

OUTCOMES DELIVERY PLAN

2018-19 End-Year Report

Improving wellbeing for all -
by tackling disadvantage
and driving economic growth

September 2019

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INTRODUCTION

On 4 June 2018 the Northern Ireland Civil Service (NICS) published an Outcomes Delivery Plan as the basis for a cross-departmental work programme in the absence of a Programme for Government agreed by locally elected ministers. The Plan's starting point was the framework of outcomes that had been developed by the Executive formed after the election in May 2016 in order to deliver its agreed objective of *Improving wellbeing for all – by tackling disadvantage and driving economic growth*. The Outcomes Delivery plan follows the direction set by the former ministers and its use across the NICS has provided clarity to those responsible for public services and, in the absence of a functioning Executive, has helped to ensure that the operational of business of government continues to be discharged.

The absence of ministers has placed considerable constraints on the NICS, blunting its ability to respond to current issues and events. It is now some 3 years since the former Executive set out its priorities for government and, whilst some of the challenges remain as before, others have evolved and there are also emerging new demands as well as an increasing backlog of key public policy issues requiring urgent ministerial consideration and decision. The NICS is delivering to the best of its ability in the prevailing circumstances, working with partners across the public sector and civic society, but it cannot take the place of ministers in shaping public policy and taking major expenditure decisions.

This report details the progress that has been made towards the 12 outcomes within the existing limitations. It consists of 12 chapters (one chapter for each outcome) with each comprising a statement of overall progress together with an update on key individual actions. The chapters have been prepared by the Outcome Owners and their purpose is to highlight progress, challenges and setbacks based on the outcome team's expert knowledge and supported by relevant background data.

Whilst there are examples of success under each of the outcomes, it is evident that much more could be achieved with ministers and a functioning Executive in place to shape policy in response to changing need, determine public expenditure priorities and take decisions on major programmes and schemes.

There is an immediate and significant challenge in relation to dealing with the impact of Brexit and the implications that it will have across all aspects of social and economic life. There are historic challenges and costs associated with delivering services in a divided society; and sectarianism has not yet been eliminated, nor has paramilitarism been completely removed. There are new and growing challenges around policy on housing and education, and there is an urgent need for infrastructure investment. A new focus is needed in areas such as childcare, anti-poverty, provision of health services and caring for people in need, and we all need to do more to help tackle climate change and enrich our natural environment.

These are difficult areas and the NICS will continue to do what it can to achieve progress where possible, taking the lead for as long as the current situation prevails. However, as an organisation, the NICS wants to see the return of devolved decision-making and full restoration of the local institutions.

In the absence of Assembly scrutiny, this report helps to provide important transparency around the operational business of government over the course of the last year. The development and delivery of the Outcomes Delivery Plan has given the NICS an opportunity to embrace a cross-departmental programme of work and to account for progress in a way that focuses on outcomes of societal wellbeing rather than on more traditional measures of activity and output. It is an approach that has been welcomed across the political spectrum and is widely supported by stakeholders in every sector. It is also an approach that is becoming increasingly embedded in how we think about and deliver public services and, should there be a continued absence of local ministerial decision-making, will be used by the NICS in producing a further Plan for the period ahead.

OUTCOMES FRAMEWORK*

Improving wellbeing for all—
by tackling disadvantage and driving economic growth

OUTCOMES	INDICATORS
1 We prosper through a strong, competitive, regionally balanced economy	<ul style="list-style-type: none">• Private sector NI Composite Economic Index• External sales• Rate of innovation activity• Employment rate by council area• % change in energy security of supply margin
2 We live and work sustainably – protecting the environment	<ul style="list-style-type: none">• % all journeys which are made by walking/cycling/public transport• Greenhouse gas emissions• % household waste that is reused, recycled or composted• Annual mean nitrogen dioxide concentration at monitored urban roadside locations• Levels of soluble reactive phosphorus in our rivers and levels of Dissolved Inorganic Nitrogen in our marine waters• Biodiversity (% of protected area under favourable)
3 We have a more equal society	<ul style="list-style-type: none">• Gap between highest and lowest deprivation quintile in healthy life expectancy at birth• Gap between % non-FSME school leavers and % FSME school leavers achieving at Level 2 or above including English & Maths• % population living in absolute and relative poverty• Employment rate of 16-64 year olds by deprivation quintile• Economic inactivity rate excluding students• Employment rate by council area
4 We enjoy long, healthy, active lives	<ul style="list-style-type: none">• Healthy life expectancy at birth• Preventable mortality• % population with GHQ12 scores ≥ 4 (signifying possible mental health problem)• Satisfaction with health and social care• Gap between highest and lowest deprivation quintile in healthy life expectancy at birth• Confidence of the population aged 60 years or older (as measured by self-efficacy)

* The outcomes in this framework remain subject to final political agreement.

OUTCOMES

INDICATORS

5

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

- Rate of innovation activity
- Proportion of premises with access to broadband services at speeds at or above 30Mbps
- % engaging in arts/cultural activities
- Confidence (as measured by self-efficacy)
- % school leavers achieving at least level 2 or above including English and Maths

6

We have more people working in better jobs

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

7

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

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

8

We care for others and we help those in need

- % population with GHQ12 scores ≥ 4 (signifying possible mental health problem)
 - Number of adults receiving social care services at home or self directed support for social care as a % of the total number of adults needing care
 - % population living in absolute and relative poverty
 - Average life satisfaction score of people with disabilities
 - Number of households in housing stress
 - Confidence of the population aged 60 years or older (as measured by self-efficacy)
-

OUTCOMES

INDICATORS

9

We are a shared, welcoming and confident society that respects diversity

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

10

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

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

11

We connect people and opportunities through our infrastructure

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

12

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

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

These Outcomes will be delivered through collaborative working across Departments and beyond government and through the provision of high quality public services

OUTCOME 1

We prosper through a strong, competitive, regionally balanced economy

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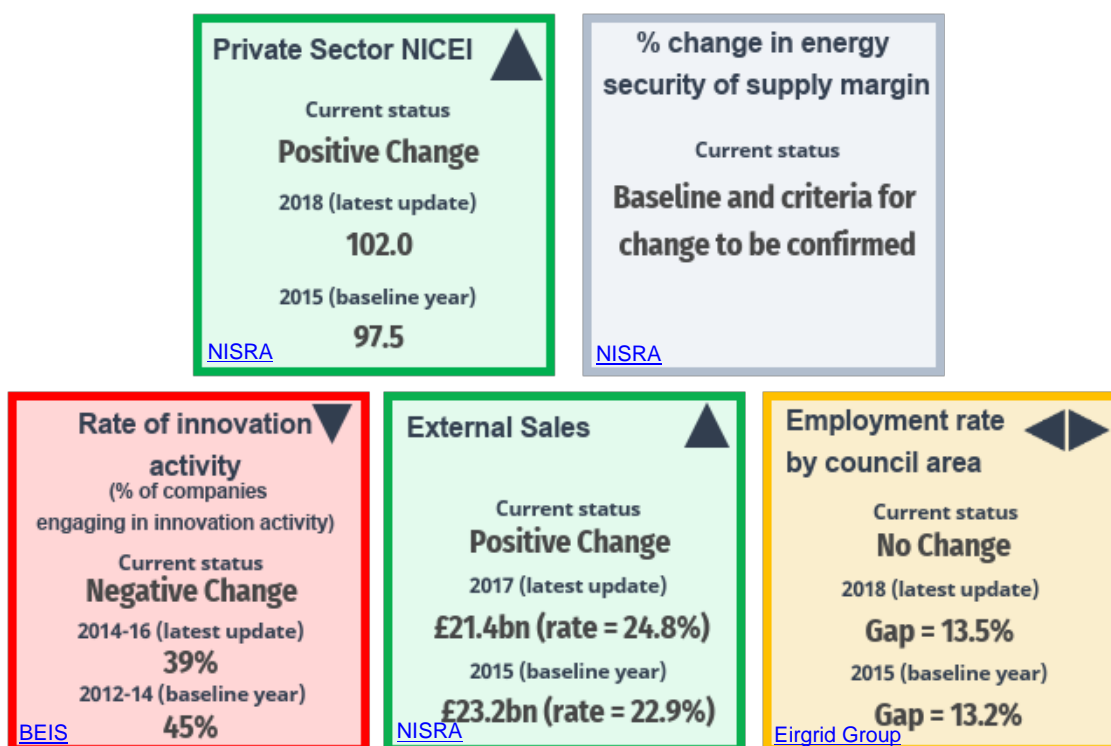
Outcome Update

This Outcome focuses on efforts in the public, private and third sectors to create conditions that will transform our economy and provide growth for the benefit of everyone. The aim is to build a thriving, competitive, regionally balanced economy based on having more companies with an international outlook, increasing numbers of businesses recording high growth, greater levels of innovation and entrepreneurship, and with industries backed by locally-based, world-class research.

Five population indicators are used to quantify progress against this Outcome:

- private sector NI composite economic index (NICEI);
- external sales;
- rate of innovation activity;
- employment rate by council area; and
- percentage change in energy security of supply margin.

Progress against population indicators



Real-time graphical representations of the data for all of the indicators in the Outcomes Delivery Plan are available from the [Outcomes Viewer](#)

Progress towards Outcome

Notwithstanding a small positive change in our private sector NICEI, progress against this Outcome has generally been slower than we would like. In fact, we are seeing negative movements in several indicators.

Our employment rate (70.0%) remains well below the rate of the UK average (76.1%), and considerable regional imbalances endure, with 13.5 percentage points separating the highest and lowest rates at a Local Government District level. After an all-time peak in our external sales in 2016 at £23.8bn, we have seen a reduction to £21.4bn in 2017, driven by a substantial decline in the Food, Beverages and Tobacco sub sector. Our rate of innovation activity, already the lowest in the UK, has also declined to 39% in the 2014-16 period, a fall from 45% in the baseline period and significantly below the UK as a whole (49%).

We know that to bring about the desired improvements against this Outcome we need to do more to increase productivity in the private sector, through the encouragement of new business start-ups, scaling existing businesses, and attracting high value foreign direct investment. We need to do more to encourage businesses to innovate and engage with external markets; we need to strengthen linkages between industry and the education sector; and we need to support increased investment in research and development. That is why so many of the actions identified in the 2018/19 Delivery Plan for this Outcome revolve around these kinds of activities.

Plenty of excellent work has been undertaken during the year and many people are demonstrably better off as a result. Full progress updates are provided below but some highlights include:

- the further education sector has engaged with over 9,000 businesses during the year to help them innovate, compete and grow through programmes such as InnovateUs, Skills Focus and Assured Skills, well in excess of the original target of 6,000;
- Invest NI has supported 335 companies to enter a 'new market' for the first time, well in excess of the target range of 150-200; and
- InterTradeIreland has supported 135 companies to export for the first time.

Collaborative working

The improvements we wish to bring about under this Outcome can only be achieved through the contributions of a wide range of partners. Our best chance of progressing this Outcome lies not only in corralling the individual efforts of all these key partners, but in encouraging them to work together.

One example of collaborative working which is making a big difference is in the work led by the Department for Communities to develop a localised approach to employability by better matching supply and demand. Employment demands vary significantly across regions, and this action is all about better matching supply to demand at a local level. Under the action, the Department for Communities, along with the Department for the Economy and Invest NI, have implemented the shared 'Local Works!' agenda, which demonstrates a clear commitment to working with Councils to deliver better labour market outcomes. This is being achieved through sharing labour market data and insights, listening to the needs of local employers, pooling resources and reshaping existing programmes to suit local needs. A number of new delivery models are now being tested as a result of the fresh approach to working across central and local government, and with private and community partners.

Progress against 2018/19 actions

Action	Progress Update
Develop and introduce a new Innovation Accreditation Scheme	Accreditation partner appointed in Dec 18. Innovation Accreditation fully developed and currently being introduced to key stakeholders.
Support 250-400 companies to engage in innovation activities for the first time.	Invest NI supported 327 companies to engage in innovation activities for the first time.
Run at least 6 Small Business Research Initiatives including at least 1 cross border project.	12 NI SBRI projects commenced in 2018/19 including 2 cross border projects - 'Smart Urban Spaces' and 'Last Mile Delivery'.
Fund and manage 6 FE Colleges to deliver in excess of 350 projects in 2018/19 through the InnovateUs programme.	The six FE colleges have collectively delivered a total of 406 InnovateUs projects in 2018/19.
Promote 833 jobs through the Assured Skills programme of academies and lead and manage the Skills Focus programme to deliver 1,700 Level 2 and above qualifications.	At 31 March 2019 2,014 jobs have been promoted through the Assured Skills programme and a total of 2,689 level 2 (and above) qualifications have been delivered through the Skills Focus programme to SMEs.
Engage with over 6,000 businesses to help them innovate, compete and grow.	The original target has now been exceeded with the total number of business engagements reported by colleges to be 9,562. This covers a range of programmes and includes employers whom the sector reskills and upskills as well as TFS, Apprenticeships and HLAs.
Develop a localised approach to employability by better matching supply and demand.	The Department for Communities, together with Department for Economy and Invest NI colleagues, have implemented the shared 'Local Works!' agenda, which demonstrates a very clear commitment to working with Councils to deliver better labour market outcomes. We have been doing this through commitment to sharing labour market data and insights, listening to the needs of local employers facing skills and labour shortages, pooling resources and reshaping existing programmes and approaches to suit local needs. A number of exciting new delivery models are now being tested as a result of the fresh approach to working across central and local government and with private and community partners.
Increase the number of businesses by Council area – 1,631 jobs to be promoted.	In the year ending 31st March 2019 1,805 jobs have been promoted versus an annual statutory target (nationally) of 1,625 jobs This was an over delivery of some 180 jobs nationally or a delivery performance of 111% against target.

