridge realignment • A20 Newtownards Southern Distributor • A20 Newtownards Frederick Street Link <p>Progress a number of other Strategic Road Improvement Schemes including:</p> <ul style="list-style-type: none"> • A6 dualling Randalstown/M22 – Castledawson • A2 dualling from Maydown to City of Derry Airport • A2 Widening at Greenisland • A5 Derry/Londonderry to Aughnacloy • A6 Derry/Londonderry to Dungiven • A8 Belfast to Larne 	<p>By 2015 reduce journey times on the Key Transport Corridors by 2.5% compared to 2003.</p>	DRD
2	<p>Maintain the road infrastructure to keep it safe, effective and reliable through resurfacing, surface dressing and the timely repair of road defects.</p>	<p>Key work areas:</p> <ul style="list-style-type: none"> • Resurfacing • Surface dressing • Defect Repair 	<p>At least 70% of the motorway and trunk road network is in satisfactory structural condition by March 2011.</p> <p>Other roads in the network to receive resurfacing treatment of 30% of that recommended in Best Practice Guidelines by March 2011.</p>	DRD
3	<p>Promote increase in usage of public transport</p>	<p>Take forward recommendations arising from Rapid Transit feasibility studies.</p> <p>Approve and monitor the delivery of the NITHC/Translink Corporate Plan</p>	<p>Commence work on first Rapid Transit line in Greater Belfast by 2011</p> <p>Achieve and maintain 77 million passenger journeys per annum across all bus and rail public transport by March 2011.</p> <p>Support Translink to procure more than 200 new buses by March 2011 to remain on target to meet the RTS targets of:</p> <ul style="list-style-type: none"> • an average fleet age for Metro and Ulsterbus of 8 years by 2012 with no bus older than 18 years or Goldline coach older than 12 years; and • all Metro and Ulsterbus buses and coaches to be 100% accessible by 2012. <p>Support Translink to procure 20 additional new trains with the first trains being introduced to service in 2011.</p>	DRD

Objective	Actions	Target	Dept.
	To implement reformed Public Transport structures	Support Translink to: <ul style="list-style-type: none"> • construct a new railway station at Newry by March 2011; • complete £40m of track improvements between Knockmore and Lurgan by March 2011; • complete £12m of track extension works between Ballymena and Coleraine by March 2011. • progress work on a major track relay project from Coleraine to Derry/Londonderry by March 2011. To comply with the timescales resulting from the Minister's decision.	
4	Improve the governance and commercial competitiveness of trust ports.	Develop and legislate for new governance arrangements and enhanced commercial powers for trust ports.	By January 2009, have new primary legislation in place. DRD

Objective		Actions	Target	Dept.
1	Reduce road casualties	<p>Provide a programme of road safety promotion, education, policy and legislation and implement the road safety strategy</p> <p>Provide practical child pedestrian training in 75 schools, targeted at schools with a significant number of pupils from disadvantaged backgrounds</p> <p>Develop a programme of NI-specific road safety research</p> <p>Review arrangements for training and testing young and novice drivers, including the effectiveness of the existing 'L' and 'R' driver schemes</p> <p>Consider the potential for reducing the NI drink-driving limit</p> <p>Maintain a programme of driver and vehicle testing</p> <p>Introduce certificates of professional competence for drivers of buses and lorries</p> <p>Introduce additional tests for motorcyclists and a system of compulsory basic training</p> <p>Assess the potential for the introduction of a system of graduated driver licensing</p> <p>Implement the third EC directive on driver licensing</p>	<p>By 2012, reduce the number of people killed or seriously injured by 33% of the average for the period 1996-2000</p> <p>By 2012, reduce the number of children killed or seriously injured by 50% of the average for the period 1996-2000</p> <p>September 2008 for buses and September 2009 for lorries.</p> <p>By end of 2008.</p>	DOE
2	Contribute to safer roads using a range of initiatives including road safety engineering, traffic calming and further enhancement of the pedestrian and cycling network.	<p>Key work areas:</p> <ul style="list-style-type: none"> • Implementation of collision remedial schemes • Traffic calming measures • Introduction of school safety zones • Provision of new cycle lanes • Provision of measures for safer walking 	50% reduction in total number of target collisions at treated sites over the 3 years following completion of collision remedial works	DRD

WATER AND SEWERAGE INFRASTRUCTURE

Contribute to the health and well being of the community and the protection of the environment by developing and maintaining a policy and regulatory environment which provides modern, high quality water and sewerage services

