



Northern Ireland
Executive

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**Draft
Programme
for Government
2011-15**



building
a better
future



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

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Draft Programme for Government 2011-15

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**Our
Commitments**

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OUR COMMITMENTS



We are pleased to present the Executive's draft Programme for Government which sets out our plans and priorities for 2011-15.



Specifically, we will:

- support the promotion of over 25,000 new jobs;
- achieve £300 million investment through Foreign Direct Investment;
- press for the devolution of Corporation Tax and reduce its level;
- include Social Clauses in all public procurement contracts for supplies, services and construction;
- increase the value of manufacturing exports by 15%;
- support £300 million investment by businesses in R&D, with at least 20% coming from Small and Medium sized Enterprises;
- increase visitor numbers to 3.6 million and tourist revenue to £625 million by 2013;



- aid liquidity of Small and Medium Size Enterprises through a £50 million loan fund;
- ensure 90% of large scale investment planning decisions are made within 6 months and applications with job creation potential are given additional weight;
- support 200 projects through the Creative Industries Innovation Fund;
- develop sports stadiums as agreed with the IFA, GAA and Ulster Rugby;
- deliver 8,000 social and affordable homes;
- introduce extension of Small Business Rate Relief Scheme to 2015;
- hold the Regional Rate increases to the rate of inflation;
- eliminate Air Passenger duty on direct long haul flights;
- invest in social enterprise growth to increase sustainability in the broad community sector;
- establish the new 11 council model for Local Government by 2015;
- make the Education and Skills Authority operational in 2013;
- implement a levy on single use carrier bags by 2013;
- continue to work towards a reduction in greenhouse gas emissions by at least 35% on 1990 levels by 2025;
- encourage industry to achieve 20% of electricity consumption from renewable electricity and 4% renewable heat by 2015;
- protect and enhance our natural environment by working to halt the loss of biodiversity;
- reduce the environmental impacts from the waste we generate;
- host the World Police and Fire Games in 2013;
- host a significant international Golf tournament;

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- introduce and support a range of initiatives aimed at reducing fuel poverty across Northern Ireland including preventative interventions;
- improve thermal efficiency of Housing Executive stock and ensure full double glazing in its properties;
- deliver at least 30 Schemes to improve landscapes in public areas to promote private sector investment in towns and cities across Northern Ireland;
- establish an advisory group to assist Ministers in alleviating hardship including any implications of the UK Government's Welfare Reform Programme;
- develop Maze/Long Kesh as a regeneration site of regional significance;
- develop the 'One Plan' for the regeneration of Derry/Londonderry, incorporating the key sites at Fort George and Ebrington;
- provide financial and other support across government to ensure the success of the Derry/Londonderry City of Culture 2013;
- provide financial and other support across government to ensure the success of the Our Time Our Place Initiative in 2012 including marking the centenary of Titanic's Maiden Voyage;
- provide £40 million to address dereliction and promote investment in the physical regeneration of deprived areas through the Social Investment Fund;
- invest £40 million to improve pathways to employment, tackle systemic issues linked to deprivation and increase community services through the Social Investment Fund;
- implement a strategy for Integrated and Affordable Childcare;
- deliver a range of measures to tackle poverty and social exclusion;
- agree any changes to post-2015 structures of Government in 2012;
- finalise the Cohesion, Sharing and Integration Strategy to build a united community and improve community relations;
- use the Social Protection Fund to help individuals and families facing hardship due to the current economic downturn;
- improve online access to government services;

- extend age discrimination legislation to the provision of goods, facilities and services;
- fulfil our commitments under the Child Poverty Act to reduce child poverty;
- substantially complete the construction of the new Police, Prison and Fire Training College;
- actively seek local agreement to reduce the number of 'peace walls';
- tackle crime against older and vulnerable people by more effective and appropriate sentences and other measures;
- reform and modernise the Prison Service;
- reduce the level of serious crime;
- improve community safety by tackling anti-social behaviour;
- improve access to Justice;
- upgrade the Coleraine to Derry/Londonderry railway line;
- ensure no additional water charges during this Programme for Government;
- maintain a high quality of drinking water and improve compliance with waste water standards by investing £600m in water and sewerage infrastructure;
- ensure there are no increases in student fees beyond the rate of inflation for Northern Ireland students studying here;
- progress the upgrade of key road projects and improve the overall road network to ensure that by March 2015 journey times on key transport corridors reduce by 2.5%;
- invest over £500 million to promote more sustainable modes of travel;
- by 2015 create the conditions to facilitate at least 36% of primary school pupils and 22% of secondary school pupils to walk or cycle to school as their main mode of transport;
- increase uptake in economically relevant Science, Technology, Engineering and Mathematics (STEM) places;
- upskill the working age population by delivering over 200,000 qualifications;
- support people (with an emphasis on young people) in to employment by providing skills and training;



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- significantly progress work on the plan for the Lisanelly Shared Education campus as a key regeneration project;
- increase the proportion of young people from disadvantaged backgrounds who achieve at least 5 GCSE's at A*- C or equivalent including GCSE's in Maths and English;
- improve literacy and numeracy levels among all school leavers, with additional resources targeted at areas of educational underachievement;
- ensure that at least one year of pre-school education is available to every family that wants it;
- establish a Ministerial advisory group to explore and bring forward recommendations to the Minister of Education to advance shared education;
- ensure all children have the opportunity to participate in shared education programmes and substantially increase the number of schools sharing facilities;
- reform and modernise the delivery of Health and Social care to improve the provision and quality of services;
- allocate an increasing percentage of the overall health budget to public health;
- reconfigure our network of health and social care services to improve patient outcomes and access to new treatments;
- further reduce the levels of sick absence across the Northern Ireland Civil Service;
- enrol people who have a long-term (chronic) condition, and who want to be enrolled, in a specialist chronic condition management programme;
- invest £7.8 million in programmes to tackle obesity;
- bring forward a £13 million package to tackle rural poverty and isolation in the next 3 years;
- eradicate brucellosis in cattle by March 2014;
- develop a strategic plan for the Agri-foods sector;
- advance the relocation of the Headquarters of the Department of Agriculture and Rural Development to a rural area by 2015.

The draft Programme for Government is a visible commitment by the Executive to work with you through the issues which we all face and to provide the groundwork for economic and social recovery. It aims to highlight the actions we will take to deliver our number one priority – a vibrant economy which can transform our society while dealing with the deprivation and poverty which has affected some of our communities for generations.