Action	Progress Update
Encourage increased entrepreneurial activity by: 1. Supporting 10-15 “High Potential Start-ups (HPSUs)” with the potential to grow significant sales in global markets. 2. Work with 10-12 “Pre-Scaling” companies to accelerate their development. 3. Work with 4-6 “Scaling” companies to accelerate their development. 4. Securing £25m-£35m investment in SMEs in their growth and development through Access to Finance funds.	Invest NI had a successful year across these measures with final outturns as follows: <ul style="list-style-type: none"> • 13 HPSUs supported; • 16 Pre-scaling companies identified and engaged; • 6 Scaling companies identified and engaged; and • c£52m of investment secured to assist SMEs with their growth and development. Private sector leverage was much higher than anticipated with regards to our Access to Finance schemes, which is to be welcomed. This allowed much higher levels of investment to be channelled to our SMEs than originally expected. In response, Invest NI plans to increase its targets in this area moving forward to build on this success.
Secure 1,750-2,600 new assisted jobs through interventions with “Externally Owned” companies (of which 1250-1800 secured with “New to NI” companies).	Invest NI assisted 2,959 jobs with externally-owned companies in 2018/19. This included 1,320 jobs with companies that were 'New to NI'.
Support 17-25 “Externally Owned” companies that are “New to NI” to invest in NI for the first time.	Invest NI supported 17 projects with companies that were 'New to NI' in 2018/19.
Support 150-200 companies to enter a “New Market”.	Invest NI supported 335 companies to target sales in new markets across the 2018/19 year.
Deliver Business Development Value of £86m through InterTradeIreland’s suite of programmes.	In 2018 a Total Business Value of £95m was achieved against a target of £86m.
Support 75 - 100 companies to engage in Selling outside of NI for the ‘First Time’ and achieve 55 First Time Exporters through delivery of InterTradeIreland programmes.	In 2018 135 First Time Exporters were achieved against a target of 55.
Develop and publish a draft Tourism Strategy to 2030	A Tourism Investment Research Study Team to inform full costing and investment required to deliver the Strategy was appointed in March 2019. Further refinement of the Draft Tourism strategy in liaison with Tourism NI has continued.
Support Northern Ireland participation in Horizon 2020.	DfE funds the university-based Horizon 2020 Northern Ireland Contact Points (NICPs) and has an oversight role in relation to a wider Horizon 2020 NICP network. Permanent Secretary approval has been secured to extend the Department’s funding of the University NICPs. NI participants have secured €81.1 million through 253 successful participations in

Action	Progress Update
	Horizon 2020 to date (figures up to mid-March 2019), of which some €51.2 million has been secured by the two NI universities.
Deliver £3.96m through the NI Higher Education Innovation Fund.	Total of £3.96m delivered as part of the wider, formula-driven HE Block Grant.
Invest up to £2m in NI Universities to engage in the US-Ireland R&D partnership.	In the financial year 2018-19, £1.3m has been paid to NI Universities to support 23 active US-Ireland partnership projects.

OUTCOME 2

We live and work sustainably
– protecting the environment

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Outcome Update

Our health and wellbeing are directly affected by the quality of the environment around us. Achieving economic growth whilst creating and maintaining a more sustainable environment is the number one challenge in creating a living and working active landscape valued by everyone.

In the past twelve months much has been reported in the press about the issues adversely affecting the environment. Globally, land and seas are becoming increasingly polluted with waste, the air that we breathe continues to suffer unacceptable levels of greenhouse gases and pollutants and our plant and species life are suffering more than ever before.

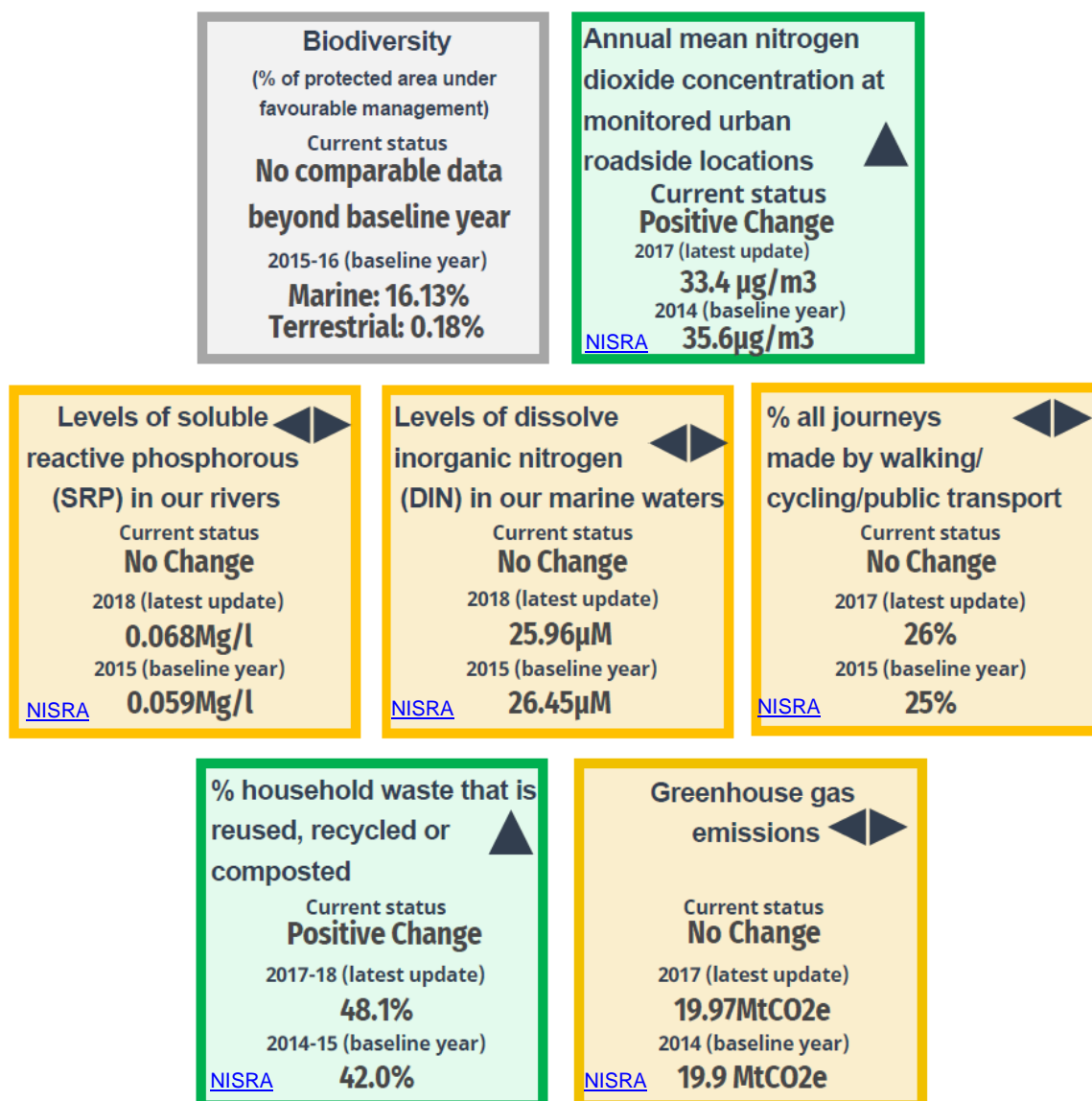
Progress towards the achievement of 'Outcome 2' needs to continue along with increased efforts to address the issues around climate change and the pollution of our air, habitats and water. Recent articles reported in the media have made it clear that this is a worldwide issue, and everyone must play a part in tackling it.

DAERA have commenced the development of a new Environment Strategy for Northern Ireland and will continue to collaborate and share the message of 'Outcome 2' with individuals, groups, schools, Councils and businesses to highlight and help realise the greater range of benefits to be achieved by all in having a living and working active landscape valued by everyone.

Our aim under 'Outcome 2' is to live and work sustainably, protecting the environment and to this end six population indicators are used to measure progress:

- Percentage of all journeys made by walking/cycling/public transport;
- Greenhouse gas emissions;
- Percentage of household waste that is reused, recycled or composted;
- Annual mean nitrogen dioxide concentration at monitored urban roadside locations;
- Levels of soluble reactive phosphorus in our rivers and levels of Dissolved Inorganic Nitrogen in our marine waters; and
- Biodiversity (percentage of protected areas under favourable management).

Progress against population indicators



Real-time graphical representations of the data for all of the indicators in the Outcomes Delivery Plan are available from the [Outcomes Viewer](#)

Overall progress against Outcome

Recycling

More recycling needs to happen at all levels of society making greater inroads to achieve a more circular based economy. More environmentally sustainable business practices need to be deployed in farming and industry coupled with a greater use of renewable energy technologies. A greater range of businesses need to be encouraged and supported to recycle more waste in a way that protects the environment and produces a product that also has a monetary value thereby providing a win for both the environment and the economy.

Progress on the proportion of household waste that is reused, recycled and composted is good (2017-18 data indicates positive change at 48.1%, with the latest provisional NIEA data showing the 2018 rate is 49.2%.¹), This has generally been due to food waste recycling as a result of initiatives and policy to implement the Food Waste Regulations (Northern Ireland) 2015. However, the increase to the household waste recycling rate has started to level off in recent months as the major gains available from food waste recycling have now been realised. Uncertainty around decision making in the absence of Ministers, has resulted in delays in the commencement of some initiatives.

Air Quality

In 2017, annual mean levels of the pollutant, nitrogen dioxide stood at 33.4 µg/m³, representing a positive change compared with the 2014 baseline year (35.6 µg/m³). Nevertheless, air pollution levels can fluctuate from year to year, depending on weather conditions, and it is important to monitor long-term as well as short-term trends. We therefore mustn't be complacent and further measures need to be put in place in order to achieve a sustained decrease in the level of air pollution. The Department hopes to consult on a draft Clean Air Strategy for Northern Ireland later this year, which will seek views on a wide range of measures to improve air quality.

Transport

Progress has been slower on the proportion of all journeys made by walking, cycling or public transport (26% in 2017). However, we are committed to increasing the use of public transport and encouraging people to consider active travel options. This requires the right infrastructure and facilities, as well as an emphasis on behavioural change. In particular, the Belfast Rapid Transit Glider service has exceeded expectations with over 45,000 additional passenger journeys on the routes each week, representing a 30% increase. The Glider vehicles also demonstrate a 90% reduction in Nitrogen oxides and particulate matter emissions, compared with the existing fleet. Other areas of progress in "turning the curve", include approval of the planning application for the Belfast Transport Hub and the start of construction work on the North West Multi-Modal Transport Hub; developing the Greenways programme; and completing local transport strategies.

¹ NIEA, Time Series data, 25 April 2019: <https://www.daera-ni.gov.uk/publications/northern-ireland-local-authority-collected-municipal-waste-management-statistics-time-series-data>

Greenhouse Gas Emissions

Greenhouse Gas emissions (GHG) from Agriculture, Energy and Transport are all on the rise. In February 2019, the Committee on Climate Change released a report on how Northern Ireland can reduce its greenhouse gas emissions between now and 2030. The 'Reducing emissions in Northern Ireland' report will be used by all Departments to consider options that will reduce GHG emissions in the future.

Water

Progress on water quality is mixed. For marine waters levels of dissolved inorganic nitrogen have decreased marginally since the baseline year (down 0.49µM since 2015). This is encouraging, however, many years of data are required to assess whether this is a positive trend. In 2017, for river water levels of soluble reactive phosphorus at 93 surveillance sites indicate no change beyond the baseline (0.068 Mg/l compared with 0.059 in 2015). However, the Water Framework Directive status statistics², published in September 2018, identified almost 8% of river water bodies were showing early indications of deterioration due to increased levels of phosphorous. These early signs are a cause for concern and come in spite of measures being deployed to reduce pollution from agricultural sources. It is highly likely that pressures on the indicator will increase in 2018 due to low grass yields experienced as a consequence of the late spring and dry summer which led to an increase in the use of concentrate feeds. We will continue to monitor this closely.

To improve the quality of water bodies, we will continue to review and if necessary augment the actions needed to address this and include them in our 'River Basin Management Plans' (RBMP) work. A review of the Nitrates Action Programme measures has been carried out and new Nutrient Action Programme Regulations 2019-2023 were launched in early April 2019. These Regulations set stricter conditions in relation to the application of slurry to land, and to the use of chemical phosphorous in agriculture. DAERA continue to take forward a number of the recommendations from the 2016 Sustainable Agricultural Land Management Strategy for NI and is engaging with NI Water and DfI to ensure investment is targeted to achieve optimum results for the environment. The wider Environmental Farming Scheme will provide funding to successful applicants to fence off waterways and create Riparian buffers which should have a beneficial effect in reducing diffuse pollution.

Biodiversity

Our Biodiversity continues to come under threat despite ongoing efforts to conserve and protect our most important and vulnerable species and habitats. Work is ongoing to develop the data required to monitor biodiversity. A number of management plans are being developed for Special Areas of Conservation to identify issues affecting the condition of each site and relevant actions required to improve their conservation

² DAERA, Northern Ireland Water Framework Directive Statistics 2018, 26 September 2018: <https://www.daera-ni.gov.uk/publications/northern-ireland-wfd-statistics-report-september-2018>

condition. It is intended that the majority (95%) of the management plans will be completed or well advanced by 2020.