Objective	Actions	Target	Dept.	
1	Sustainable and acceptable funding arrangements for water and sewerage services in place by 2010.	To implement the outcome of the Executive Review of water charging.	To comply with timescales resulting from the Executive's Review.	DRD
2	Widespread acceptance of governance structure which ensures delivery of agreed water industry targets and promotes improved customer service by 2010	To implement effective governance structures (currently those required by the Water and Sewerage Services (NI) Order 2006) Work through the regulatory structure to ensure regular monitoring and reporting on progress towards achievement of water industry targets.	To comply with timescales resulting from the Executive's Review. By 2009-10, water industry reduces percentage of households experiencing unplanned and un-warned interruptions in water supply in excess of 6 hours to 1% By 2009-10, water industry comparative operating efficiency improved from a 2003/04 base by at least £44m (at 2006-07 prices)	DRD
3	Acceptable levels of compliance with EU requirements and other relevant standards and targets by 2010	Ensure the water industry is adequately resourced to deliver agreed targets (currently set out in the NIW Strategic Business Plan).	By 2009-10, the water industry will have improved water quality at the tap (mean zonal compliance) to 99.77%. By 2009-10, the water industry ensures that 94% of the population equivalent, served by wastewater treatment works serving a population equivalent greater than 250, achieves compliance with Water Order consents.	DRD

PSA 16

INVESTING IN THE HEALTH AND EDUCATION ESTATES

Take forward a programme of investment to provide a modern fit-for-purpose health and education estate in line with best practice and ensuring value for money

Objective	Actions	Target	Dept.	
1	To secure better clinical outcomes and safe, high quality treatment and care, by means of a reformed and modernised hospital infrastructure based on an integrated configuration of acute and local hospitals	Take forward a programme of capital investment designed to deliver a more efficient, responsive and accessible NI-wide network of modern, fit-for-purpose hospital facilities	By 2009, Downe Enhanced Local Hospital due to be completed By 2010, Ulster Hospital Phase A due to be completed By 2011, first stage of Altnagelvin Phase 3 due to be completed By 2011, Royal Phase 2 B due to be completed	DHSSPS
2	To achieve improved levels of morbidity, access and services responsiveness and less need for hospitalization, by means of a wider range of integrated health and care services in the community, closer to where people live and work and supporting more prompt and effective management of chronic disease	Deliver a NI-wide Primary and Community Care Investment (PCCI) programme, establishing a new network of health and care centres, learning disability and mental health facilities, children's residential homes, adult centres etc	By 2008, Craigavon Crisis Resource Centre due to be completed By 2009, Castlereagh Community Treatment and Care Centre due to be completed By 2010, Portadown Health & Care Centre due to be completed By 2010, Gransha Mental Health Crisis Centre due to be completed By 2010, Regional Adolescent Psychiatric Unit & Child and Family Centre due to be completed By 2011, Health & Wellbeing Centres Phase 2 due to be completed	DHSSPS
3	Support better clinical care and treatment and improved patient and user experience and health outcomes, through more extensive and effective use of health technology and ICT, and the provision of modern and effective emergency services.	Implement strategic capital development programmes for the NI Ambulance and Fire & Rescue Services including, by 2009, delivery of Mobile Data and Automatic Vehicle Location systems to help ensure achievement of national targets for response times and enhanced delivery of effective emergency services Install a Picture Archiving & Communications System (PACS) – a computerised system for storing and sharing diagnostic imaging.	By 2011, NIAS to respond to 75% of life-threatening calls within eight minutes By 2011, reduce by 5% the number of accidental fires in dwellings By 2011, delivery of PACS to be completed	DHSSPS
4	To provide modern school facilities which meet the needs for teaching and learning	Take forward a programme of capital investment to replace deficient school buildings To improve the strategic planning of the schools estate.	Building projects to be advanced at over 100 schools over the period to 2011 Area-based planning approach to be developed and implemented in conjunction with the establishment of an Education and Skills Authority.	DE
5	To enhance student learning and research excellence and maintain the competitiveness of the HE institution Take forward a programme of £134m during 2008-2011 to develop and enhance the infrastructure of the HE and FE sectors.	Through joint Area Planning with the Department of Education, ensure that the FE estate is developed in a way which meets the needs of learners in the six new college areas. Support the strategic development of HE infrastructure to enhance student learning and research excellence and maintain the competitiveness of the HE institutions,	The provision of a quality, sustainable and fit for purpose FE estate. The provision of a quality, sustainable and fit for purpose HE estate.	DEL DE

Objective		Actions	Target	Dept.
1	Improve rural infra-structure	Deliver rural infrastructure measures through the NI Rural Development Strategy 2007-13	By 2013: <ul style="list-style-type: none"> • 1000 people benefiting from ICT initiatives • 2,000 people benefiting from improved mobility • 5,000 people benefiting from cultural initiatives • 5,000 people benefiting socio-economic initiatives 	DARD
2	Adopt the role of Rural Champion	Define the role of Rural Champion and enhance the Rural Proofing process by end 2008 Develop proposals for a Rural White Paper by end 2008	Ensure that rural issues are mainstreamed into all relevant Government policies and programmes	DARD(and when agreement has been reached the other NICS Departments)