The Executive is faced with significant financial constraints due to a substantial reduction in the block grant. This is the backdrop against which we have to operate. The consequences on funding and investment will be severe. However, we are committed to mitigating the worst impacts of these imposed cuts and to ensuring that the most vulnerable and disadvantaged in our society are protected.

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

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

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

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

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

OUR
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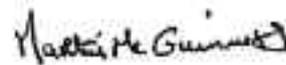
This is a challenging time worldwide. The financial constraints, economic recession, and other issues which affect people's day to day lives and which have a particular impact on some of our most vulnerable people and communities are a challenge for us all. However, we need to appreciate and make the most of our assets: peace; political stability; a young, skilled and increasingly diverse population; increased tourism potential; a growing creative industry and a strong entrepreneurial tradition. Given the opportunity, we can all make a tremendous contribution to creating a better future.

In tackling this challenging agenda, we are conscious of the importance of collaboration; and within the Programme, as well as working more effectively across Government Departments, we are signalling our intention to work in partnership with the private and the voluntary and community sectors in ways that will deliver tangible outcomes. While the Executive has a central role in transforming our society, we recognise that the public sector cannot achieve this transformation singlehandedly. Our aim must be to both secure reforms, where they are needed, and also to ensure that we recognise the importance of those who are already working hard to change the communities in which they live and work.

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



Rt. Hon Peter Robinson MLA
First Minister



Martin McGuinness MP MLA
deputy First Minister



Where We Are

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WHERE WE ARE

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

During the term of the previous Executive, a range of important initiatives were delivered which will benefit people now and for many years into the future. These included: the devolution of policing and justice powers; significant foreign and local investment in jobs; the delivery of major infrastructure projects including roads, water, hospitals, housing, schools and public transport; the significant regeneration of cities and towns; the development of urban and rural communities and the roll-out of broadband networks.



Some specific examples include:

- We delivered gross capital investment of £1.4 billion in 2007-08, £1.7 billion in 2008-09 and £1.7 billion in 2009-10 through our Investment Strategy (ISNI). This compares to just £1 billion in 2003-04;
- InvestNI secured almost £2.6 billion in investment commitments and £487 million in annual salaries; promoted 15,565 new jobs; safeguarded 5,329 existing jobs; and supported 8,267 new local business starts between 2007/08 and 2009/10;
- Over £140 million spent on the continued regeneration of our most disadvantaged areas through the Neighbourhood Renewal Programme over the last 7 years to improve economic, social and physical conditions;
- £77.5 million spent in 2008-11 on urban regeneration projects which include the transformation of the City Centre of Derry/Londonderry, the new Peace Bridge over the Foyle, the Belfast Streets Ahead project (implemented to transform Belfast City Centre) and major public realm improvements;
- In 2010/11 50% of all planning applications were decided within 11 weeks, and 89% of all applications decided were approved;

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- Improved journey times and safety on Key Transport Corridors due to completion of a number of major road schemes, including: the M1 / Westlink project; the M2 improvement scheme; improvements on the A1 Belfast-Dublin road; dualling of the A4 Dungannon to Ballygawley; new dual carriageway on the A2 from Broadbridge / Maydown to City of Derry Airport; and a dual carriageway link facilitating through traffic on the A26 / M2 Ballee Road East, Ballymena;
- 2010 saw the lowest number of road deaths since records began in 1931. Figures show that there were a total of 55 road deaths in 2010, 60 fewer than in 2009 and equating to an unprecedented fall of over 50%. The fall in serious injuries was around 14%;



- A range of new Health and Social Care developments, including: Altnagelvin £33 million South Wing; Down new £64 million hospital; Craigavon Area Hospital new £9.4 million trauma and orthopaedic facility; £17 million capital investment in 60 new ambulances and a range of Primary Care infrastructure projects; work continues to progress well on the construction of the £235 million new hospital at Enniskillen, which is due for completion in the early summer of 2012 and the £143 million new critical care block at the Royal Victoria Hospital, which is due for completion by the end of 2012;
- In the 3 years ended March 2011, the Employment Service helped 96,626 people find work, which exceeded by 38% their 3 year target (to assist 70,000 people into work);
- Introduced a new school improvement policy which has seen the percentage of school leavers achieving at least 5 GCSEs at A*-C (or equivalent) including GCSE English and Maths increasing from 53% to 59%;
- Since May 2007 to April 2011, 53 major capital school projects have been completed representing an investment of £492 million in our schools estate;
- Investment of more than £1 billion in improvements to water infrastructure and completion of the £160 million Belfast Sewers Project resulting in improvements to water quality in the River Lagan and reducing the risk of flooding;
- The passage of the Justice Bill, the first justice legislation to be passed by the Assembly in over 40 years, and an important milestone in reshaping the justice system to better meet local needs and conditions;



WHERE
WE ARE

- 10 year Victims Strategy published and agreed and £36 million was secured for work with victims and survivors for the period 2008-11;
- Through the Rural Development Programme DARD has invested over £250 million in protecting and enhancing the rural environment and contributing to the development of competitive and sustainable rural businesses and thriving communities;
- £17.7 million refurbishment of the Ulster Museum – over one million visitors since re-opening and success in a number of prestigious awards including the UK-wide Art Fund Prize in June 2010 and the Sandford award for Museum and Heritage Education;
- £97 million Titanic Signature Building will be completed by 2012 as will the Giants Causeway Visitor Centre;
- NIDirect established as the premier online platform for government information and services – nearly 6 million visits since launch.