Over the course of the last year, there has been a five-fold increase in the protected marine area, which is a real positive and will greatly help with efforts to improve the overall state of our marine biodiversity. We are currently looking at the implications of this for how we measure biodiversity and the indicator will need to be recalibrated for us to take account of the new expanded area.

Collaborative Working

We fully recognise the benefits of joined-up working and a number of departments and agencies are collaborating very effectively to help us all live and work more sustainably, for example - the Department for Infrastructure leads on encouraging greater use of sustainable modes of transport and making improvements to our infrastructure which are sympathetic to the environment; the Department for the Economy has a key role in promoting a bigger circular economy making greater use of recycling; a cross-border project “Source to tap” is improving water quality in the Derg and Erne catchments; and, Councils are delivering important initiatives aimed at educating people about and facilitating domestic recycling of household waste.

The Northern Ireland Environment Agency (NIEA) as part of DAERA, provides important input to planning applications, contributing to achievement of Outcomes 1, 2, 10 and 11 by promoting sustainable development and challenging/preventing development that is detrimental to the environment. In addition, NIEA’s management of seven Country Parks and some 65 Nature Reserves further contributes to Outcomes 2, 3, 4, 10, and 12 towards the realisation of living and working sustainably, protecting the environment, with high quality public services, with what is maintained free access right across Northern Ireland (NI).

Progress against 2018/19 actions

An update on the progress of each action contained in the Outcomes Delivery Plan for this outcome is provided in the table below.

Action	Progress Update
Deliver a Northern Ireland household waste recycling communications campaign.	From September to December 2018, grants were made to councils to promote food waste recycling at the kerbside. Five Councils received a total of £26,192 of DAERA funding. Four councils have provided preliminary evaluation information showing that the different communication means used had an accumulative reach of c.1.1 million people. There was positive feedback received from residents and an overall increase in resident engagement with food waste collections. For

Action	Progress Update
	<p>example, Mid & East Antrim Borough Council was able to demonstrate an increase in their Separate Food Waste Collection of 10 tonnes between October and December 2018 and a 64% increase in requests for food waste containers and liners.</p> <p>From January 2019 the campaign promoted reuse and recycling at Household Waste Recycling Centres. 10 councils received c.£51k of DAERA funding; all 11 councils were eligible to bid. The campaign concluded in March 2019. Provisional results will be available from July 2019.</p>
<p>Deliver focused household waste recycling behaviour change initiatives with four District Councils in 2018-19.</p>	<p>Five councils received a total of c.£266K of DAERA funding to deliver five focused behaviour change projects that promoted dry recycling and food waste recycling at the kerbside. All but one of the projects concluded in March 2019. Initial results suggest 192,500 households received recycling awareness information. Project reviews will be completed by 30 September 2019. However, Armagh, Banbridge and Craigavon Borough Council has provisionally reported: an additional 444 tonnes of kerbside recycling collected; an additional 500 householders downloaded the council recycling app; and 100 householders sought additional recycling assistance.</p>
<p>Deliver a food waste prevention and recycling awareness initiative within schools.</p>	<p>Completed in June 2018. An estimated 57,200 school children received food waste recycling awareness information. A subsequent survey showed that 85% of respondents were 'confident in recycling in school', and 90% were 'confident in recycling at home'.</p>
<p>Improve local government recycling infrastructure and services.</p>	<p>12 council projects were allocated a total of £3.3 million capital funding for improvements to recycling services and infrastructure. All projects are still in the delivery phase and initial results will not be available until July 2020; however, an additional c.7,600 tonnes of recycling per year is anticipated from the projects once fully operational.</p>
<p>Implement a new Knowledge Advisory Service for the farming industry in Northern Ireland.</p>	<p>A new Knowledge Advisory Service has now been established in DAERA with a strong focus on environmental sustainability which aims to deliver knowledge transfer programmes to assist the agri-food industry achieve sustainable outcomes.</p>
<p>Develop 54 (Favourable*) management plans for marine and terrestrial Special Areas of Conservation through; Monitoring progress on 233 Tranche 1 (Higher Level) Environmental Farming Schemes (EFS) which commenced in early 2018.</p>	<p>Now, over 12,000ha of land is under EFS Tranche 1 Higher Level agreement, with a projected spend of some £8.6m. As the Knowledge Advisory Service develops, it will drive business practices and behaviours that will lead to improved productivity and profitability as well as enhanced environmental performance. Evidence of impact not yet available.</p> <p>21 land owners (agreements) are being given assistance in managing their lands for conservation benefit, as well as enhanced ecosystems services for the local</p>

Action	Progress Update
<ul style="list-style-type: none"> • Monitoring progress on 343 Tranche 2 (Higher Level) schemes for delivery in 2019/20 • Implementing agreements under the Management of Sensitive Sites (MOSS) scheme, and • Continuing to utilise opportunities through the Environment Fund to undertake actions that contribute to favourable management of protected sites. • Increasing terrestrial protected sites from under 1% in 2017/18 to almost 10% (14,581hectares), in 2018/19. It is intended that this percentage will increase in 2019/20. 	<p>population. This is helping remove invasive species particularly in the Upper Bann Special Area of Conservation.</p> <p>Progress is reliant on the launch of the latest EFS Scheme.</p>
<p>Further implement the 2015 – 21 River Basin Management Plan</p>	<p>The second cycle of our River Basin Management Plans set out 136 existing and new measures that are needed to improve water status. For all 136 measures, 85% are achieved or on track.</p> <p>All 275 water catchment actions for 18/19 are on track. The percentage of individual assessments at ‘good or better’ status has improved marginally from 81.3% for 2015 to 82.0% for 2018. NIEA are reviewing their measures and actions for opportunities to improve.</p> <p>Trial commenced by Forest Service to assess mitigation measures to improve the quality of water run-off from forest operational sites.</p>
<p>Under the ‘Gas to the West Project’, Dungannon, Coalisland, Cookstown, Omagh, Enniskillen and Derrylin are to be connected during 2018/19, with Magherafelt to be connected in April 2019 to the natural gas network.</p>	<p>The Department for the Economy (DfE) is providing grant support of up to £31.6m towards the Gas to the West project. This £250m project will provide gas to a potential 40,000 business and domestic customers in the west of Northern Ireland. Some 98% of the total 220km of new inter-town gas pipelines planned for the West has now been laid, and is on track to be operational in Quarter 2 of 2019.</p>
<p>Increase journeys made by walking, cycling and public transport by:</p> <ul style="list-style-type: none"> • Introducing the Belfast Rapid Transit (BRT) service, connecting East Belfast, West Belfast and Titanic Quarter via the city centre using new eco-friendly Glider vehicles carrying on average an 	<p>Completed - 30 BRT vehicles and 18 feeder vehicles in service. Launched on 3 September 2018, the system has already delivered unprecedented growth in public transport in Belfast, with over 45,000 additional passenger journeys on the routes each week, representing a 30% increase.</p>

Action	Progress Update
<p>additional 5,800 passengers per day (or circa 8m total passengers per annum by 2022).</p> <ul style="list-style-type: none"> • Progressing the development of the Belfast Multi-Modal Transport Hub at Weavers Cross (catering for 8-13m passenger journeys) and North West Multi-Modal Transport Hub incorporating a new train terminus, bus stands, 'park and ride' facility, bicycle parking and services. • Developing the greenways programme including upgrading the Comber Greenway to include a pedestrian/cyclist bridge to Dundonald Ice Bowl along with new and upgraded walking and cycling linkages across Northern Ireland. • Completing local transport strategies, integrated with the Councils' Local Development Plan processes, focusing on modal shift to public transport and active travel, for all Council areas during 2018/19. 	<p>Design work has been on-going to ensure the Hub will be fully inclusive for all and a catalyst for the regeneration of the area and that we have the right infrastructure in place to encourage modal shift and attract more people to choose public transport. Work is also being undertaken to complement other key initiatives such as to enhance the public realm and deliver walking trails and cycle schemes to promote active travel. Planning approval for the Hub was granted in March 2019.</p> <p>Work ongoing - Grant provided to Lisburn and Castlereagh City Council to build Dundonald Ice Bowl Bridge linking the Greenway with services and local communities. In conjunction with the Public Health Agency, we have grant funded Councils to progress eight greenway schemes to design stage. In 2018/2019 we created an additional 7.65kms of new/improved cycle ways, 1.68k of new/improved walkways and seven new/improved walking and cycling crossings.</p> <p>Under development - A Draft Transport Strategy The Transport Strategy for Fermanagh and Omagh was completed in January 2019 and strategies covering other council areas are being prepared in line with Council timetables. Technical work on the Belfast Metropolitan Transport Strategy and North West Transport Strategy is nearing completion with strategies programmed for summer 2019.</p>

OUTCOME 3

We have a more equal society

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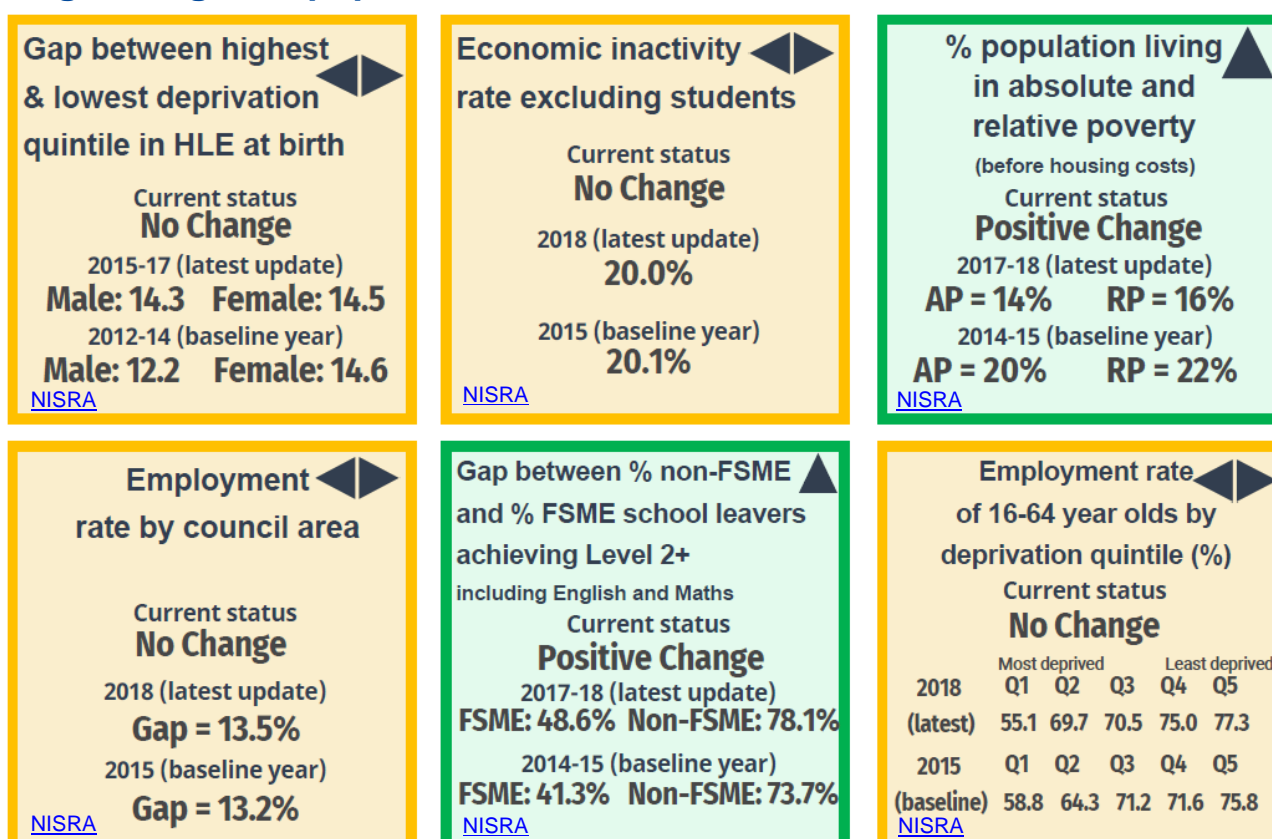
Outcome Update

It is important that a person's background, identity or ability should not be a barrier to playing a full and constructive role in society, that inequality is eliminated wherever it might be found and that support is given to those who face serious issues as a consequence of it.

Six population indicators have been identified to determine progress on meeting this outcome. These are:

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

Progress against population indicators



Real-time graphical representations of the data for all of the indicators in the Outcomes Delivery Plan are available from the [Outcomes Viewer](#)

Progress towards Outcome

Progress towards the outcome of achieving a more equal society has been mixed. The gap in educational achievement between those entitled to free school meals and those who are not entitled is closing. The percentage of people living in absolute poverty (before housing costs) has reduced from 20% in 2014/15 to 14% in 2017/18, and the percentage of people living in relative poverty (before housing costs) has also reduced from 22% in 2014/15 to 16% in 2017/18. The latest data in relation to regional imbalance in employment rates suggest no improvement.

Driving further improvements to achieve positive change in tackling the more difficult issues associated with poverty and disadvantage is being taken forward in a number of ways:

- Through the social welfare system we are supporting those most in need. The Make the Call Wraparound Service reached 67,749 people and identified 19,474 individuals potentially entitled to additional benefits, supports or services. We continue to evolve the scope of this service by working across Departments and with the voluntary and community sector so it can provide the highest level of support to those in poverty including older people, and those experiencing illness or disability.
- Approximately £6.13 billion has been provided in working age, pensions and disability benefit payments (April 2018 to March 2019) including £62.1 million in payments provided under the Fresh Start Agreement to those most impacted by Welfare Reform.