Objective		Actions	Target	Dept.
1	Promote independent living and a reduction in avoidable admissions to hospital	Enhanced and wider range of community services, through e.g. active management of long term conditions, intermediate care, more flexible and responsive domiciliary care services, expansion of assistive technology and continued growth of direct payments.	<p>By 2010, 45% of people with assessed community care needs supported at home</p> <p>From April 2008, no older person with continuing care needs will wait more than eight weeks for a completed assessment, with the main components of care met within a further 12 weeks</p> <p>By 2011, 50% reduction in unplanned hospital admissions for case managed patients with severe chronic diseases (e.g. heart disease and respiratory conditions)</p> <p>From April 2008, 90% of patients with continuing complex care needs will be discharged from an acute setting within 48 hours of being declared medically fit, and no complex discharge will take longer than seven days – in all cases with appropriate community support.</p> <p>All other patients will, from April 2008, be discharged from hospital within six hours of being declared medically fit</p>	DHSSPS
2	Shorter waiting times for access to specialist drugs, to a range of specialist hospital services, and to elective treatment	<p>Enhance the provision of specialist drugs for cancer and other treatments such as anti TNF</p> <p>Improve access to a range of specialist hospital services such as neonatal, paediatric and adult critical care, and major trauma services</p>	<p>By 2011, ensure a 21-week waiting time for drug therapies for treatment of severe arthritis</p> <p>By March 2009, no patient will wait longer than 9 weeks for a first outpatient appointment, 9 weeks for a diagnostic test, and 17 weeks for inpatient or day case treatment</p> <p>By 2009, 95% of patients will, where clinically appropriate, wait no longer than 48 hours for inpatient fracture treatment</p> <p>By 2009, 98% of cancer patients will commence treatment within 31 days of decision to treat, and 95% of patients urgently referred with suspected cancer will begin treatment within 62 days</p>	DHSSPS
3	Improve outcomes and survival rates in key specialisms	Develop key specialisms and infrastructure in cancer (e.g. oncologists and radiotherapy capacity), stroke (earlier diagnosis, access to 24/7 CT scanning, post-stroke rehabilitation, etc) and renal services.	<p>By 2011, ensure a 10% reduction in mortality and disability from stroke</p> <p>By 2009, at least 50% of patients (rising to 60% by 2010) should receive dialysis via a fistula, and no patient should wait longer than nine months for a transplant (reducing to six months by 2010).</p> <p>By 2009, ensure a 10% reduction in the number of hospital patients with staphylococcus aureus bloodstream infections (including MRSA), and a 20% reduction in cases of clostridium difficile</p>	DHSSPS

RAISING STANDARDS IN OUR SCHOOLS

Educate and develop our young people to the highest possible standards to deliver improved outcomes for all young people, including measurable reductions in the gap in educational outcomes between highest and lowest attainers

Objective		Actions	Target	Dept.
1	Improve the overall performance of schools.	<p>Implementation of Revised Curriculum</p> <p>Implementation of School Improvement policy.</p> <p>Complete a review of school leadership and management training.</p>	<p>By 2011, 68% of students gaining a Level 2 qualification by the time they leave school.</p> <p>By 2011, 65% of students undertaking A level examinations gaining 3+ A levels A-C or equivalent in Year 14.</p> <p>Raise the participation rate of 16/17 year olds in full-time education or vocational training to 95% by 2011.</p>	DE
2	Improve the fundamental skills of literacy, numeracy and ICT, with particular focus on those schools currently with low levels of achievement or which draw their pupils from areas of high socio economic deprivation.	Implementation of the Revised Curriculum and the Literacy and Numeracy Strategy	<p>55% of students gaining a Level 2 qualification, including GCSEs A*-C in English/Maths (or equivalent) by the time they leave school by 2011.</p> <p>30% of students with entitlement to Free School Meals gaining GCSEs A*-C in English and Maths by the time they leave school by 2011.</p> <p>90% of students gaining GCSE A* - G in English and Maths (or equivalent) by the time they leave school by 2011.</p>	DE
3	Ensure that mainstream pupils leave schools with formal qualifications	Implementation of School Improvement Policy, Special Educational Needs Policy and a revised policy for Alternative Education Provision.	Reduce percentage of year 12 pupils with no qualification at GCSE level or equivalent to 1.5% by 2011.	DE