Our Approach

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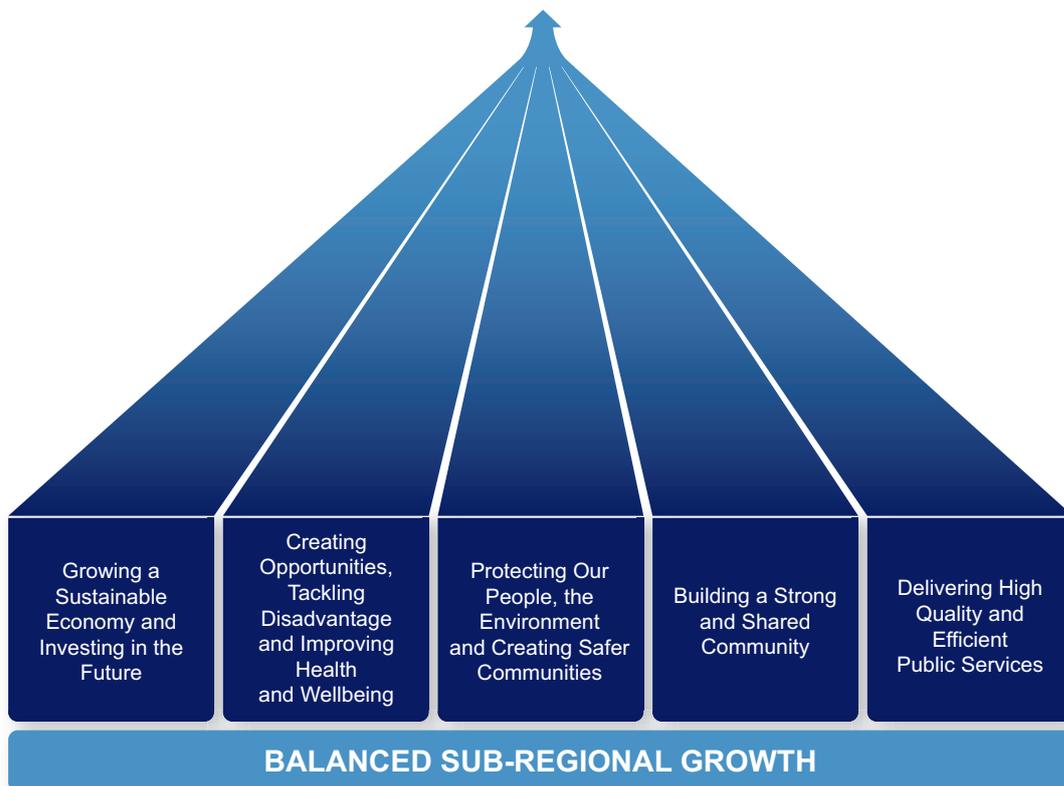
OUR APPROACH

The Executive has taken the important step of making the economy the top priority in this Programme for Government.

The most immediate challenges lie in supporting economic recovery and tackling disadvantage. In particular, we need to rebuild the Northern Ireland labour market following the impact of the global economic downturn while also continuing to rebalance the economy to increase living standards. While doing this, we are committed to growing a sustainable economy and investing in the future; tackling disadvantage; improving health and wellbeing; protecting our people and the environment; building a strong and shared community and; delivering high quality services. Equality and sustainability are our underpinning principles.



PEACE • PROSPERITY • FAIRNESS • WELL-BEING



It is by adherence to these principles that we will work towards our goal of a shared and better future for all; all of our policies and programmes across Government will be built upon the values of equality and fairness and the ethics of inclusion and good relations. Since coming into Government, much progress has been made, and we remain as committed as ever to achieving this goal. The Executive has an overarching responsibility - and the collective will - to proactively change the patterns of social disadvantage that

**OUR
APPROACH**

have existed historically, and remain today, by using increased prosperity and economic growth as mechanisms to tackle ongoing poverty.

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

The aim of the rebuilding and rebalancing of the Northern Ireland economy, in the aftermath of a sustained global economic downturn, will remain the principal goal of the Executive's collective efforts.

Our vision for the Northern Ireland economy is based on a sustainable and growing private sector, with a highly skilled and flexible workforce operating in productive and innovative firms that are competitive in global markets.

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

The targeting of our activities and resources in priority areas will ensure that we stimulate action and interventions to increase productivity and competitiveness, and enable local companies to grasp opportunities. These will, in turn, generate employment and wealth and also ensure that everyone, including the most vulnerable within our society, will have the opportunity to contribute to, and benefit from, increased prosperity. We also recognise that actions to address poverty and tackle disadvantage are prerequisites for social progress and are intrinsic to the creation of a peaceful, fair and prosperous society with respect for the rule of law in Northern Ireland.

We are determined that the wealth and prosperity we are seeking will be used to help reduce poverty, promote equality and tackle existing patterns of disadvantage and division. We are also committed to building an economy that provides opportunities for the present, without compromising the ability of future generations to meet their own needs. We will be guided by the following principles when rebalancing and rebuilding our economy:

- **Balanced sub-regional growth:** we will ensure that all sub-regions are able to grow and prosper whilst recognising the importance of Belfast and Derry/Londonderry as key drivers of regional economic growth;
- **Equality:** we will ensure that no section of the community is left behind; equality of opportunity, fairness, inclusion and the promotion of good relations will be watchwords for all our policies and programmes across Government and;
- **Sustainability:** sustainability policy is driven by intergenerational equity – securing a positive quality of life for present and future generations. To realise this, and to make sustainable development a hallmark of 21st Century government here, we will work together, across and beyond organisational and social boundaries to promote and encourage its recognition and acceptance.

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

This will bring benefits in terms of transport, infrastructure, trade and enterprise and support progress across important sectors such as agriculture, tourism and health. It will also help us to tackle major issues such as social exclusion, barriers to mobility and fighting crime.





Our Priorities

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OUR PRIORITIES

The Executive faces many challenges in delivering the kind of future that we all want and deserve.

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

We regard our priorities as collectively contributing to, and consolidating, both effort and effect. We recognise that we cannot simply grow the economy at the expense of disregarding our endeavours to transform society and enhance our environment. A strong modern economy is built upon a healthy, well-educated population backed by high quality public services and a commitment to use prosperity as a means of tackling disadvantage. This, in turn, will lead to a tolerant, stable and inclusive society that has the skills necessary to attract investment and promote growth. This is why the



Executive considers it imperative that economic growth and wealth creation is achieved in a way that is both fair and sustainable if we are to meet the needs of today as well as those of the future.

Our priorities are:

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

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

All departments of Government must work together to produce policies, plans and strategies – the *building blocks* – that are consistent with the priorities we have identified. In addition, Government as a whole, must act collaboratively with partners in the private, community and voluntary sectors to assure, and positively maximise, the impacts of our work.