It is accepted that work is one of the best routes out of poverty and the completion of the roll out of Universal Credit to all parts of Northern Ireland, which was completed in early December 2018, is making work pay and encouraging more people to move into work. While economic inactivity (excluding students) in Northern Ireland has reduced recently, it remains a concern at 20% and we are continuing to help people to move towards the labour market and to find and retain good jobs, through a number of initiatives:

- With the introduction of Universal Credit across Northern Ireland a revised model has been implemented that places a greater focus on strategic engagement with large employers and sectoral bodies, the needs of local employers, and understanding and prioritising opportunities for our priority claimant groups. Reporting and monitoring is now in place for a range of quality standards across accuracy, processing times and customer service.
- For the first time, those making a new claim to benefit with a health condition or disability are being invited to have a Health & Work Conversation to help identify, at an early stage, any support required to help them make short, medium and longer terms plans for a return to work at some stage, where that is an option.

- A number of community based Work & Wellbeing programmes are being delivered to assist people who are unemployed, economically inactive, or have a disability. These include Steps to Success (S2S), Workable, Access to Work and European Social Fund projects aimed at helping people to find and stay in work. S2S is performing better than any previous employment programme in Northern Ireland and compares very favourably with employment programmes in GB and Rol.

The Departments for Communities and Economy have engaged with all Councils through “City Deals” and “Local Works” on the creation of employability and skills forums. Significant progress has been achieved in relationship building and achieving a shared understanding and commitment to addressing labour market challenges including economic inactivity. This includes:

- The development of employer-led Employability Forums, and the design and implementation of Employability Pipelines. These will aim to support those furthest from the labour market to move closer to work and deliver job outcomes that address inequalities in the labour market i.e. sick and disabled, women, long term unemployed and marginalised groups.
- Key to the approach will be ensuring that the various supply and demand aspects brought by each partner on the Forum align in facilitating effective labour market activation among target groups. This will take account of differences in the nature of labour market barriers amongst those furthest from the labour market (the supply), as well as differing levels, sectoral variances and skills needs of labour market capacity (the demand).

There has been no statistically significant change to the indicator on the gap between highest and lowest deprivation quintile in healthy life expectancy at birth. Changes to healthy life expectancy are complex, with influences and causal factors beginning before conception and running through to the latest stages of life. It will therefore require a long-term, systematic focus on multiple health determinants to have a sustained impact on this indicator. The Public Health Agency and the Health and Social Care Board are engaging with local councils to address the wider environmental, economic and social factors that will help improve healthy life expectancy rates and close the gap between the highest and lowest deprivation in this area. A consistent regional approach to improving health and wellbeing is being developed with scope for some localised flexibility with a focus on four aspects - improvements to the early years of life; increased opportunities for physical activity; improved mental health and wellbeing; and older people maintaining healthy, active lives and the promotion of age friendly communities.

Within the education sector, programmes are in place to support a wide range of interventions including: breakfast clubs; literacy and numeracy support; after school

clubs; emotional health advice and support; Easter school revision clubs; support at transition; and improving engagement with parents and the community.

Collaborative working

The work to deliver Outcome 3 has relied on strong working relationships being established to deliver a number of programmes and services. For example:

- The delivery of the Business Start programme has required input from local councils including Lisburn and Castlereagh, as well as other stakeholders including Women in Business, local colleges, Social Enterprise NI, Innovate UK and Invest NI to promote several new business starts each month. A selection of case studies have been showcased from local businesses from across Northern Ireland, which can be accessed via the following link: [goforitwebsite](#).
- The Make the Call Wraparound continues to develop partnerships to increase the level of supports, services and benefits for customers. Working in partnership with five Social Supermarkets has led to examples of a number of customers receiving considerable increases in their incomes.
- The Department for Communities and Economy have engaged with all Councils on the “Local Works” agenda with meaningful engagement to date focusing principally on the following Councils: Belfast, Derry City & Strabane, (including playing a leading role in supporting both Belfast Region and Derry/Londonderry emerging city deals) Armagh, Banbridge and Craigavon, Mid Ulster and Mid and East Antrim. The Departments are actively working with the other six Councils.
- For community planning within councils, Department for Communities, alongside the Department for the Economy and InvestNI, has begun working with councils to roll out a number of initiatives including the establishment of academies, employability pipelines and arranging a number of sectoral specific job fairs. Further to these, DfC and Belfast City Council are to launch a pilot scheme which will encourage entrepreneurship, and are working closely together to look at how to meet the labour requirements of employers in the Belfast area. DfC is also working with Mid & East Antrim Council to develop a pilot to provide work experience directly targeted towards people who have health conditions and/or disabilities, or who may have caring responsibilities but who with the necessary supports may return to work.

Progress against 2018/19 actions

Action	Progress Update
Development of a “Healthy Places” programme.	Four common areas of focus for health improvement have been agreed for inclusion in Community Plans across 11 Councils. A process is underway to expand community development approaches. Three Healthy Places demonstration sites have been agreed and local engagement is now underway.
Increase the scale and spread of the Self-Harm intervention programme.	3,017 people were referred to the service in 2017/18. Approximately 65% of referrals take up the service. Annual data are not yet available but based on a single quarter there was good evidence of improvement, with 60% of those who completed pre- and post-questionnaires demonstrating reliable improvement in psychological wellbeing scores.
Expand smoke-free public spaces.	440 (or 50.7%) of primary and special schools have adopted the “Smoke-free Schools Gates” approach. All HSC Trusts have adopted Smoke-free grounds policy.
Increase participation on the Family Nurse Partnership.	This is a rolling programme for first time teenage mothers. In 2018, 127 teenagers enrolled on the programme and 300 remained active within the programme. At 20 months child development scores for those enrolled in the programme are at normal levels and at 24 months 43% of clients have demonstrated higher mastery scores compared to their scores at intake. (Sense of mastery is a form of perceived personal control, a sense of control over the events of one’s life.)
<p>Continue to deliver a range of actions and interventions aimed at improving the life choices of children and young people including under the following actions:</p> <ol style="list-style-type: none"> 1. Targeting Social Need; 2. Extended Schools Programme; 3. Full Service programmes; 4. West Belfast Community Project; 5. Sharing the Learning Programme; 6. Pupil attendance strategy / policy. 	<p>The combined impact of these vital interventions can be clearly seen in GCSE and A level outcomes over the past decade or more.</p> <p>In 2005/06, 58.5% of non-FSME school leavers achieved 5+ GCSEs (A*-C) including equivalents including English and maths. By 2017/18 (latest school leavers data), this had increased to 78.1% (a 19.6 percentage point improvement).</p> <p>In 2005/06, 26.4% of FSME school leavers achieved 5+ GCSEs (A*-C) including equivalents including English and maths. By 2017/18, this had increased to 48.6% (a 22.2 percentage point improvement).</p> <p>The proportion of school leavers achieving 3+ A-levels (A*-C) or equivalent was 40.7% in 2017/18, an increase of 12.2 percentage points from 2005/06 (28.5%).</p> <p>The proportion of school leavers achieving 2+ A-levels (A*-E) or equivalent was 56.7% in 2017/18, an increase of 12.0 percentage points from 2005/06 (44.7%).</p>
Implement a parental engagement campaign aimed at developing parents’ role in education.	<p>The parental engagement campaign ‘Give your child a helping hand’ was launched in Jan 2018 with follow-ups in Sep 2018 (and Jan 2019). Its key aim is to inform and empower parents / carers to support their children and help tackle educational underachievement as a result of social disadvantage. As a result of the campaign:</p> <ul style="list-style-type: none"> • 98% of parents interviewed agreed that it was important to talk to their children about their day at school;

Action	Progress Update
	<ul style="list-style-type: none"> 94% realised that they could make a real difference to their child's / grandchild's education; 75% said that their behaviour toward education changed as a result of the campaign. <p>The campaign will continue into 2019/20 together with a new campaign to highlight the importance of regular pupil attendance at school.</p>
Reach 55,000 people through the Make the Call Wraparound Service to ensure that individuals and families are receiving all of the social security benefits they are entitled to.	67,749 people received letters, were telephoned, or were visited by the Make the Call Wraparound team with 19,474 of those having a potential entitlement to additional benefits, supports or services.
Provide assistance (approx. £6bn in 2018/19) through social security benefits to individuals and families in our society that require financial support.	From April 2018 to March 2019 approximately £6.13bn of financial support was provided to people, families and communities through the social welfare system.
Support 17,600 people to participate in employability programmes, including programmes for people with health conditions and/or disabilities.	<p>From April 2018 to March 2019, 16,989 people supported through five employability programmes to progress into work, remain in work and progress through work. These are:</p> <ul style="list-style-type: none"> Steps 2 Success; Access to Work (NI); Employment Support; Workable (NI); Condition Management Programme. <p>Latest figures from Steps to Success indicate that 30% of participants are moving into work of more than 16 hours per week, outperforming all previous regional labour market programmes in Northern Ireland.</p> <p>During 2018/19, our employment support programmes helped 2,673 people with disabilities to stay in jobs that they wished to retain, but were in danger of losing without that support.</p>
Through the 'Local Works' approach, we will work with all 11 councils, and their community partners, to develop a localised approach to employability by better matching supply and demand, creating pathways for those who need additional support to find and sustain a good job.	The Department for Communities, together with Department for Economy and Invest NI colleagues, have implemented the shared 'Local Works!' agenda, which demonstrates a very clear commitment to working with Councils to deliver better labour market outcomes. We have been doing this through commitment to sharing labour market data and insights, listening to the needs of local employers facing skills and labour shortages, pooling resources and reshaping existing programmes and approaches to suit local needs. A number of exciting new delivery models are now being tested as a result of the fresh approach to working across central and local government and with private and community partners.
Support the development of Employability Forums with 11 Councils and with other stakeholders.	Update As above
Complete the roll out of Universal Credit.	The roll out of Universal Credit to all parts of Northern Ireland, which commenced in September 2017, was completed in

Action	Progress Update
	December 2018. Universal Credit will play an important role in making work pay and encouraging more people to move into work.
Implement the Work and Wellbeing Service.	The Work & Wellbeing Service has been rolled out across Northern Ireland with the aim of providing early and intensive support for those who want to engage, but are not participating in the labour market due to health conditions. For the first time, those making a new claim to benefit who have a health condition or disability are being invited to have a Health & Work Conversation to identify any support that might help them plan for a return to work, where that is an aspiration. For those for whom work is not possible, the Work & Wellbeing Service will aim to provide support for wellbeing and social inclusion.
Transform our Service to Employers to deliver employability and skills solutions.	In line with the roll out of Universal Credit, all vacancy services have been centralised from December 2018. Reporting and monitoring is now in place for a range of quality standards across accuracy, processing times and customer service.
Increase the number of new businesses by Council area – 1,631 new jobs to be promoted.	In the year ending 31 March 2019, 1,805 jobs have been promoted.

OUTCOME 4

We enjoy long, healthy,
active lives

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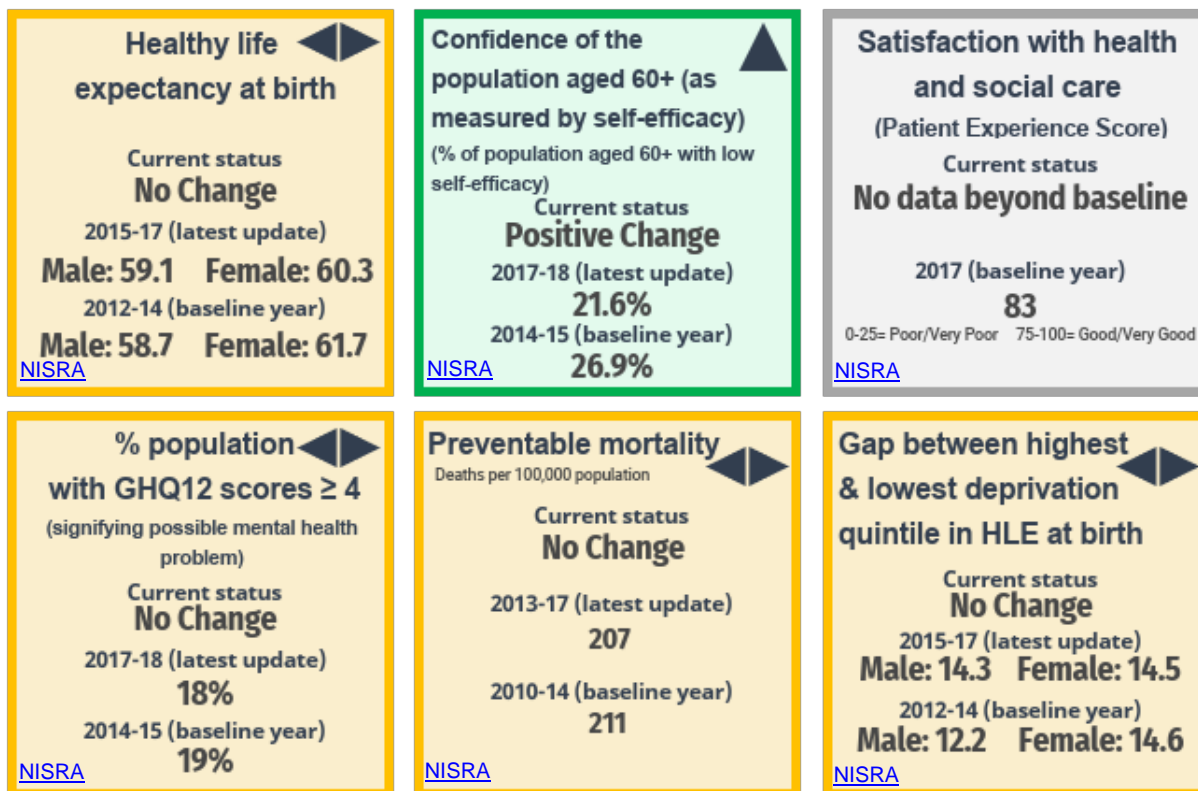
Outcome Update

The Health and Social Care (HSC) system has a vital role to ensure that all citizens have good access to high quality care when necessary. However, it is clear that people want and need to be supported to maintain their own health, insofar as they are able. For individuals, families and communities to take greater control over their lives and be enabled and supported to lead healthy, active lives; ongoing collaboration is needed across government and with local government, the community and voluntary sector, private businesses and other organisations and delivery partners to address the factors which impact on health and wellbeing. Our focus is to improve healthy life expectancy and reduce preventable deaths; to reduce health inequalities; to improve the quality of the healthcare experience and to improve mental health. Supporting this, **“Health and Wellbeing 2026: Delivering Together”** sets out our 10 year vision for the transformation of Health and Social Care by putting citizens at the centre, both in terms of their access to care and the quality of the care they receive.