Objective		Actions	Target	Dept.
1	Deliver a programme of Civil Service Reform	Take forward NICS reform programme to deliver a modern, high quality and efficient public services by improving NICS capacity and providing NICS staff with the necessary tools and technology.	Deliver shared NICS corporate services and commence the benefits realisation process through the implementation of the following reform programmes: <ul style="list-style-type: none"> • Financial and accounting services through Account NI – full implementation by 01 April 2009. • Human resources services through HR Connect – full implementation by November 2008. • Information communication and technology (ICT services) through the ICT Shared Service Centre – full implementation by April 2009 • Network services through Network NI by 30 September 2009 • Office estate services through Workplace 2010 – award contract by February 2009 and commence implementation by June 2009. • Complete the implementation of Records NI to move to full electronic records across the NICS by October 2008 	DFP All Departments
2	Take forward reform of education administration	Creation of Education and Skills Authority	Deliver the new organisation no later than April 2009.	DE
3	To take forward the modernisation and reform of the local government sector, providing appropriate policy, procedures and legislation.	Progress the Modernisation Programme, with the Local Government Taskforce. As agreed with the Executive and Assembly, develop and implement a strategy for the creation of the structure of local government and assist local government in taking on the range of functions to be transferred. Progress the development of legislation to enable the delivery of the programme.	Reduction in the numbers of local councils, and transfer of agreed functions from central government to local government control. Modernisation of existing processes of councils. Assumption of new powers for local government.	DoE
4	Promote and improve access to public services and information in Northern Ireland	Improve access for the people of Northern Ireland to public services and information including the delivery of an improved range of contact channels for citizen access to public services	Introduction of a single telephone number point of contact for selected public services including DARD, General Register Office, Land and Property Services and Planning Service by 31 December 2008 Roll-out of the single telephone number point of contact to all remaining NICS Departments and Agencies on a phased basis from October 2009 onwards. Deal effectively with at least 50% of enquiries received through the single telephone number at first point of contact. Consolidation of 70% of NICS Department and Agency websites into a single thematic based web presence including a range of transactional services by March 2009. Reduce barriers to citizen access to online public services through delivery of a Digital Inclusion programme by October 2009.	DFP All Departments
5	Take forward the modernisation of the health and social services sector	Reduction in the number of HSS Boards, and introduction of regional shared services. Take forward a comprehensive programme to improve productivity, efficiency and effectiveness in the HSC.	By 2011, reduce administration costs within the health and social care system by £53m a year Improve productivity, efficiency and effectiveness in the HSC as measured by such indicators as: <ul style="list-style-type: none"> ▪ Patient throughput per bed ▪ Ratio of day cases to inpatient cases ▪ Use of more effective drug therapies ▪ Greater use of generic drugs ▪ Improved procurement practices ▪ Proportion of people with community care needs supported at home ▪ Staff absenteeism 	DHSSPS

Objective	Actions	Target	Dept.	
1	Support the First and deputy First Minister in leading the Executive.	<p>Improve planning and prioritisation of public expenditure by achieving a Programme for Government for 2008-11 and a ten year Investment Strategy.</p> <p>Improve delivery of public services by working with departments to help them meet their PSA targets.</p> <p>Promote standards that ensure good governance and adherence to the Ministerial and Civil Service Codes</p> <p>Deliver new effective structures of public service</p>	<p>Delivery of final PfG and Investment Strategy by January 2008.</p> <p>First review of PfG and Budget for 2008-11 completed by January 2009.</p> <p>PSA framework agreed by January 2008. In-year progress report completed by October 2008 and end-year report published in April 2009.</p> <p>Deliver increased resources to the Planning and Water Appeals Commission to enable them to address the backlog of appeal cases.</p>	OFMDFM DFP
2	Build the capacity of the Civil Service to deliver the Government's priorities, by improving leadership, skills, professionalism, diversity, and equality.	<p>Deliver high quality cost effective training services through the Centre for Applied Learning to meet the needs of NICS Departments.</p> <p>Encourage applications from under-represented groups and address barriers, real and perceived, to employment in the NICS.</p> <p>The Professional Skills for Government framework fully embedded in all NICS human resources practices and processes.</p> <p>Develop a new Senior Civil Service Leadership Development Programme.</p>	<p>To deliver the Centre for Applied Learning Business Plan as agreed with the Centre for Applied Learning Strategy Board</p> <p>By April each year, to identify priorities for the commissioning of training from the Centre of Applied Learning, in line with NICS business needs.</p> <p>The NICS is more reflective of the diversity of Northern Ireland's society by 2011.</p> <p>Align the NICS competency framework and internal processes with the Professional Skills for Government framework by March 2009 and embed Professional Skills for Government fully within the NICS by April 2010.</p> <p>By June 2008 to revise and publish a new Learning and Development Strategy for the Senior Civil Service which aligns with Professional Skills for Government.</p>	DFP
3	To ensure public expenditure is managed effectively to deliver best value for the people of Northern Ireland.	<p>Detailed spending and efficiency delivery plans produced and approved in line with annual budget timetable.</p> <p>Challenge departments on their plans and on the delivery of high quality public services and efficiency savings and identify scope for departments to deliver further improvements in both areas.</p>	<p>Public spending delivers value for money and is accountable in line with the priorities set by the Executive in the Priorities and Budget.</p> <p>Deliver 3% per annum efficiency savings on departments' budgets and using the Performance Efficiency Delivery Unit seek to drive higher levels of performance and efficiency</p>	OFMDFM DFP
4	Provide effective support and advice to the Northern Ireland Executive and assist Ministers in fulfilling their responsibilities to the institutions established under the Agreement.	<p>Provide procedural guidance for NI Departments on the business of government, Assembly procedures and the operation of the other institutions under the Agreement.</p> <p>Co-ordinate the NI Executive's Legislative Programme and provide advice and guidance on legislative matters</p>	<p>Meet all ministerial, statutory and Assembly requirements within agreed timescales in relation to the business and responsibilities of the institutions of Government.</p> <p>Minimisation of the slippage in the number of Executive Bills introduced to the Assembly</p>	OFMDFM
5	Deliver the most economically advantageous outcomes in Government Procurement.	<p>Departments, their Agencies and NDPBs to ensure procurement plays an optimal role in achieving the most economically advantageous and efficient outcomes in procurement (i.e. taking quality and policy outcomes into account alongside cost.)</p>	<p>Centres of Procurement Expertise (CoPEs) to work with Departments to identify how procurement can assist in the delivery of PfG commitments in a way that contributes to the most economically advantageous outcomes for the period 2008-2011.</p> <p>Departments will produce annual procurement plans setting out how procurement will assist in the delivery of the most economically advantageous outcomes, including specific measures to assist in the delivery of PfG commitments and the full consideration of social procurement guidelines.</p> <p>Initiate the process for reaccreditation of CoPEs capability by 31 March 2009 and conclude reaccreditation by 31 March 2010.</p> <p>A minimum of 95% value of procurement to be subject to CoPE influence by 31 March 2009. If this is not met Departments, their Agencies and NDPBs must seek to reduce non-CoPE spend by 25% year on year 2008-11.</p>	All Departments All Departments DFP All Departments