Priority 1: Growing a Sustainable Economy and Investing in the Future

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

Priority 1:

This means:

- *more jobs*
- *more people in work*
- *a better educated and more highly skilled workforce*
- *a healthier population, and a competent and confident well-educated and more highly skilled workforce;*
- *enhanced economic infrastructure*
- *encouraging innovation and R&D*
- *developing the 'Green' (sustainable) economy*
- *growing the private sector*

Our Building Blocks include:

- The Economic Strategy
- The Investment Strategy (ISNI)
- The Skills Strategy
- The Essential Skills Strategy
- Employment Service Strategy
- The Revised curriculum and the Entitlement Framework
- Every School a Good School – A Policy for School Improvement
- The Higher Education Strategy
- The Regional Development Strategy
- The Tourism Strategy
- Regional Transportation Strategy
- NI Rural Development Plan
- Common Agricultural and Common Fisheries Policies
- The Social Economy Enterprise Strategy
- Success through Science Technology Engineering Mathematics
- Assured Skills Programme
- Strategic Energy Framework
- Investing for Health
- Innovation Strategies
- All-Island Animal Health and Welfare Strategy
- Agri-Food Strategy
- Creative Industries Innovation Fund
- World Police and Fire Games 2013
- European Social Fund Programme
- New Urban Regeneration and Community Development Framework
- Health and Safety at Work Strategy
- Planning Reform Programme
- Marine Planning
- Sustainable Development Strategy
- Sustainable Rural Communities

KEY COMMITMENTS	MILESTONES / OUTPUTS		
	2012/13	2013/14	2014/15
<p>Once the outcome in devolving corporation tax powers is known, we will undertake further work to reassess the degree to which we can further strengthen the ambitious nature of the overarching economic goals set out below</p>			
<p>Support the promotion of over 25,000 new jobs (DETI) <i>* 2012/13 milestone includes 2011/12 figures</i></p>	Promote 13,300* jobs	Promote 19,500 jobs cumulative	Promote 25,000 jobs cumulative
<p>Press for the devolution of Corporation Tax and reduce its level (DFP / OFMDFM / DETI)</p>	Press for a UK government decision, through participation in Treasury-led Ministerial Working Group	Obtain approvals and introduce legislation to give effect to any Executive decisions.	
	Executive to announce extent of any reduction		
<p>Achieve £300 million investment through Foreign Direct Investment (DETI) (Secure total investment of £300m by establishing and growing externally owned companies) <i>* 2012/13 milestone includes 2011/12 figures</i></p>	Secure total inward investment of £165.0m*	Secure total inward investment of £97.5 m	To have secured a total of at least £300 million.
<p>Increase the value of manufacturing exports by 15% (DETI)</p>	Increase the value of manufacturing exports by 4 percentage points	Increase the value of manufacturing exports by 5 percentage points	Increase the value of manufacturing exports by 6 percentage points
<p>Support £300 million investment by businesses in R&D, with at least 20% coming from Small and Medium sized Enterprises (DETI) <i>* 2012/13 milestone includes 2011/12 figures</i></p>	Support £150m investment in R&D*	Support £75m investment in R&D	Support £75m investment in R&D
<p>Increase visitor numbers to 3.6 million and tourist revenue to £625 million by 2013 (DETI)</p>	Increase tourism revenue to £591m and tourism visitor numbers to 3.47m	Increase tourism revenue to £625m and tourism visitor numbers to 3.6m	Tourism targets to 2020 will be reviewed and new targets set leading to final target for 2020 of £1billion revenue and 4.5m visitors
<p>Aid liquidity of Small and Medium Size Enterprises (SMEs) through a £50 million loan fund (DETI) (£30 million in the three years covered by the Programme for Government)</p>	Support 50 SMEs by providing loans valued at £10m	Support 50 SMEs by providing loans valued at £10m	Support 50 SMEs by providing loans valued at £10m

KEY COMMITMENTS	MILESTONES / OUTPUTS		
	2012/13	2013/14	2014/15
<p>Ensure 90% of large scale investment planning decisions are made within 6 months and applications with job creation potential are given additional weight (DOE)</p> <p>(This commitment is made subject to external factors such as Judicial Review which could impact on performance)</p>	60% of large scale investment planning decisions are made within 6 months	75% of large scale investment planning decisions are made within 6 months	90% of large scale investment planning decisions are made within 6 months
Introduce extension of Small Business Rate Relief Scheme to 2015 (DFP)	Ensure legislative and operational changes will be effective		Review operation of scheme
Hold the Regional Rate increases to the rate of inflation (DFP)	Secure approval to Rates Order	Secure approval to Rates Order	Secure approval to Rates Order
Eliminate Air Passenger duty on direct long haul flights (DFP)	Agree policy, administrative and financial arrangements with UK Government and EU (as appropriate)	Complete legislative process to devolve Air Passenger Duty powers to Assembly	
Invest in social enterprise growth to increase sustainability in the broad community sector (DSD)	<p>Develop and implement policy statement on Community Asset Transfer with support from DFP.</p> <p>Provide opportunities to support social enterprise growth.</p>	Baseline existing social enterprise activity with the voluntary and community sector in Northern Ireland, identifying opportunities for growth and communicating these across Government and the sector through such channels as the Joint Voluntary and Community Sector Forum	Commence implementation of Community Asset Transfer policy and opportunities identified
Encourage industry to achieve 20% of electricity consumption from renewable electricity and 4% renewable heat by 2015 (DETI)	12% electricity consumption from renewable sources - subject to adequate grid reinforcement being approved by NIAUR 2% Renewable Heat	15% electricity consumption from renewable sources - subject to adequate grid reinforcement being approved by NIAUR 3% Renewable Heat	20% electricity consumption from renewable sources - subject to adequate grid reinforcement being approved by NIAUR 4% Renewable Heat

KEY COMMITMENTS	MILESTONES / OUTPUTS		
	2012/13	2013/14	2014/15
Support 200 projects through the Creative Industries Innovation Fund (DCAL)	100 projects overall	150 projects overall	200 projects overall
Develop Maze/Long Kesh as a regeneration site of regional significance (OFMDFM)	Launch of Development Plan for Maze/Long Kesh	<p>“Balmoral Show” at Maze/Long Kesh</p> <p>Commencement of site infrastructure works at Maze Long/Kesh</p>	<p>Private sector development partner appointed by Maze/Long Kesh Development Corporation</p> <p>Peace building and Conflict Resolution Centre complete</p>
Develop the ‘One Plan’ for the regeneration of Derry/Londonderry, incorporating the key sites at Fort George and Ebrington (OFMDFM)	<p>1175 jobs created by Ilex and key partners in the public, community and private sectors</p> <p>Development framework completed, and outline planning approval for Ebrington and Fort George secured</p> <p>Opportunities for development at Ebrington opened to the market</p>	<p>1670 jobs created by Ilex and key partners in the public, community and private sectors</p> <p>Decontamination programme at Fort George complete</p> <p>Ebrington Clock Tower and car park platform (200 cars) projects completed</p>	<p>1200 jobs created by Ilex and key partners in the public, community and private sectors</p> <p>£23m infrastructure investment programme at Ebrington complete</p>
Provide financial and other support across government to ensure the success of the Derry/Londonderry City of Culture 2013 (OFMDFM)	Creative industries hub in place at Ebrington	Visitor numbers to the City and visitor spend doubled	City of Culture programme supported and delivered
<p>Provide financial and other support across government to ensure the success of the Our Time Our Place Initiative in 2012 including marking the centenary of Titanic’s Maiden Voyage (DETI)</p> <p>(The Our Time Our Place Initiative will include a range of major events including a Titanic Festival to mark the opening of the new visitors attraction and the centenary of Titanic’s Maiden Voyage, the Clipper Maritime Festival, the opening of the new Giant’s Causeway Visitor Centre and the 50th Belfast Festival at Queen’s)</p>	Deliver events		