Progress against population indicators

Six population indicators are used to quantify progress against this update:

- Healthy life expectancy at birth;
- Preventable mortality;
- Percentage of the population with GHQ12 scores ≥ 4 (signifying possible mental health problem);
- Satisfaction with health and social care;
- Gap between highest and lowest deprivation quintile in healthy life expectancy at birth;
- Confidence of the population aged 60 years or older (as measured by self-efficacy)



Real-time graphical representations of the data for all of the indicators in the Outcomes Delivery Plan are available from the [Outcomes Viewer](#)

Progress towards Outcome

We continue to see positive change in the confidence of our older population (measured using self-efficacy), but note that progress is slower in respect of preventable mortality, on lowering the proportion of our population with possible mental health problems and on healthy life expectancy, including narrowing the deprivation gap.

In common with many of our delivery partners, the Department of Health (DoH) continues to manage a challenging financial position and we work closely with stakeholders to maximise available resources. The Health and Social Care Workforce Strategy 2026: Delivering for Our People, addresses the need to tackle serious and ongoing challenges with supply, recruitment and retention of staff. Both these elements impact on the delivery of the desired outcomes.

Progress towards the overall Outcome (*We enjoy long, healthy, active lives*) continues to reflect the fact that many of the influences on health and wellbeing are both inter-dependent and long-term and require significant focus over an extended period of time to deliver clear, positive and measurable change. Changes in Preventative Mortality, Healthy Life Expectancy at birth and reducing the Healthy Life Expectancy gap between the most and least deprived is a significant challenge which requires sustained collaboration both at regional and local levels. A wide range of programmes, information and support mechanisms are already in place to underpin delivery of

health and wellbeing outcomes. In addition departments, agencies and local government are working together with local communities to create the conditions to support improved health and encourage healthier choices, for example, to provide increased opportunities for physical activity and healthy eating.

Resources are devoted to ensuring that initiatives and actions result in meaningful improvements for people in terms of their health and wellbeing, life expectancy and quality of their healthcare experience. We support a broad range of population health interventions, for example in relation to smoking cessation, obesity prevention, early treatment of stroke etc and also the improvement in self-efficacy for older people delivered through a range of “Age Friendly” initiatives. The challenge remains to build on our successes and to continue to focus on those long-term indicators where little or no change is identified at present, or where measurement data is still being developed. The establishment of the Regional Trauma Network (RTN) is progressing, with 21 therapists having graduated and with a further eight now enrolled. Full implementation of the network is planned for March 2021, but the steps taken as part of the initial development phase should positively impact individuals and mental health services throughout 2019-20 and beyond. Supporting structures for the measurement of satisfaction levels for Health and Social Care continue to be developed and work is ongoing to procure an appropriate system to capture statistically robust patient/client feedback. These programmes are providing a combination of direct support to those who may need help and the opportunity to better measure satisfaction levels for care provided.

Collaborative working

The range of health and wellbeing outcomes to be delivered to ensure we enjoy long, healthy, active lives rely on collaborative working with key delivery partners across all sectors. Some examples of where this collaboration is making a difference are included below.

Healthy Places is a cross-cutting initiative within the Outcomes Delivery Plan (ODP) which aims to improve health, reduce inequalities, and improve wider social outcomes. Healthy Places is not necessarily about putting in place new initiatives or actions, although these may be required. Rather the focus is on testing a new way of working across departments with partners and with communities, exploring possible alignment across other place-based work, moving to a more coherent systems approach and a more effective use of resources. A Healthy Places sub-group of the All Departments Officials Group (ADOG) is progressing this work, chaired by DoH and with membership from The Executive Office (TEO), Department of Justice (DoJ), Department for Communities (DfC), Department for Infrastructure (DfI), Department of Agriculture, Environment and Rural Affairs (DAERA), Department of Education (DE), Food Standards Agency (FSA) and Public Health Agency (PHA). Following

consultation with Council Chief Executives, it has been agreed by all partner Departments that the Healthy Places demonstration programme will initially be taken forward in Ballycastle & hinterlands; Lisnaskea; Ardoyne & Greater Ballysillan. These areas have been chosen to test how this approach could operate in different locations, with different demographics, priorities and needs, and different levels of community capacity.

“Our Future Foyle” is a transformative, innovative cultural and health intervention focused on the River Foyle in Derry/Londonderry. The project has been developed over the past three years through extensive community and stakeholder engagement. The project aims to improve the health and social well-being of everyone using the riverfront of the River Foyle, through rejuvenation and animation of the banks and bridges as a shared positive space. It seeks to address the negative cognitive behaviours associated with the river and its infrastructure. Our Future Foyle incorporates three distinct interventions that have attracted considerable interest from both Local and Central government, key strategic and community stakeholders. The project is now ready to move from design and feasibility into planning and delivery of its three key interventions; Foyle Reeds, Foyle Bubbles and Foyle Experience. An estimated £20-25m capital investment will be required across the three elements, to achieve significant economic, tourism and health benefits for the city and wider North West region. Knowledge exchange collaborations are also planned with Latrobe Valley, Australia, which has an issue with railway suicide; Limerick which has a high suicide rate; and with East Sussex which has a particular issue with suicide at Beachy Head.

A Partnership Alliance for Learning from Lived Experience of Trauma (PALLE) is in the process of being co-designed with service-users (including Victims and Survivors Forum members) and the HSCB Personal and Public Involvement (PPI) Lead as part of the Regional Trauma Network (RTN). The RTN will be seeking individuals with lived experience of mental health services and/or psychological trauma care, or their representatives to join the PALLE. The PALLE will create equal opportunities for people to influence and shape the design and delivery of the Regional Trauma Network. Members of the PALLE will make a significant contribution to the design, development and implementation of improved trauma services at a strategic level and will work directly with the RTN Implementation Team, RTN Partnership Board and wider RTN stakeholders.

The **Greenway Development for Healthy Active Places** programme, funded through Transformation monies, is a partnership between the Public Health Agency and the Department for Infrastructure (DfI) which supports local Councils to develop proposals for Greenways. This programme builds on the ‘Small Grants for Greenways’ programme run by DfI, and the transformation funding has enabled eight further schemes to move from feasibility study to the detailed planning stage. Greenways

provide opportunities for children and adults to incorporate walking and cycling into their everyday lives, whether for active travel, recreation or health. As many adults and children are not taking the recommended amounts of physical activity, enhancing the infrastructure to help everyone become more active makes a positive contribution to improving health and wellbeing.

Whilst challenges continue to be faced in many areas, we remain committed to delivering the actions set out in the Outcomes Delivery Plan and provide an update on progress against actions below.

Progress against 2018/19 actions

Action	Progress Update
<p>Support the development of the Health & Social Care elements of the Regional Trauma Network (RTN) including:</p> <ol style="list-style-type: none"> 1. Recruit a Network Manager to drive the development of and co-ordinate the RTN; 2. Recruit 10 additional therapists to begin to build the capacity of the HSC element of the RTN; 3. Train 10 therapists to a Masters level in Cognitive Behavioural Therapy (CBT); and 4. Develop and implement a regional referral pathway which spans across statutory and non-statutory domains for all five Health & Social Care Trusts. 	<p>Network Manager recruited and in post 3 September 2018.</p> <p>Recruitment of therapists is underway with a target date of July 2019 for recruitment to be completed in each HSC Trust.</p> <p>21 therapists have graduated. A further eight staff currently enrolled (anticipated graduation Winter 2019).</p> <p>A Pathway Development Working Group has been established and the process of developing pathways is underway. The phased approach will allow for learning and data at each phase with full implementation planned for March 2021.</p>
<p>Development of a “Healthy Places” programme.</p>	<p>Four common areas of focus for health improvement have been agreed for inclusion in Community Plans across 11 Councils.</p> <p>A process is underway to expand community development approaches</p> <p>Three Healthy Places demonstration sites have been agreed and local engagement is now underway.</p>
<p>Increase percentage of patients with confirmed ischaemic stroke who receive thrombolysis treatment, where clinically appropriate.</p>	<p>71% of stroke patients received thrombolysis within 60 minutes of hospital arrival in 17/18 (compared to 65% in 16/17).</p>

Action	Progress Update
	1,404 patients were independent on leaving hospital in 17/18, 165 more patients than in 16/17.
Increase the scale and spread of the Self – Harm Intervention Programme.	<p>3,017 people were referred to the service in 17/18. Approximately 65% of referrals take up the service.</p> <p>Annual data is not yet available but based on a single quarter there was good evidence of improvement, with 60% of those who completed pre- and post-questionnaires demonstrating reliable improvement in psychological wellbeing scores.</p>
Promote Active School Travel, and increase journeys made by walking, cycling and public transport.	In 17/18, 289 schools (15,903 people) participated in the programme (up from 229 schools the previous year). In 17/18 there was a 29% increase in the number of pupils who travel actively to schools at the end of the year, compared to the start – this compares to a 25% increase in 16/17.
Implement an Eating Well Choosing Better Programme.	<p>FSA and District Councils promote Calorie Wise (a voluntary labelling scheme) and MenuCal (a free online tool for food businesses to calculate the energy content of their recipes).</p> <p>18 workshops were delivered to businesses between September 2017 and January 2019, with participants representing 188 food businesses.</p> <p>The number of active MenuCal users in Northern Ireland has increased by 10% from December 2018 to 763 in April 2019.</p> <p>As of March 2019 the following businesses have achieved the Calorie Wise gold award:</p> <ul style="list-style-type: none"> - Six hospital catering sites; - Three fish and chips shops; and - One national food chain
Develop a Quality Health and Social Care Experience Framework, using input from the consultation on Delivering Together.	<p>The Co-Production guide was launched along with the Future Search Conference Report on 31 August 2018. Meetings have taken place to discuss the way forward in relation to Co-production with key partners, including the six Trusts, and RQIA.</p> <p>The Future Search Report identified the need to integrate Personal and Public Involvement (PPI), Co-production, Patient Experience, service user feedback, peer networks, expert patients, peer advocacy</p>

Action	Progress Update
	<p>public consultation and community development into a single integrated approach. Trust Boards and CEOs have been asked to review the extent of partnership working across their services and to develop an integrated plan linked to the Commissioning Plan Direction.</p> <p>The Department secured a policy officer in January 2019. They will lead the formal review of current engagement policy and take forward the development of the implementation and monitoring frameworks to embed partnership working within and across health and social care provision.</p>
<p>Capture statistically robust patient/client feedback across the HSC sector as a base for identifying areas of best practice and/or concern.</p>	<p>The Real Time User Feedback (RTUF) Project Group continues to meet and the work to procure the system is in its final stages. The aim is to have the system available by the end of 2019.</p> <p>Involvement required under Personal and Public Involvement legislation continues.</p> <p>The results of the online “10,000 More Voices” surveys conducted by the PHA to gather experiences of care and the design of care services across the Health and Social Care Trusts are available.</p> <p>A Home Care Experience Survey for 2018/19 has been conducted by DoH statisticians. Results are expected by end June 2019. This is an update to the Home Care Client survey carried out by the Department in 2008/09.</p>
<p>Reach out to at least 55,000 people in poverty through ‘Make the Call’ Wraparound Service to ensure that individuals and families are receiving all the social security benefits to which they are entitled.</p>	<p>67,749 people received letters, were telephoned or were visited by Make the Call Wraparound team, 19,474 of those were identified as having potential entitlement to additional benefits, supports or services.</p>
<p>Make each council area “Age Friendly” – a place where organisations work together to enhance quality of life for people as they age.</p>	<p>All 11 councils are engaged in the formal World Health Organisation’s Age Friendly framework. Delegates from every council area helped design the Age Friendly Network.</p> <p>10 of 11 councils have high level outcomes or actions concerning older people in their community plan.</p>