PSA 22 PROTECTING OUR ENVIRONMENT AND REDUCING OUR CARBON FOOTPRINT

Improve the quality of our natural and built environment and heritage and reduce our carbon footprint

Objective	Actions	Target	Dept.	
1	Take forward strategic action to improve air quality and reduce our carbon footprint	Continued participation in the EU Emissions Trading Scheme. Through the Sustainable Development Implementation Plan 2008-2011, progress delivery, where appropriate, of the Key Targets associated with strategic Climate Change and Energy objectives.	Reduce greenhouse gas emissions by 25% below 1990 levels by 2025 and Improve Energy Efficiency in homes Through the Sustainable Development Implementation Plan 2008-2011, progress delivery, where appropriate, of the Key Targets associated with strategic Climate Change and Energy objectives.	DOE DETI DSD
2	Promote energy efficiency and the use of renewable energy	Through the Sustainable Development Implementation Plan 2008-2011, progress delivery, where appropriate, of the Key Targets associated with strategic Climate Change and Energy objectives.	Secure 12% of electricity consumption in Northern Ireland from indigenous renewable sources by 2012	DETI
3	Improve the quality and ecological status of the water environment	Publish River Basin Management Plans containing programmes of measures (POMS) by Dec 2009, and make POMS operational by 2012 Conserve and protect salmon and inland fisheries (salmon, eels and freshwater fish stocks)	By 2015 achieve the environmental objectives set for all water bodies under the WFD By 2011 achieve the objectives set out in the Salmon and Eel Management Plans	DoE DCAL DARD
4	Take forward action to improve air quality	Provide grant support to district councils for local air quality management duties. Ensure delivery of the local air quality management programme	Achieve the health based objectives for 7 key air pollutants in the Air Quality Strategy by the relevant dates.	DoE DHSSPS, DETI.
5	Promote waste management and reduce the annual tonnage of controlled waste illegally disposed of	Implement the Waste Management Strategy <ul style="list-style-type: none"> • Secure adequate funding for strategy delivery bodies • Establish the strategy delivery bodies and delivery programme. Financially investigate a minimum of 10 cases under the Proceeds of Crime Act 2002, with a view to confiscation of financial benefit obtained from waste crime by March 2011.	Compliance with EU Landfill Directive target to reduce the amount of biodegradable municipal waste sent to landfill to 75% of 1995 levels by 2010.	DoE
6	Improve the condition of our monuments and listed buildings, including structures currently on the Built Heritage at Risk Register (BHARNI)	Improve the conservation of our built heritage. Continue to implement the agreed strategy to help deal with the pre 2005 listed buildings and scheduled archaeological sites and monuments on the 'Built Heritage At Risk, Northern Ireland', register.	Save at least 45 buildings or scheduled monuments on the BHARNI by March 2011, contributing to the target of saving 200 structures in 10 years i.e. by 2016.	DoE
7	Conserve Northern Ireland's bio-diversity	Declare 75 Areas of Special Scientific Interest (ASSIs) by 2011 Development and implementation of departmental Bio-diversity Implementation Plans Review recommendations of the Bio-Diversity Strategy by December 2008	To reduce significantly the loss in biodiversity by 2010, and to halt the loss of biodiversity by 2016.	DoE
8	Deliver a modern effective planning system which meets the needs of the whole community and the economy while protecting the environment	Ensure draft or adopted development plans are in place for the whole of Northern Ireland by March 2011 Bring forward legislation to further reform the planning system by March 2011 and further streamline administrative processes and improve customer service by March 2011 Bring forward a further 7 Planning Policy Statements including a number of revisions to existing PPSs, in draft or final form.	Ensure a fit for purpose suite of draft or adopted development plans is in place by March 2011 A fit for purpose legislative framework to be in place by March 2011 By March 2011 ensure: - 60% of major applications processed in 23 weeks, 70% of intermediate applications processed in 31 weeks, 80% of minor applications processed in 18 weeks A fit for purpose suite of Planning Policy Statements to be in place by March 2011.	DoE