KEY COMMITMENTS	MILESTONES / OUTPUTS		
	2012/13	2013/14	2014/15
Progress the upgrade of key road projects and improve the overall road network to ensure that by March 2015 journey times on key transport corridors reduce by 2.5% - against the 2003 baseline (DRD)	Develop and implement schemes	Implement schemes	2.5% reduction in journey times
Increase uptake in economically relevant Science, Technology, Engineering and Mathematics (STEM) places (DEL)	180 additional places	360 additional places	540 additional places
Increase the proportion of young people from disadvantaged backgrounds who achieve at least 5 GCSE's at A*- C or equivalent including GCSE's in Maths and English (DE)	42%	45%	49%
Allocate an increasing percentage of the overall health budget to public health (DHSSPS) (This should contribute to society and the economy by tackling disadvantage)	Invest an additional £5m in public health (increase based on 2011/12 spend)	Invest an additional £7.5m in public health (increase based on 2011/12 spend)	Invest an additional £10m in public health (increase based on 2011/12 spend)
Eradicate brucellosis in cattle by March 2014 (DARD)	0.07% (confirmed annual herd incidence expressed as a percentage)	0.03%	0.00%
Develop a strategic plan for the Agri-food sector (DARD / DETI)	New Food Strategy Board in place and operational; strategic vision completed and agreed; funding options explored and identified	Strategic vision implemented via the Food Strategy Board and performance against targets reviewed	Strategic vision implemented via the Food Strategy Board and performance against targets reviewed
Upskill the working age population by delivering over 200,000 qualifications (DEL)	105,000 qualifications	53,000 qualifications	53,000 qualifications

Priority 2: Creating Opportunities, Tackling Disadvantage and Improving Health and Wellbeing

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

Priority 2:

This means:

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

Our Building Blocks include:

- Social Investment Fund
- Social Protection Fund
- Child Poverty Strategy
- Economic Strategy
- Anti Poverty and Social Inclusion Strategy
- Young People Not in Education, Employment, or Training (NEET) Strategy
- Neighbourhood Renewal Strategy
- Benefits Uptake Strategy
- Investing for Health and its subset of public health strategies e.g alcohol and drugs, teenage pregnancies, tobacco control and sexual health
- Health and Social Care Bamford (Mental Health) Review
- Child Health Promotion Framework for Northern Ireland
- Health and Social Care Service Frameworks
- Health and Social Care 10 Year Quality Strategy
- 10 Year Strategy for Children and Young People
- Victims Strategy
- Childcare Strategy
- NI Commissioner for Children and Young People
- Maternity Strategy
- Stroke Strategy
- National Institute for Clinical Excellence approved guidance for Health and Social Care Services
- Long term conditions policy framework
- Fuel Poverty Strategy
- European Social Fund Programme
- The Skills Strategy
- Count, Read: Succeed – A Strategy to Improve Outcomes in Literacy and Numeracy
- Rural White Paper
- Sustainable Development Strategy
- Regional Transportation Strategy
- The Investment Strategy (ISNI)
- Social and Affordable Housing Programme
- Older People's Strategy
- Racial Equality Strategy
- Gender Equality Strategy
- Sexual Orientation Action Plan
- Commissioner for Older People
- Play and Leisure Action Plan
- UN Convention on the Rights of the Child
- UN Convention on the Rights of Persons with Disabilities

KEY COMMITMENTS	MILESTONES / OUTPUTS		
	2012/13	2013/14	2014/15
Deliver 8,000 social and affordable homes (DSD)	Social and affordable housing programme delivered	Social and affordable Housing programme delivered	Social and affordable Housing programme delivered
Introduce and support a range of initiatives aimed at reducing fuel poverty across Northern Ireland including preventative interventions (DSD)	Develop programme of initiatives	Implement programme and monitor progress	Implement and evaluate programme
Improve thermal efficiency of Housing Executive stock and ensure full double glazing in its properties (DSD) (To have the Housing Executive bring forward a strategy by March 2012 to improve the thermal efficiency of their housing stock including a programme aimed at providing full double glazing by 2014/15)	programme delivered	programme delivered	programme delivered 100% double glazing achieved
Provide £40 million to address dereliction and promote investment in the physical regeneration of deprived areas through the Social Investment Fund (SIF) (OFMDFM)	Produce Strategic Action Plans identifying and prioritising needs in 8 regions of disadvantage and poverty Establish a monitoring framework and baseline targets to promote physical regeneration of the identified areas	To have met all key milestones for physical regeneration	To have achieved agreed milestones and completed an evaluation of expenditure To have achieved £40 million of programme expenditure
Invest £40 million to improve pathways to employment, tackle systemic issues linked to deprivation and increase community services through the Social Investment Fund (SIF) (OFMDFM)	Produce Strategic Action Plans identifying and prioritising needs in 8 regions of disadvantage and poverty Establish a monitoring framework and baseline targets which support identification of demonstrable improvements in levels of education, health and employment in areas experiencing high levels of deprivation	To have demonstrated improvements on all short term or lead measures	To have demonstrated positive trends on lead measures relating to levels of education, health and employment in areas experiencing high levels of deprivation To have achieved £40 million of programme expenditure To have evaluated the impact of expenditure