Action	Progress Update
	<p>900 older people and councillors attended local Pensioners' Parliaments.</p> <p>Over 600 local groups participate in the Age Sector Networks.</p> <p>Across the region, Age Friendly coordinators, Community Navigators and a range of signposting services are in place to support older people to access statutory and community services.</p>
<p>Reduce the length of time taken to complete major adaptations in social homes.</p>	<p>The overall target is to streamline the length of time tenants wait to have major adaptations completed and by year four to be 52 weeks or less, for 2018/19 a target of 100 weeks has been set.</p> <p>The 100 week period has not yet lapsed. Initial statistics provided by the pilot scheme at the end of quarter four are showing that of 45 projects started, 38 are on target to complete within 100 weeks, with one project having been completed in 47 weeks. Of the remaining schemes; three schemes have been cancelled, two schemes have been delayed due to Occupational Therapy (OT) reassessment and one scheme has been delayed due to Contractor capacity.</p>
<p>Working with Road Safety Partners DfI will continue to educate the Northern Ireland public about road safety issues with a view to reducing the number of road traffic fatalities and serious injuries.</p>	<p>DfI has delivered a number of road safety information campaigns addressing poor road user behaviours, which are designed to contribute to a reduction in the number of people killed and seriously injured on our roads.</p> <p>At 31 March 2019 there were 61 fatalities for the year 2018/19, which is the same figure as for the year 2017/18. At 31 December 2018, 563 people were seriously injured, compared to 583 for the same nine month period in 2017/18, a reduction of 20 people.</p>

OUTCOME 5

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

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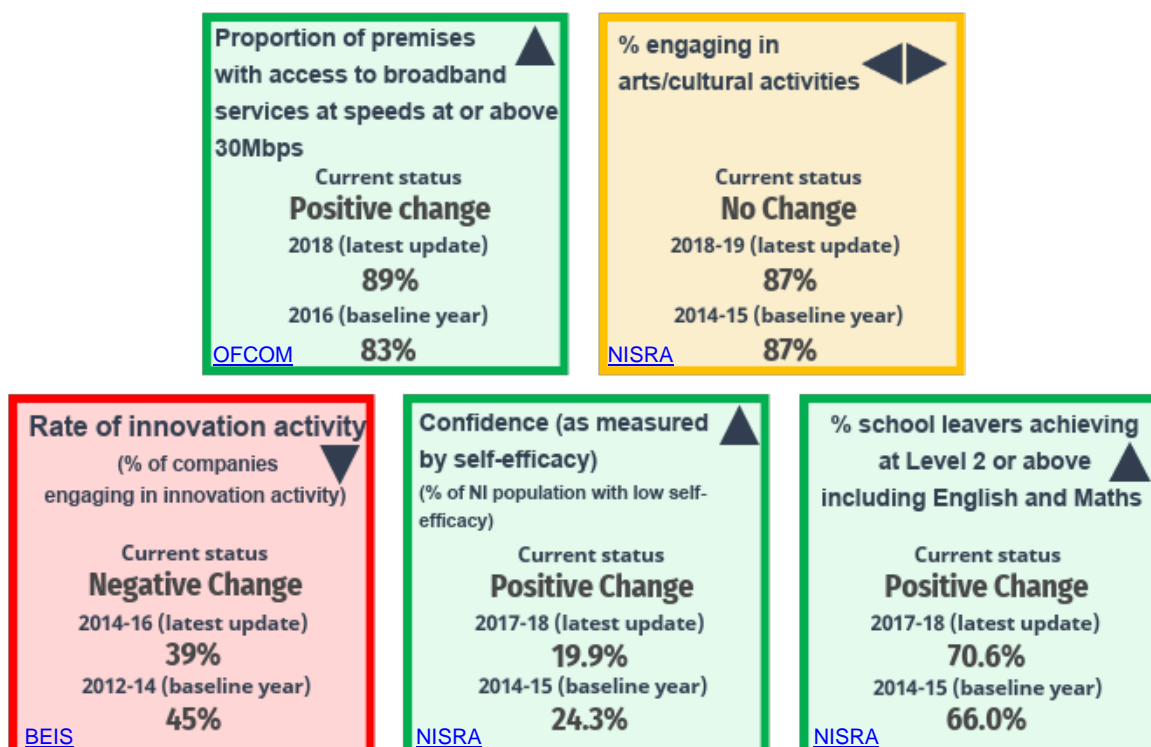
Outcome Update

This Outcome is about building a society and an economy which is renowned for its innovation and creativity and admired for the opportunities afforded to people of all backgrounds to fulfil their potential. It places a focus on creating a society where entrepreneurship and creativity is endemic and where innovation is embedded in the culture of every company. We will seek to develop world class sectors and strengthen linkages between industry and academia. This Outcome also focuses on the attainment of educational qualifications of our young people in order to support them to succeed. The efficient delivery of Project Stratum is important to the achievement of this Outcome. The project aims to utilise the £150m additional broadband funding from the Confidence and Supply Agreement, and a further £15m contribution from DAERA, to improve internet connectivity, using future-proofed technologies, for Northern Ireland premises currently unable to access speeds of 30 Mbps or greater. The intervention area will consist of around 100,000 premises, primarily in rural areas.

Five population indicators have been identified to quantify progress against this Outcome:

- rate of innovation activity;
- percentage engaging in arts/cultural activities;
- confidence (as measured by self-efficacy);
- proportion of premises with access to broadband services at speeds at or above 30 Mbps; and
- percentage school leavers achieving Level 2 or above including English and Maths.

Progress against population indicators



Real-time graphical representations of the data for all of the indicators in the Outcomes Delivery Plan are available from the [Outcomes Viewer](#).

Progress towards Outcome

Good progress has been made towards this Outcome during the year. The percentage of our population with low self-efficacy has decreased significantly in recent years, from 24.3% in the baseline year (2014/15) to 19.9% in 2017/18. We are also encouraged by the positive change in the percentage of school leavers achieving Level 2 or above qualifications, which had risen to 70.6% in 2017/18 from a baseline of 66.0% in 2014/15.

Other indicators are also showing improvements but there is still a lot of work to be done. The proportion of our premises with access to broadband services of 30 Mbps or above has increased significantly to 89% in 2018, a 6 percentage point increase from the baseline year (2016), but we still fall behind coverage in England (94%), Scotland (92%) and Wales (93%). Moving forward the implementation of Project Stratum should have a big impact on this indicator. There has been no change to the percentage of our population engaging in arts/cultural activities, and our rate of innovation activity also continues to lag well behind the rest of the UK and has actually, along with most UK regions, decreased since the baseline year, from 45% (2012-14) to 39% (2014-16).

We know that to bring about the desired improvements against this Outcome we need to do more to encourage businesses to innovate; we need to strengthen linkages

between industry and the education sector; and we need to support increased investment in research and development. That is why so many of the actions in this Outcome's 2018/19 Delivery Plan revolve around these kinds of activities. Broader efforts to increase cultural and sporting participation and raise the confidence of our people, especially through the provision of digital skills, also feature heavily in our work plans, as do efforts to reduce the internet connectivity gap.

Full progress updates against all the actions in this Outcome's delivery plan for 2018/19 are provided below, but some highlights include:

- the award of 12 new Small Business Research Initiative projects, two of which are cross-border projects;
- through Invest NI, we have supported 327 companies to engage in innovation activities for the first time; and
- we have commenced the procurement process for Project Stratum to help reduce the number of premises currently unable to access broadband services of at least 30Mbps.

While we are pleased with the progress we have made, it is clear that significant challenges remain. Funding availability for innovation and research and development activities will prove a major determinant in our ability to close the innovation gap with other UK regions, as will our ability to convince businesses, especially smaller businesses which are so prominent in Northern Ireland, that innovation activities can help them grow and succeed. Closing the internet connectivity gap will be a significant undertaking which Project Stratum will seek to address moving forward. And the final terms of the UK's withdrawal from the EU could have considerable implications for various aspects of this Outcome.

Collaborative working

The improvements we wish to bring about under this Outcome can only be achieved through the contributions of a wide range of partners. Our best chance of progressing this Outcome lies not only in corralling the individual efforts of all these key partners, but in encouraging them to work together.

One example of collaborative working which is making a big difference is in the work led by the Department for Communities to deliver more opportunities for people to participate in and enjoy physical activity and sport, with a particular emphasis on female participation and those with disabilities or learning and sensory impairments. Work under this action requires contributions from a range of partners, including the local councils which provide a range of facilities and equipment, including Disability Equipment hubs, and Disability Sports NI which contributes sports development coaches.

The delivery of 12 Small Business Research Initiative projects during the year has also required significant collaboration amongst several delivery partners. These initiatives procure research and development for public sector organisations which is necessary when there are often no suitable products or services currently available on the market. The programme is very flexible and allows public sector organisations to work with highly innovative companies to solve problems. Given the range of partners involved across different projects, the Department for the Economy has brought together a community of practitioners from across the projects to share knowledge and good practice. Directly as a result of the work on Small Business Research Initiatives, the Department has been able to secure funding for two large projects (each worth over £1 million) under the Government’s GovTech Catalyst Fund – one is a joint project between the South Eastern Trust and NI Prisons’ Service on improving the medication pathway for people entering custody, and the other led by the Northern Ireland Audit Office, is about a data enabled public sector audit approach with the aim of making better use of data to improve the efficiency of audit.

Progress against 2018/19 actions

Action	Progress Update
Develop and introduce a new Innovation Accreditation Scheme	Accreditation partner appointed in Dec 18. Innovation Accreditation fully developed and currently being introduced to key stakeholders.
Support 250 to 400 companies to engage in innovation activities for the first time	Invest NI supported 327 companies to engage in innovation activities for the first time.
Secure total investment in innovation activity of £15m to £20m	£21m of investment in innovation activity was secured by Invest NI in 2018/19.
Secure total investment in Research and Development activity of £195m to £260m	£255m of investment in R&D activity was secured by Invest NI in 2018/19.
Run at least six new Small Business Research Initiatives (SBRI) including at least one cross border project	12 NI SBRI projects commenced in 2018/19 including two cross border projects - 'Smart Urban Spaces' and 'Last Mile Delivery'.
Develop new initiatives for sharing knowledge and best practice across public sector, private sector, academia and 3rd sector such as Govcampconnect	Two collaborative workshops held with over one hundred attendees from across public sector, private sector, academia and 3rd sectors for the review of the open data strategy for Northern Ireland with a focus on sharing knowledge and best practise approaches to promoting innovation in open data.
Support the growth of up to three clusters in new and emerging tech, including Artificial Intelligence and Immersive Technologies	Two clusters (in AI, Immersive Technologies) are being supported. Application for support for Cybersecurity cluster being processed by Invest NI.
Run a Tourism NI Immersive Technologies scheme	Immersive Technology Scheme – 'Enhancing Visitor Experiences through Immersive Technology' launched and funds awarded. SBRI competition complete and funds awarded. Winning

Action	Progress Update
	bidders through both schemes will deliver Augmented Reality (AR) & Virtual Reality (VR) innovation to enhance the Northern Ireland visitor experience.
Roll out Uniting Communities through Sport and Creativity in at least three urban villages and three rural areas	<p>The programme was delivered in three urban villages: Colin, EastSide, and Ardoyne & Greater Ballysillan; and three rural areas: Erne East, Rasharkin & Kilrea, and Castlederg & Newtownstewart.</p> <p>The Young Leader and Ambassador Training element provides structured skills training for all young leaders across all areas.</p> <p>Uniting Opportunities was successfully rolled out, delivering six targeted projects within the Uniting Communities areas supporting marginalised young people to better engage in their local communities. In total, 55 young leaders and 540 participants took part during 2018/19. Evaluation of the programme is ongoing within DfC.</p>
Take forward the development of a Digital Infrastructure Strategy for Northern Ireland	MATRIX Panel in process of appointing experts to assist in contributing to the Strategy.
Deliver more opportunities to participate in and enjoy physical activity and sport, with a particular emphasis on female participation and those with disabilities or learning and sensory impairments	<p>DfC continues to work collaboratively with sectoral bodies, other Departments (DE, DoH, DAERA), Sport NI and local councils to increase participation opportunities for active lifestyles, with an emphasis on underrepresented groups in particular, those with disabilities, special needs and females.</p> <p>The activities available in the Disability Equipment hubs and outdoor activity hubs across the 11 Council areas continues to increase and is supported by sports development coaches from Disability SportNI and Councils. Access to swimming pools for disabled users has been enhanced with the installation of 11 Pool pods in leisure Centres in 10 of the 11 Council areas.</p> <p>Investment in the Active, Fit & Sporty Programme has already resulted in 4,191 females engaging in sport and physical activity opportunities. The six partner organisations involved in the programme have engaged with 264 stakeholders and are all contributing to the delivery of opportunities. Figures quoted above are up to end of Q3 (Dec 18). Q4 figures to be confirmed by mid-May.</p> <p>Investment in Special Olympics has supported the organisation as it strives to recruit new athletes and volunteers. The</p>

Action	Progress Update
	challenge for the organisation has been recruiting new athletes as it and the clubs have focused on the Ireland Games and the World Games where personal performances and medals achieved exceeded expectations.
Deliver the Libraries NI Digital Literacy Project, providing 2,500 additional basic level IT learning opportunities for adults in group and one-to-one settings across the public libraries network with particular focus on people from deprived areas, people from rural areas, people with disabilities and older people	Delivery of the training sessions commenced in October 2018 and at 31 March 2019, a total of 2,427 learning sessions have been successfully delivered at venues across NI. This total includes 1220 learning sessions delivered in Neighbourhood Renewal areas; and 1,037 in rural areas.
Produce an initial system evaluation framework for (statutory) education	Following consultation with key stakeholders, a prototype dashboard of measures has been developed. Some further consultation has been undertaken to test the software and refine the range of measures presented in the initial framework; this has included engagement with parents and young people.
Commence a procurement process to reduce the gap of 12% of premises currently unable to access a broadband service of at least 30 Mbps using the Confidence and Supply agreement.	Public Open Market Report completed. Draft Invitation to Tender (ITT) documentation underway.