Aim: To manage flood risk to encourage and support the social, economic and environmental development of Northern Ireland

Objective		Actions	Target	Dept.
1	Deliver sustainable flood risk management policies to meet society's social, environmental and economic needs	Undertake a Review of Flood Risk Management and establish a policy framework Realign organisational structures and resources for delivery of the policy framework	Establish an agreed policy framework by May 2008 Undertake a detailed resourcing and structural analysis of flood risk management delivery by end 2008 Restructuring flood risk management delivery by the end of 2009	DARD
2	Implement the requirements of the European Directive for the assessment and management of flood risks	<ul style="list-style-type: none"> • Identify areas at significant risk of flooding • Produce Flood risk and hazard maps • Produce Flood Risk Management Plans 	Transpose the requirements of the Directive into Northern Ireland legislation within 2 years of coming into force Undertake Preliminary Risk Assessments by end 2011 Progress flood risk and hazard maps to meet programme milestones with a view to delivery by end 2013 Progress Flood Risk Management Plans to meet programme milestones with a view to delivery by end 2015	DARD
3	Reduce the number of properties at risk of flooding from rivers and the sea	Identify properties at risk Assess the viability of interventions and undertake works	Refine the number of properties at risk from the base flood mapping series by end May 2008 Reduce the number of properties currently at significant risk from flooding from 28,000 to 27,700 by 2011	DARD
4	Maintain flood defence and drainage infrastructure in a satisfactory condition	Assess the condition of the river and sea defences and culvert network Undertake maintenance, repair and renewal as appropriate	By 2009 complete a condition assessment of flood defence infrastructure, namely: - <ul style="list-style-type: none"> • Urban flood defences • Sea defences • Culvert network And benchmark the Northern Ireland situation with the wider industry	DARD

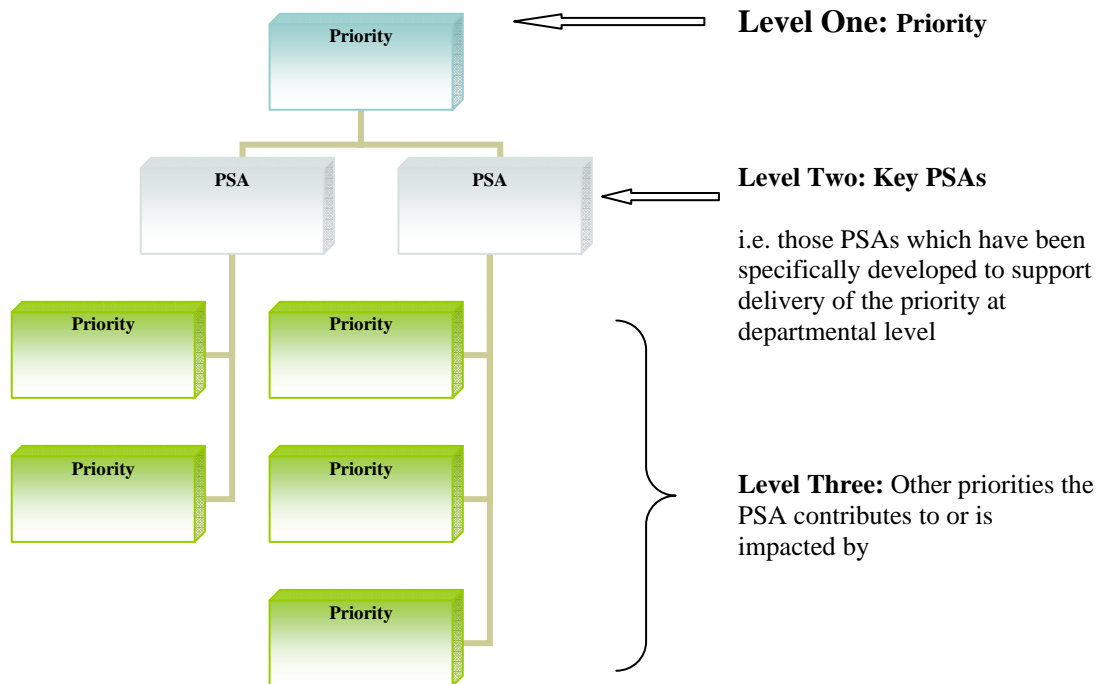
Relationship between the Priorities and PSAs