KEY COMMITMENTS	MILESTONES / OUTPUTS		
	2012/13	2013/14	2014/15
Implement an Integrated and Affordable Childcare Strategy (OFMDFM)	Develop and begin to implement strategy. Design programme for up to £3 million of additional expenditure per annum	Achieve at least £3million of expenditure and the key milestones in the Strategy	Achieve at least £3 million of expenditure and the key milestones in the Strategy. Evaluate the Strategy
Deliver a range of measures to tackle poverty and social exclusion (OFMDFM) (OFMDFM will tackle poverty and disadvantage along with other Government Departments through a suite of inter-related programmes including the Social Investment Fund and the Social Protection Fund)	<p>Complete a Child Poverty Action Plan which will be based on a Poverty Outcomes Model that is designed to show which interventions will have the most significant effect in tackling multi-generational poverty</p> <p>Ensure compliance with the United Nations Convention on the Rights of Persons with Disabilities</p> <p>Establish a new service to address the needs of Victims and Survivors of conflict-related harm</p>	<p>Implement key milestones and monitor performance through lead indicators. Ensure that this feeds into the Area Plans being developed for the £80 million Social Investment Fund and the £20 million per annum Social Protection Fund</p> <p>Monitor compliance</p> <p>Take forward change management programme with the new Service and other key stakeholders</p>	<p>Evaluate performance in terms of early indicators and likely impact on longer term trends</p> <p>Monitor and evaluate performance</p> <p>Evaluate Service</p>
Use the Social Protection Fund to help individuals and families facing hardship due to the current economic downturn (OFMDFM)	Develop proposals which can meet immediate needs for individuals and families. Ensure that some longer term programmes are developed which can have a lasting impact as well as meeting immediate needs	Implement longer term programmes with the Fund as well as addressing immediate problems	Implement longer term programmes with the Fund as well as addressing immediate problems
Support people (with an emphasis on young people) in to employment by providing skills and training (DEL)	65,000	89,000 cumulative	114,000 cumulative

KEY COMMITMENTS	MILESTONES / OUTPUTS		
	2012/13	2013/14	2014/15
Fulfil our commitments under the Child Poverty Act to reduce child poverty (OFMDFM)	Complete a Child Poverty Action Plan which will be based on a Poverty Outcomes Model that is designed to show which interventions will have the most significant effect in tackling child poverty. Ensure that the action plan is consistent with commitments under the Child Poverty Act	Implement key milestones and monitor performance through lead indicators. Ensure that this feeds into the Area Plans being developed for the £80 million Social Investment Fund and the £20 million per annum Social Protection Fund as well as the £3 million per annum Childcare Fund	Evaluate performance in terms of early indicators and likely impact on longer term trends
Extend age discrimination legislation to the provision of goods, facilities and services (OFMDFM)	Develop and consult on proposals to extend age discrimination legislation on the provision of goods, facilities and services	Progress legislation through the Assembly	Complete legislation
Ensure no additional water charges during this Programme for Government (DRD)	Apply policy	Apply policy	Apply policy
Ensure there are no increases in student fees beyond the rate of inflation for Northern Ireland students studying here (DEL)	Apply policy	Apply policy	Apply policy
Establish an advisory group to assist Ministers in alleviating hardship including any implications of the UK Government's Welfare Reform Programme (OFMDFM)	Establish advisory group and provide report		
Improve literacy and numeracy levels among all school leavers, with additional resources targeted at areas of educational underachievement (DE)	Develop proposals to significantly improve literacy levels and address multi-generational disadvantage	Implement and monitor programme	Implement and monitor programme
Ensure that at least one year of pre-school education is available to every family that wants it (DE)	Develop proposals for a change programme to deliver the pre-school education	Arrangements in place to deliver pre-school education on demand.	

KEY COMMITMENTS	MILESTONES / OUTPUTS		
	2012/13	2013/14	2014/15
Enrol people who have a long-term (chronic) condition, and who want to be enrolled, in a dedicated chronic condition management programme (DHSSPS)	Identify and evaluate the current baseline of patient education and self management support programmes that are currently in place in each Trust area	Health and Social Care Board / Public Health Agency should work with key stakeholders to develop and secure a range of quality assured education, information and support programmes to help people manage their long term conditions effectively, alongside full application of the Remote Telemonitoring contract	People with a long term condition will be offered access to appropriate education, information and support programmes relevant to their needs, including innovative application of connected health
Invest £7.2 million in programmes to tackle obesity (DHSSPS)	Invest £2m in tackling obesity through support of Obesity Prevention Framework	Invest £2.4m in tackling obesity through support of Obesity Prevention Framework	Invest £2.8m in tackling obesity through support of Obesity Prevention Framework
Bring forward a £13 million package to tackle rural poverty and isolation in the next 3 years (DARD)	Finalisation of programme to tackle poverty and isolation. Completion of necessary financial work and agreement with other Departments as necessary Implementation of various programmes Spend of £4 million	Implementation of programmes. Spend of £4 million	Implementation of programmes. Spend of £5 million
Advance the relocation of the Headquarters of the Department of Agriculture and Rural Development to a rural area by 2015 (DARD)	Carry out the necessary appraisal processes to decide on the most suitable accommodation for the DARD HQ in the future	Implement a programme for securing the appropriate accommodation for the future DARD HQ	Continue to implement a programme for securing required accommodation for the future DARD HQ

Priority 3: Protecting Our People, the Environment and Creating Safer Communities

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

Priority 3:

This means:

- *improving health (mortality and morbidity) and wellbeing (including social inclusion and safeguarding)*
- *working together to reduce offending*
- *improving community safety*
- *improving access to justice*
- *promoting social guardianship*
- *more people recycling waste and adopting sustainable lifestyles*
- *improving water and sewerage services*
- *adapting to/mitigating the risks of climate change*
- *more people using sustainable modes of transport*
- *preserving and improving the built and natural environment*
- *a reduction in the number of people killed or seriously injured on our roads*

Our Building Blocks include:

- Investing for Health
- Access to Justice
- Strategic Inter-Departmental Framework for Reducing Offending
- Community Safety Strategy
- Neighbourhood Renewal Strategy
- Sustainable Development Strategy
- Social and Environmental Guidance for Water and Sewerage Services
- Common Agricultural and Common Fisheries Policies
- Sustainable Rural Communities
- Environmental Programmes / Directives
- Public Safety policies and legislation
- Strategic Energy Framework
- Road Safety Strategy
- Cohesion, Sharing and Integration Strategy
- Regional Transportation Strategy
- Salmon and Eel Management Plans
- Waste Management Strategy
- Greenhouse Gas Emissions Action Plan
- Climate Change Adaptation Programme
- Air Quality Strategy
- Biodiversity Strategy
- Environmental Noise Directive
- Water Framework Directive
- Floods Directive
- The Investment Strategy (ISNI)