OUTCOME 6

We have more people
working in better jobs

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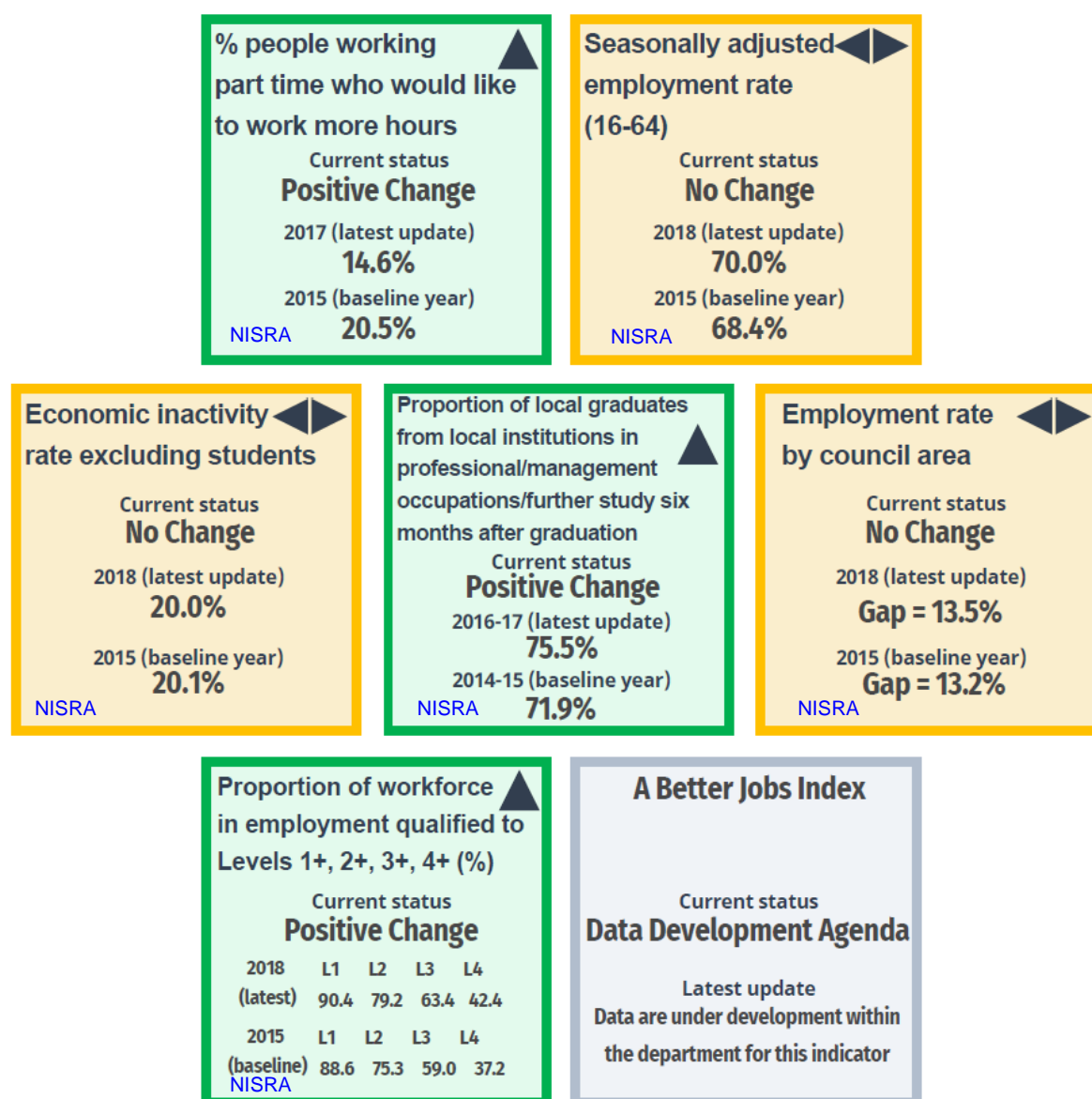
Outcome Update

This Outcome is about endeavouring to build a successful economy through ensuring that more people are working in better jobs. Employment contributes to wealth and value added in the economy as a whole. It also brings a range of benefits to individuals and communities by increasing levels of health, confidence, self-respect and social inclusion. Access to a better job is important in addressing inequalities; work is one of the best routes out of poverty and is a vital component in building successful communities. In addition, it is essential that we have a workforce that is properly equipped and ready for employment and with appropriate skills for the marketplace.

Seven population indicators have been identified to quantify progress against this Outcome:

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

Progress against population indicators



Real-time graphical representations of the data for all of the indicators in the Outcomes Delivery Plan are available from the [Outcomes Viewer](#).

Progress towards Outcome

Overall progress against this Outcome has been generally slower than we would like. There have been no meaningful changes to our economic inactivity or employment rates in recent years, and in both we fall well below the UK standard with considerable regional imbalances. The skills profile of our workforce continues to improve, but our skills forecasts continue to show a significant supply gap for people in our workforce with higher level skills. Similar gradual improvements can be discerned in the proportion of our graduates finding work or further study after graduation, but too many continue to leave Northern Ireland for those opportunities, or enter lower-skilled jobs. We know that to bring about the desired improvements against this Outcome we need to do more to stimulate job creation in the private sector, through the encouragement of new business start-ups and the attraction of value added foreign direct investment.

We need to address our economic inactivity rates by convincing people that work and study are the best routes out of poverty. And we need to identify more creative, flexible ways to up-skill our workforce beyond traditional education and training routes. That is why so many of the actions identified in the 2018/19 Delivery Plan for this Outcome revolved around these kinds of activities.

Plenty of excellent work has been undertaken during the year and many people are demonstrably better off as a result. Full progress updates are provided below but some highlights include:

- the successful roll-out of Phase 1 of the Peace4Youth Programme;
- the full introduction of Universal Credit, which we hope will help to address our persistent economic inactivity problems in Northern Ireland by convincing people that work is one of the best routes out of poverty; and
- the commencement of steady state higher level apprenticeship provision at level 6, offering more people the opportunity to earn while they learn right up to degree level.

Collaborative working

The improvements we wish to bring about under this Outcome can only be achieved through the contributions of a wide range of partners. Our best chance of progressing this Outcome lies not only in corralling the individual efforts of all these key partners, but in encouraging them to work together.

One example of collaborative working which is making a big difference is in the continued roll-out of higher level apprenticeships. Higher level apprenticeships require higher education providers, including our further education colleges and universities, to work alongside businesses to develop coherent programmes which combine paid work with study. More and more people are availing of these opportunities, attracted by the prospect of earning and learning at the same time, and they are a particularly important gateway to higher level skills for people who simply cannot afford to study through traditional full-time education routes.

Progress against 2018/19 actions

Action	Progress Update
Increase the proportion of graduates qualifying from NI Higher Education Institutions (HEIs) with an economically relevant STEM qualification	In 2017/18, which are the most recently available figures, 23.2% of qualifications gained by students at NI HEIs were in 'Narrow STEM' related subjects - this is a year-on-year increase from a 2008 baseline of 18%.
FE Sector will ensure that:- A minimum of 70% of all Full Time qualifications delivered will be in economically relevant STEAM areas - At least 30% of all Part Time qualifications delivered will be in economically relevant STEAM areas	2018/19 academic year validated data are not yet available.
40% of regulated enrolments in FE colleges will come from the two most deprived quintiles	In 2017/18 44.1% of regulated enrolments were from the two most deprived quintiles. Final validated data for the 2018/19 academic year are not available until Oct/Nov 2019.
<p>Implement the Apprenticeships and Youth Training Strategies Implementation Programme, including in 2018/19:</p> <ul style="list-style-type: none"> • supporting circa 450 apprentices at Levels 4 and 5 in conjunction with the Further Education Sector and CAFRE; • introducing circa 100 Higher Level Apprenticeship opportunities at Level 6; • supporting circa 5,500 apprentices (programme leavers) to achieve targeted qualifications; and • supporting circa 4,000 young people (programme leavers) to achieve targeted qualifications 	<p>For academic year 2017/18, there was 5,716 apprenticeship leavers supported to achieve qualifications. Of these, 65% achieved an NVQ Level 2 and 54% achieved an NVQ Level 3.</p> <p>For academic year 2017/18 - 3,882 young people left the Training for Success programme. Almost three-quarters (71%) obtained Skills for Your Life qualifications and 62% obtained Skills for Work qualifications.</p> <p>The most recent data published for the Higher Level Apprenticeship steady state Level 4/5 provision is for academic year 17/18 which showed that 324 participants had enrolled on the programme. 2018/19 published validated figures are not yet available.</p> <p>Higher Level Apprenticeship steady state Level 6 provision commenced in September 2018, but validated figures are not yet available.</p>
<p>Deliver the Careers Strategy 'Preparing for Success 2015-2020' action plan for 2018/19, which will:</p> <ul style="list-style-type: none"> • offer face to face, careers guidance interviews to all Year 12 pupils with the aim of accessing at least 95% of pupils in their final year of compulsory education; and • deliver careers guidance to at least 12,000 adults through the delivery channel which best meets their needs including face to face interviews, webchat and telephony Target 	<p>Target to see 95% of young people has been met for the 2017/2018 Academic year.</p> <p>In 2018/19 12,843 careers guidance interventions were delivered.</p>

Action	Progress Update
<p>Successful roll-out of Phase 1 of the Peace4Youth Programme to up to 1,875 marginalised 14–24 year olds and subject to satisfactory evaluation of Phase 1, commencement of Phase 2 by the end of March 2019</p>	<p>Phase 1 successfully rolled out with > 2,000 participants. Highly positive Phase 1 evaluation showing clear progression for young people. Almost 80% of the young people surveyed indicated they were going to progress to education, training, employment or voluntary/community engagement, and almost 90% had gained a qualification in at least one area. EC approval granted for Phase 2 of Peace4Youth which will now operate until 2021/22.</p>
<p>Through the European Social Fund assist:</p> <ul style="list-style-type: none"> • 550 unemployed people into employment; • Over 600 economically inactive people into employment, education or training; • Over 1,000 NEETs into employment, education or training; and • Over 450 participants with disabilities into employment, education or training. 	<p>Performance figures for the final quarter of 18/19 show that all targets have been exceeded;</p> <ul style="list-style-type: none"> • 1,504 unemployed people into employment; • 1,450 economically inactive people into employment, education or training; • Over 2,042 NEETs into employment, education or training; and • Over 727 participants with disabilities into employment, education or training.
<p>Through the ‘Local Works’ approach, and working with all 11 councils, and their community partners, develop a localised approach to employability by better matching supply and demand, creating pathways for those who need additional support to find and sustain a good job</p>	<p>The Department for Communities, together with Department for Economy and Invest NI colleagues, have implemented the shared ‘Local Works!’ agenda, which demonstrates a very clear commitment to working with Councils to deliver better labour market outcomes. We have been doing this through commitment to sharing labour market data and insights, listening to the needs of local employers facing skills and labour shortages, pooling resources and reshaping existing programmes and approaches to suit local needs. Four Councils have committed to collaborating with Departments in testing exciting new delivery models as a result of the fresh approach to working across central and local government and with private and community partners.</p>
<p>Complete the roll-out of Universal Credit</p>	<p>The roll out of Universal Credit to all parts of Northern Ireland which commenced in September 2017 was completed in December 2018. Universal Credit will play an important role in making work pay and encouraging more people to move into work.</p>
<p>We will offer all new benefit claimants with a health condition or disability a Health & Work Conversation to help them make decisions about a possible return to work at some point</p>	<p>The Work & Wellbeing Service has been rolled out across Northern Ireland with the aim of providing early and intensive support for those who want to engage, but are not participating in the labour market</p>

Action	Progress Update
	<p>due to health conditions. For the first time, those making a new claim to benefit who have a health condition or disability are being invited to have a Health & Work Conversation to identify any support that might help them plan for a return to work, where that is an aspiration. Over 800 of these interviews were carried out over the year. For those for whom work is not possible, the Work & Wellbeing Service will aim to provide support for wellbeing and social inclusion.</p>
<p>Support 17,600 people through employability programmes including programmes for people with health conditions and/or disabilities</p>	<p>Between April 2018 and March 2019, 24,720 people were supported through five employability programmes to progress into work, remain in work and progress through work. These are :</p> <ul style="list-style-type: none"> • Steps 2 Success • Access to Work (NI) • Employment Support • Workable (NI) • Condition Management Programme <p>Latest figures from Steps to Success indicate that 30% of participants are moving into work of more than 16 hours per week, outperforming all previous regional labour market programmes in NI. During 2018/19, our employment support programmes have helped 2,673 people with disabilities to stay in jobs that they wished to retain, but were in danger of losing without that support.</p>
<p>Secure 4,000-6,000 new Total Assisted Jobs through Invest NI's interventions with companies of which a minimum of 2,400 will pay salaries above the NI Private Sector Median (PSM)</p>	<p>Invest NI had a very successful year with 5,904 jobs assisted. With regards to job quality, 4,051 of the total jobs supported will pay salaries above the NI PSM.</p>
<p>Secure £32m - £42m of private sector investment in training and skills development through Skills Development projects.</p>	<p>£48m of investment in training and skills development was secured by Invest NI in 2018/19.</p>