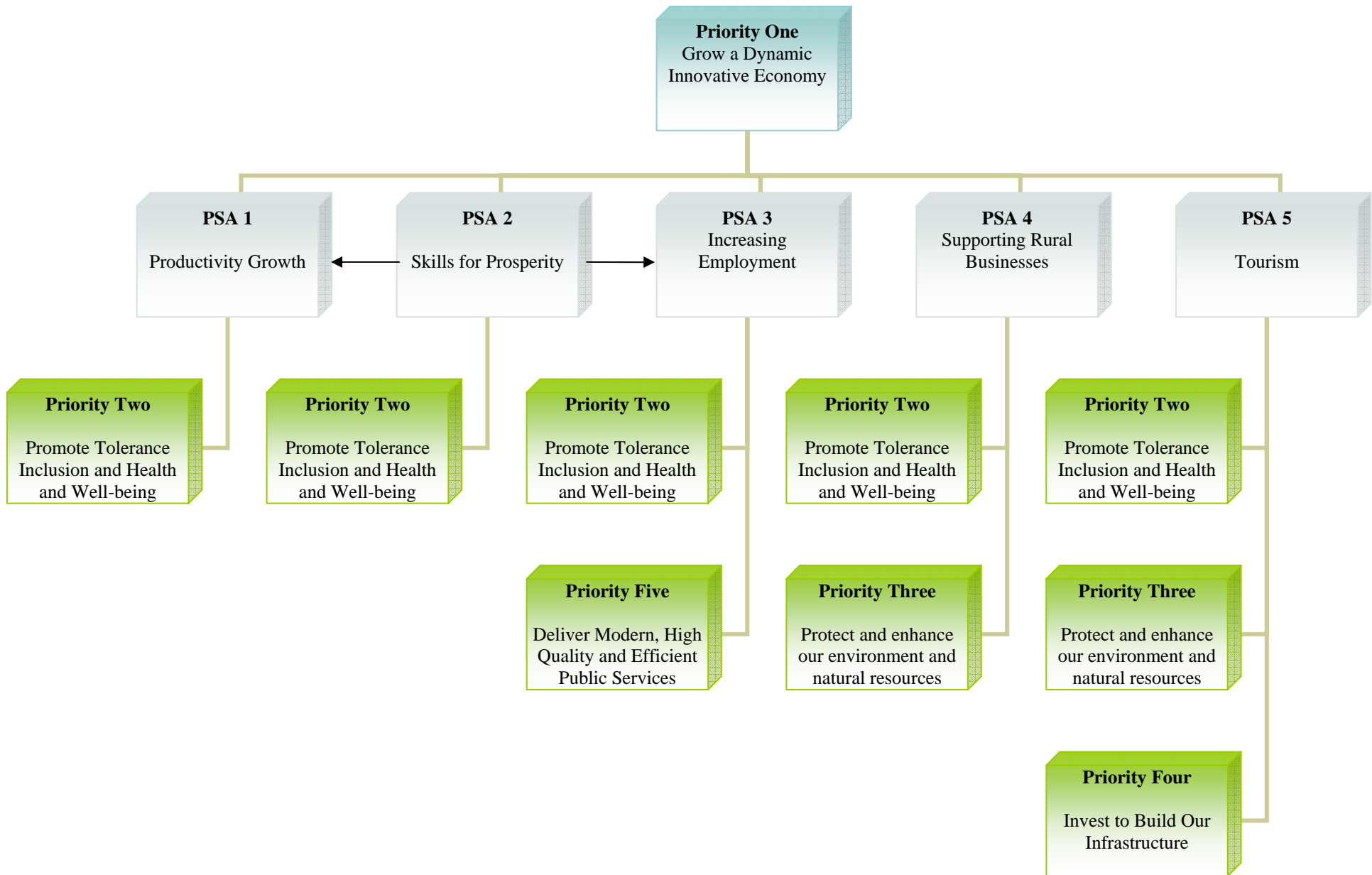
Note:

The charts below have been developed to clarify the relationship between the Executive's priorities and the PSAs.