KEY COMMITMENTS	MILESTONES / OUTPUTS		
	2012/13	2013/14	2014/15
Implement a levy on single use carrier bags by 2013 (DOE)	Legislation and operational arrangements to be in place		
Continue to work towards a reduction in greenhouse gas emissions by at least 35% on 1990 levels by 2025 (DOE)	To continue to project at least a 35% reduction in greenhouse gas emissions by 2025 over 1990 baseline	To continue to project at least a 35% reduction in greenhouse gas emissions by 2025 over 1990 baseline	To continue to project at least a 35% reduction in greenhouse gas emissions by 2025 over 1990 baseline
Protect and enhance our natural environment by working to halt the loss of biodiversity (DOE)	<p>Publish revised Biodiversity Strategy</p> <p>Publish an Invasive Species Strategy</p> <p>Have revised Conservation Regulations in place in respect of Birds and Habitats Directives</p>	<p>Designate 15 Areas of Special Scientific Interest</p> <p>Consolidate Conservation Regulations</p>	Designate 15 Areas of Special Scientific Interest
Reduce the environmental impacts from the waste we generate (DOE)	Recycling rates of 41% for household waste	Recycling rates of 43% for household waste	Recycling rates of 45% for household waste
Substantially complete the construction of the new Police, Prison and Fire Training College (DOJ)	Award construction contract	At least 25% of the Programme Capital Budget will be utilised	At least 66% of the Programme Capital Budget will be utilised
<p>Reduce the level of serious crime (DOJ)</p> <p>(Deliver a targeted reduction in criminality and serious crime – including violent crime. This is measured in terms of the number of incidents of violence with injury. Violent domestic crimes are recorded and addressed separately due to the desire to increase reporting of such incidents)</p>	<p>Publish final cross-departmental Strategic Framework on Reducing Offending</p> <p>A decrease in the level of violent crime</p>	<p>Implement 90% of agreed Youth Justice Review recommendations</p> <p>A decrease in the level of violent crime</p>	<p>Deliver joined up oversight, evaluation and publication of reducing offending interventions.</p> <p>A 3% decrease in levels of violent crime from 2010/11 baseline</p>

KEY COMMITMENTS	MILESTONES / OUTPUTS		
	2012/13	2013/14	2014/15
Tackle crime against older and vulnerable people by more effective and appropriate sentences and other measures (DOJ)	Consult Lord Chief Justice on inclusion of older and vulnerable people in sentencing guidelines initiative	Any necessary legislative changes taken forward as part of DOJ legislative programme Develop programme of measures to reduce fear and increase confidence in older and vulnerable people	Implement programme of measures
Improve community safety by tackling anti-social behaviour (DOJ)	Policing and Community Safety Partnerships (PCSPs) fully operational. Establish baseline for percentage of people affected by Anti-Social Behaviour (ASB)	Monitor quarterly and publish annually NI Crime Survey findings in respect of: percentage who agree that police and other agencies are dealing with ASB and crime issues that matter in their local area; percentage who perceive the level of ASB in their area to be high; percentage whose quality of life is affected by ASB	Increase the percentage of people who agree that police and other agencies are dealing with ASB and crime issues that matter in their area; a reduction in the percentage of people who perceive the level of ASB in their area to be high; and an improvement in the percentage of people whose quality of life is affected by ASB
Improve access to Justice (DOJ)	Publish Departmental response to Access to Justice Review and associated Departmental Action Plan	Introduce legislation to give effect to reforms requiring primary legislation	Implementation of reforms

KEY COMMITMENTS	MILESTONES / OUTPUTS		
	2012/13	2013/14	2014/15
Upgrade the Coleraine to Derry/Londonderry railway line (DRD)		Complete Phase 1 - re-lay end sections at Coleraine and Derry and complete essential bridge works (subject to no legal challenge to procurement exercise)	Phase 2 – new signalling and passing loop – substantially complete (subject to no legal challenge to procurement exercise)
Invest over £500m to promote more sustainable modes of travel (DRD)	£298 million invested	£389.5 million invested	Over £500 million invested
By 2015 create the conditions to facilitate at least 36% of primary school pupils and 22% of secondary school pupils to walk or cycle to school as their main mode of transport (DRD)	33% (Primary School) 21% (Secondary School)	34% (Primary School) 21% (Secondary School)	36% (Primary School) 22% (Secondary School)
Reform and modernise the delivery of Health and Social care (DHSSPS)	Strengthen the cross-sectoral/cross-departmental drive on improving health and mental well-being and reducing health inequalities by setting new policy direction and associated outcomes based on the most recent bodies of evidence available	Improve long-term outcomes relating to health, wellbeing, education, and employment for the children of teenage mothers from disadvantaged backgrounds by rolling out the Family Nurse Partnership Programme beyond the first test phase to one further test site	Support earlier detection of bowel cancer by extending the age range for bowel cancer screening up to age 74 across all Trust areas
Maintain a high quality of drinking water and improve compliance with waste water standards by investing £600m in water and sewerage infrastructure. (DRD)	Compliance with regulatory targets: 99.7% water 96.5% Wastewater	Compliance with regulatory targets for water and Wastewater	Compliance with regulatory targets for water and Wastewater

Priority 4: Building a Strong and Shared Community

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

Priority 4:

This means:

- *better relations between communities*
- *promoting volunteering*
- *improving community and personal wellbeing*
- *unlocking the potential of the culture, arts and leisure sectors*
- *increasing participation in sport and physical recreation*
- *collaborative working*

Our Building Blocks include:

- Cohesion Sharing and Integration Strategy
- Equality and Good Relations Programme
- Anti Poverty and Social Inclusion Strategy
- Community Relations, Equality and Diversity in Education Policy
- Alcohol and Drug Strategies
- Volunteering Concordat
- Urban Regeneration Framework
- Volunteering Strategy
- Annual Support for Organisations Programme
- 'Sport Matters' – Strategy for Sport and Physical recreation
- Rural White Paper / NIRDP
- Sustainable Development Strategy
- Sustainable Rural Communities
- Arts and Older People Strategy
- Strategy for Addressing Domestic Violence and Abuse
- Strategy for the Irish Language
- Strategy for Ulster Scots Language, Heritage and Culture
- The Investment Strategy (ISNI)
- Community Development Framework
- Neighbourhood Renewal