As illustrated below in Figure 1, the charts set out under each of the five priorities (level one), the key PSAs which have been specifically developed to support that priority (level two). However, recognising that many of the priorities are interconnected, the charts also highlight those other priorities (level 3) which the PSA will also contribute to.

Figure One:





Priority Two
Promote Tolerance
Inclusion and
Health and Well-
being

PSA 6
Children and Family

PSA 7
Making Peoples' Lives Better

PSA 8
Promoting Health and Addressing Health Inequalities

PSA 9
Promoting Access to Culture Arts and Leisure

PSA 10
Helping Our Children and Young People to Achieve

PSA 12
Housing, Urban Regeneration and Community Development

Priority One
Grow a Dynamic Innovative Economy

Priority One
Grow a Dynamic Innovative Economy

Priority One
Grow a Dynamic Innovative Economy

Priority One
Grow a Dynamic Innovative Economy

Priority One
Grow a Dynamic Innovative Economy

Priority One
Grow a Dynamic and Innovative Economy

Priority Five
Deliver Modern, High Quality and Efficient Public Services

Priority Five
Deliver Modern, High Quality and Efficient Public Services

Priority Five
Deliver Modern, High Quality and Efficient Public Services

Priority Three
Protect and Enhance Our Environment and Natural Resources

Priority Five
Deliver Modern, High Quality and Efficient Public Services

Priority Three
Protect and Enhance Our Environment and Natural Resources

Priority Four
Invest to Build Our Infrastructure

Priority Four
Invest to Build Our Infrastructure

Priority Five
Deliver Modern, High Quality and Efficient Public Services

Priority Three
Protect and enhance our environment and natural resources

PSA 22
Protecting Our Environment and Reducing Our Carbon Footprint

PSA 23
Managing the Risk of Flooding from Rivers and the Sea

Priority One
Grow a Dynamic and Innovative Economy

Priority One
Grow a Dynamic and Innovative Economy

Priority Two
Promote Tolerance Inclusion and Health and Well-being

Priority Two
Promote Tolerance Inclusion and Health and Well-being

Priority Four
Invest to Build Our Infrastructure

Priority Four
Invest to Build Our Infrastructure

Priority Five
Deliver Modern, High Quality and Efficient Public Services

Priority Four
Invest to Build Our Infrastructure

PSA 11
Driving Investment and Sustainable Development

PSA 13
Improving the Transport Infrastructure

PSA 14
Promoting Safer Roads

PSA 15
Water and Sewerage Infrastructure

PSA 16
Investing in the Health and Education Estates

PSA 17
Rural Infrastructure

Priority One
Grow a Dynamic and Innovative Economy

Priority One
Grow a Dynamic and Innovative Economy

Priority One
Grow a Dynamic and Innovative Economy

Priority One
Grow a Dynamic and Innovative Economy

Priority One
Grow a Dynamic and Innovative Economy

Priority One
Grow a Dynamic and Innovative Economy

Priority Two
Promote Tolerance Inclusion and Health and Well-being

Priority Two
Promote Tolerance Inclusion and Health and Well-being

Priority Two
Promote Tolerance Inclusion and Health and Well-being

Priority Two
Promote Tolerance Inclusion and Health and Well-being

Priority Two
Promote Tolerance Inclusion and Health and Well-being

Priority Two
Promote Tolerance Inclusion and Health and Well-being

Priority Three
Protect and enhance our environment and natural resources

Priority Five
Protect and enhance our environment and natural resources

Priority Three
Protect and enhance our environment and natural resources

Priority Five
Deliver Modern, High Quality and Efficient Public Services

Priority Three
Protect and enhance our environment and natural resources

Priority Five
Deliver Modern, High Quality and Efficient Public Services

Priority Five
Deliver Modern, High Quality and Efficient Public Service

PSA 18
Deliver High Quality Health and Social Services

PSA 19
Raising Standards In Our Schools

PSA 20
Improving Public Service

PSA 21
Enabling Efficient Government

Priority One
Grow a Dynamic and Innovative Economy

Priority One
Grow a Dynamic and Innovative Economy

Priority One
Grow a Dynamic and Innovative Economy

Priority One
Grow a Dynamic and Innovative Economy

Priority Two
Promote Tolerance Inclusion and Health and Well-being

Priority Two
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Priority Two
Promote Tolerance Inclusion and Health and Well-being

Priority Three
Protect and enhance our environment and natural resources

Priority Three
Protect and enhance our environment and natural resources

Priority Four
Invest to Build Our Infrastructure

Priority Four
Invest to Build Our Infrastructure