KEY COMMITMENTS	MILESTONES / OUTPUTS		
	2012/13	2013/14	2014/15
Develop sports stadiums as agreed with the IFA, GAA and Ulster Rugby (DCAL)	Develop and agree programme of developments and specific project plans	Implement key milestones and initiate development programme	Implement key milestones
Host the World Police and Fire Games in 2013 (DCAL)	Develop plans and project arrangements	Host the Games	
Host a significant international Golf tournament (DETI)	Develop plans and project arrangements	Host a significant international Golf event	
Deliver at least 30 Schemes to improve landscapes in public areas to promote private sector investment in towns and cities across Northern Ireland (DSD)	10 Public Realm Schemes delivered	10 Public Realm Schemes delivered	10 Public Realm Schemes delivered
Finalise the Cohesion, Sharing and Integration Strategy to build a united community and improve community relations (OFMDFM)	Finalise strategy and agree early actions. Develop a change management plan for organisations with a specific interest in this area of work	Achieve early milestones in the plan and monitor performance on early or lead indicators	Achieve milestones and review performance against the Strategy
Actively seek local agreement to reduce the number of 'peace walls' (DOJ)	<p>Establish inter-agency collaborative approach to addressing interface structures</p> <p>Identify funding gaps and seek partnership funding opportunities</p> <p>Commence stakeholder engagement within identified cluster areas</p> <p>Identify initial prioritised areas for further assessment</p> <p>Identify alternative approaches to designing out crime in interface areas</p> <p>Develop action plans for individual areas</p>	<p>Complete stakeholder engagement.</p> <p>Implementation of action plans</p> <p>Reduction in the number of interface structures</p>	<p>Implementation of action plans</p> <p>Reduction in the number of interface structures</p> <p>Ongoing monitoring of community tension and residents' concerns</p> <p>Review of progress to identify further opportunities for change and lessons learned</p>

KEY COMMITMENTS	MILESTONES / OUTPUTS		
	2012/13	2013/14	2014/15
Reform and modernise the Prison Service (DOJ)	<p>To have a new Operating Model in place and ready to launch</p> <p>To have a new Training and Development Package for all operational staff in place and ready to launch</p> <p>To have completed the selection of new Custody Officers</p>	To have new certificates and licences for professionalising the Service	Implement 90% of the recommendations contained in the Prison Review Action Plan within the agreed timescales
Significantly progress work on the plan for the Lisanelly Shared Education campus as a key regeneration project (DE)	Develop a business case and plan for the new campus	Secure funding and initiate the development programme	Substantial construction on the first phase
Establish a Ministerial advisory group to explore and bring forward recommendations to the Minister of Education to advance shared education (DE)	Establish group and produce report with recommendations		
Ensure all children have the opportunity to participate in shared education programmes by 2015 and substantially increase the number of schools sharing facilities by 2015 (DE)	Define the objectives in terms of children participating in shared education programmes and in term of the schools sharing facilities	Put in place measures to achieve objectives	Achieve overall commitment objective

Priority 5: Delivering High Quality and Efficient Public Services

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

Priority 5:

This means:

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

Our Building Blocks include:

- NI Direct
- Northern Ireland Act 1998
- Budget 2011-15
- Planning Reform Programme
- Health and Social Care Reform Programme
- Procurement Board Strategic Plan
- Schools for the Future: A policy for Sustainable Schools
- Review of Public Administration (including in Education and Local Government)
- Cohesion, Sharing and Integration Strategy
- Assembly Legislative Programme
- Managing Public Money NI
- Corporate Governance Code
- Ministerial Code
- Departments (Northern Ireland) Order 1999
- Rural White Paper
- (Establishment of) Education and Skills Authority
- The Investment Strategy (ISNI)
- Modernisation of Public Library Service

KEY COMMITMENTS	MILESTONES / OUTPUTS		
	2012/13	2013/14	2014/15
Include Social Clauses in public procurement contracts for supplies, services and construction (DFP)	<p>Develop a Procurement Guidance Note on social clauses</p> <p>Modify the Procurement Board Strategic Plan to incorporate targets for the implementation of social clauses by Departments</p>	Monitor implementation	Monitor implementation
Establish the new 11 council model for Local Government by 2015 (DOE)	<p>Progress legislation (to include Local Government Reorganisation Act) and a programme structure necessary to manage change</p>	<p>Arrangements in place for the shadow Councils</p> <p>Deliver year 2 of implementation programme</p>	Arrangements in place for the transfer of powers to councils
We will make the Education and Skills Authority operational in 2013 (DE)	Bring forward for scrutiny and approval by the Assembly, the legislation necessary to establish a single education authority	Take forward structural, financial and other actions required for establishing a new non-departmental public body and for winding up existing Non-Departmental Public Bodies	Single Education Authority established and fully functional
<p>Agree any changes to post-2015 structures of Government in 2012 (OFMDFM)</p> <p>(To be carried out in consultation with political parties)</p>	<p>Consider relevant reports from the Efficiency Review Panel and Assembly and Executive Review Committee</p> <p>Engage with UK Government on any necessary amendments to Westminster legislation</p>	Introduce any necessary Assembly legislation to implement agreed changes	Complete administrative and legal preparations for post-2015 structural changes

KEY COMMITMENTS	MILESTONES / OUTPUTS		
	2012/13	2013/14	2014/15
Improve online access to government services (OFMDFM/DFP)	<p>Develop plans and specific targets to significantly increase the use of online services</p> <p>Identify services which will transfer during the course of the Programme for Government</p>	<p>Monitor early progress to ensure key milestones in the plans are being met</p> <p>Monitor the planned tranche of services to be delivered online and consider if others can be added</p>	<p>Review level of access of online services</p> <p>Monitor the planned tranche of services to be delivered online and consider if others can be added.</p>
Reconfigure our network of health and social care services to improve patient outcomes and access to new treatments (DHSSPS)	<p>Enhance access to life-enhancing drugs for conditions such as rheumatoid arthritis, cancer, inflammatory bowel disease and psoriasis and increase to 10% the proportion of patients with confirmed strokes who receive thrombolysis</p>	<p>As part of a shift in the delivery of services to primary and community settings reduce the number of days patients stay in acute hospitals unnecessarily (excess bed days) by 10% compared with 2010</p>	<p>Expand cardiac catheterisation capacity to improve access to diagnostic procedures and develop a new primary percutaneous coronary intervention service model to improve mortality and morbidity rates from myocardial infarction (heart attack)</p>
Further reduce the levels of sickness absence across the NICS (DFP)	<p>Reduce the average annual days sick absence per employee to 9.5 days</p>	<p>Reduce the average annual days sick absence per employee to 9.0 days</p>	<p>Reduce the average annual days sick absence per employee to 8.5 days</p>

ANNEX 1: PROGRAMME ARRANGEMENTS AND DELIVERY FRAMEWORK

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

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

Clearly defined lines of accountability, supported by effective monitoring and regular (quarterly) reporting regimes, are a prerequisite of this Programme for Government. The Executive will agree on the approach to delivery and the mechanisms to support this, and detailed guidance will be produced.