OUTCOME 7

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

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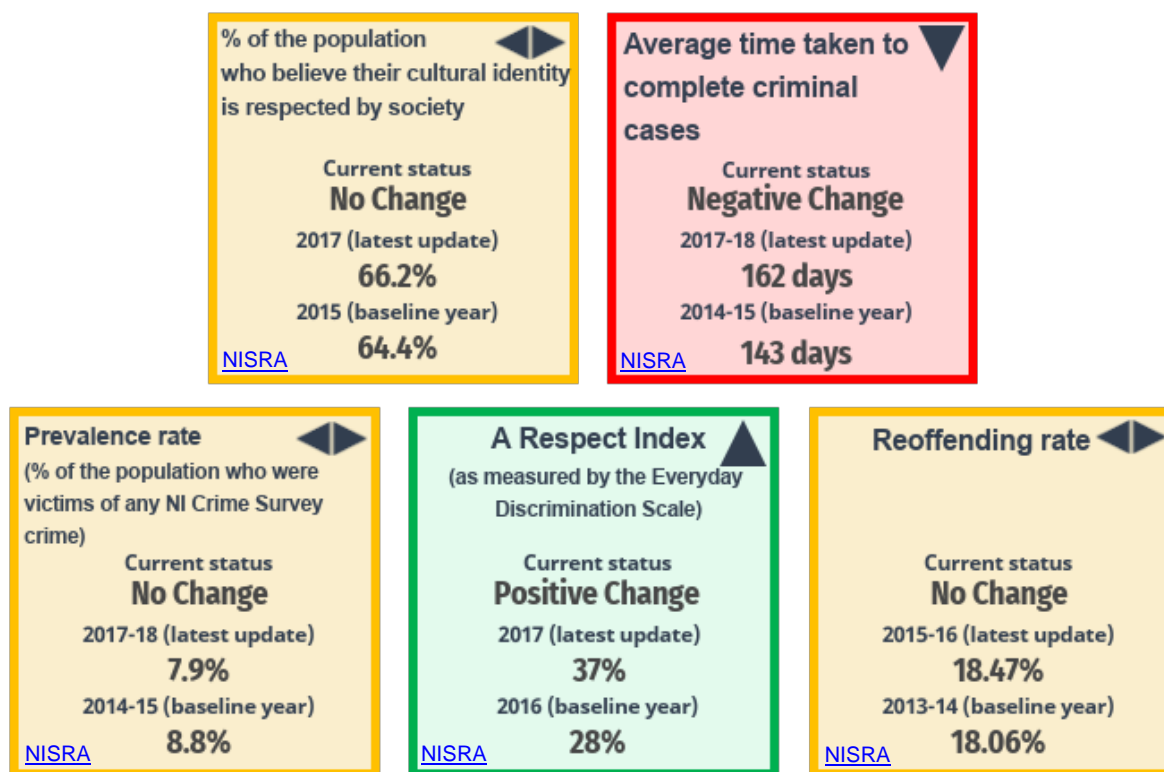
Outcome Update

Reducing crime, reducing reoffending and increasing respect and reconciliation collectively play a crucial role in creating a safe community and in diverting people, especially young people, from entering the justice system. Through this outcome we want to create an environment where people can feel safe and respected regardless of their background and beliefs. We also want to increase the degree to which we respect each other and what makes us unique. It is important that we address the harm and vulnerability caused by crime and reduce offending. We want to do this by helping and supporting people to change and assisting those in custody to make better life-choices when they are released. We also need to make the justice system more effective; the speed that cases progress through the system matters to victims and witnesses, their families and their communities and can help offenders to better understand the implications of their actions.

Five population indicators are used to quantify progress against this outcome:

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

Progress against population indicators



Real-time graphical representations of the data for all of the indicators in the Outcomes Delivery Plan are available from the [Outcomes Viewer](#)

Overall progress towards Outcome

Reducing crime and reoffending, increasing respect and reconciliation and increasing the effectiveness of the justice system work well as a package to support Outcome 7. While we have seen positive change in A Respect Index (as measured by the Everyday Discrimination Scale), we recognise we are in the early days of a large programme of work. No statistically significant advance has yet been made on three of the population indicators, and there has been slippage in the average time to complete criminal cases.

The Respect Index includes a set of nine questions known as the Everyday Discrimination Scale and was published for the first time in March 2019, measuring perception of discrimination experienced by individuals in their daily lives. Responses to the nine questions are collated to report proportions who “feel respected” and “do not feel respected”.

There are five Problem-Solving Justice (PSJ) pilots up and running, each at different stages and a scoping study is underway for a sixth initiative. It is too early at this stage to evidence whether or not these are changing people’s lives but evidence from other

jurisdictions indicates that these approaches can help to prevent people from reoffending. Evaluations are underway to inform decisions about further rollout.

Tackling the issue of avoidable delay in the justice system continues to be a challenge. In September, DoJ published its latest statistical bulletin on case processing times for 2017/18. Although the headline figure did show a modest improvement compared to last year, criminal cases are still taking too long to complete, with data showing slippage against the 2014/15 baseline figure. The Criminal Justice Board has made the reduction in delay a key priority and an interagency group from across the criminal justice system meets regularly to review progress and seeks to identify potential problem areas. DoJ has continued to work on embedding the new Indictable Cases Process (ICP) and extending the rollout of Proportionate Forensic Reporting (PFR) to cases involving cyber-crime (digital analysis of mobile phones, computers etc.). The Department also continues to deliver the recommendations contained in the report by the Northern Ireland Audit Office on Avoidable Delay and the speeding up justice recommendations contained in the Fresh Start Action Plan. Separately, DoJ continues to work with partners to implement and embed other initiatives aimed at speeding up the justice system.

It is recognised that a significant number of offenders have underlying health needs. The Departments of Health and Justice are working together to improve health outcomes for people in the criminal justice system. In the last six months, initiatives have been progressed which fall under three distinct areas of activity:

- collaborating with Social Care professionals to improve services for people in NI Prison Service (NIPS) care;
- delivering a renewed person-centred approach to support people at risk of suicide and/or self-harm; and
- completing Phase One of the joint Health and Justice Review of Vulnerable People in Custody.

We have made progress on a number of actions we undertook to deliver in 2018/19. These include:

- Problem Solving Justice pilots have continued to demonstrate the potential to reduce the number of short custodial sentences awarded by our courts.
- When compared against the average time taken for all Crown Court cases over the same period, ICP cases were completed approximately 30% faster.
- We are continuing progress towards delivery of the headline actions of the T:BUC Strategy, for example:
 - 123 T:BUC camps were completed in 2018/19 across NI involving over 4,500 young people;
 - The Peace4Youth Programme is on track to successfully achieve its objectives with around 2,700 young people having participated to date; and

- nine of the ten new shared neighbourhoods under the T:BUC headline action have been completed, delivering a total of 428 homes.
- To develop new approaches to dealing with harm and vulnerability, we have completed 41 performances of Blackout for 4,151 young people, teachers and community leaders across 36 schools and community venues in autumn. Audience feedback shows the project had a very positive impact on audience members, with 89% of respondents reporting being made more aware of the risks associated with drugs/alcohol and 76% being more likely to ask for help if needed.
- Support Hubs have been established in five council areas. Initial evidence has shown that calls to the PSNI, from those vulnerable individuals being supported by Support Hubs, have reduced on average by 46%.

Progress against 2018/19 actions

An update on the progress of each action contained in the Outcomes Delivery Plan for this Outcome is provided in the table below.

Action	Progress Update
<p>Deliver a range of Problem Solving Justice (PSJ) initiatives and commence evaluations on the effectiveness of the pilot programmes.</p>	<p>Programme underway PSJ pilots are up and running, each at different stages and a scoping study is underway for a further initiative:</p> <ul style="list-style-type: none"> • Enhanced Combination Orders - 304 issued by 31 March 2019. Evaluations by Ulster University and NISRA identify net benefits from ECOs. • Substance Misuse Court - 50 participants to date. NISRA evaluation underway, with a report expected in September. Qualitative feedback is also being sought from stakeholders. • Domestic Violence Behavioural Change Programmes (formerly Domestic Violence Perpetrator Programme) - by 31 March 2019, 33 participants had completed programmes, with a further six participants due to complete shortly. Evaluation work has commenced to consider lessons learnt and next steps. • Family Drug & Alcohol Court – 14 families participated (of 18 referrals). Pilot closed and being evaluated. • Motorbike Awareness Pilot - programme completed involving 12 young people. Plans in place to hold two further programmes in 2019/20. • Mental Health Court - scoping study ongoing.
<p>Deliver the 2018/19 commitments within the Tackling Paramilitarism Action Plan.</p>	<p>Programme underway Work is underway, delivering 38 commitments across the Executive. Achievements to date include:</p> <ul style="list-style-type: none"> • Paramilitary Crime Taskforce achieved 20 convictions or other criminal justice outcomes. • Recovery of criminal property / proceeds of crime represents £3.4m of lost revenue prevented. • Ending the Harm campaign - launched October 2018, accompanied by performances of the 'Banjaxed' play, supported by PCSPs. • Aspire Programme - almost 400 young men aged 16 - 30 have been referred to date. • Women in Community Transformation - 539 women have completed phase 1 and over 420 have moved to phase 2. • Attorney General's "It's Your Law" programme - 217 young people participated. • 110 young people are engaged in bespoke programmes delivered by youth workers.

Work across government to develop new approaches to dealing with harm and vulnerability including the development of a healthy places programme in collaboration with local councils, and partners across community, voluntary and statutory organisations.

Programme underway

Five council areas have developed Support Hubs. Initial evidence has shown calls to the PSNI from those vulnerable individuals being supported by Support Hubs, have reduced on average by 46%. Further data development work is ongoing.

In March 2019, the PCSP 2017/18 Annual Effectiveness report was published, highlighting at a local level PCSPs have improved community safety by tackling actual and perceived crime and anti-social behaviour, and achieving:

- 6,042 individuals attended 253 events to raise awareness or to educate on drugs or alcohol misuse;
- 65,000 prescription / non-prescription drugs were disposed of through the RAPID Bins initiative;
- 32,000 individuals have engaged or benefited from initiatives implemented under the Anti-Social Behaviour theme;
- 14,678 'on street' patrols have been carried out through the Community Safety Wardens / Street Pastors / Angels Schemes engaging with 18,765 individuals;
- 2,790 older people attended 42 home safety awareness events;
- 1,254 homes were assessed under the Safe Home / Home Security Schemes with 1,152 of these fitted with additional security measures;
- 766 Neighbourhood Watch Schemes were operational by the end of the reporting year; and
- 744 women have been assisted by four Domestic Abuse Workers with 25% assisted through court proceedings.

41 performances of Blackout were performed to 4,151 young people, teachers and community leaders across 36 schools and community venues in four weeks in October 2018. Audience feedback shows the project had a very positive impact on audience members, including the development of an enhanced understanding of crime affecting young people.

- 88.9% of respondents reported being made more aware of the risks of taking alcohol or drugs;
- 87.5% reported being more likely to think about the consequences of their decisions/actions after the event;
- 85.9% of the respondents reported getting something worthwhile from the Q&A with the Hydebank inmates afterwards; and
- 76.1% of the audience is now more likely to ask for help if they need it.

"Healthy Places" - taking forward a demonstration programme in three areas with the Department of Health. This will consider how place-based approaches might be made more coherent across different departments and

Action	Progress Update
	agencies to address the wider determinants of health and improve other social outcomes.
<p>Conduct an initial scoping of the possibility of transforming Woodlands Juvenile Justice Centre and Lakewood Secure Care Centre into a joint multi-purpose Care and Justice Campus.</p>	<p>Programme underway The Department of Health and Department of Justice have approved the introduction of a new Regional Care and Justice Campus for Children and Young People.</p> <p>Work has commenced on establishing the Campus which will provide for short term safe space through to longer term, high intensity, therapeutic support for children with serious issues relating to mental health, substance misuse and childhood trauma.</p> <p>Phase 1 will scope and design proposals for transforming Woodlands Juvenile Centre and Lakewood Secure Care Centre into a joint multi-purpose Care and Justice Campus. A Programme Board met for the first time on 4 February 2019 and will meet quarterly.</p> <p>Engagement with stakeholders has commenced and an initial workshop was held on 27 March 2019 and engagement with Woodlands and Lakewood staff is ongoing. In addition, a Stakeholder Reference Group (made up of voluntary and community sector representatives) has been established and met for the first time on 9 April 2019.</p>
<p>Working across Government, develop a strategic approach, actions and activities to support ex-offenders into employment</p>	<p>Programme underway: 'Task & Finish' group established to develop a strategic approach to support ex-offenders into employment. Members include representatives of the NI Prison Service, Youth Justice Agency and Probation Board for Northern Ireland, the Departments for the Economy and Communities, NIACRO and Extern.</p> <p>Projects currently being developed by the group include:</p> <ul style="list-style-type: none"> • removal of the criminal record box from job applications, launching the 'Ban the Box' campaign in NI; • exploring the use of apprenticeships/training which may lead to job offers within the public sector; • greater use of social clauses in government procurement contracts to include the employment of ex-offenders; • using social enterprise as a vehicle for employment for ex-offenders; and • the establishment of closer links with employers and the business community. <p>Working closely with the Department of Communities led Employability NI Programme to draw together a number of 'test and learn' interventions aimed at supporting those within our care to improve their employment prospects in advance of release from prison.</p>

Action	Progress Update
Improve health within Prisons	<p>Programme underway:</p> <ul style="list-style-type: none"> • Following a review of the operational processes in place to support people at risk of suicide and serious self-harm, the NI Prison Service introduced a new simplified approach, co-designed by staff from across the Prison Service and South Eastern Health and Social Care Trust, which is person-centred and focussed on care planning to support the individual. • Supporting People At Risk (SPAR) Evolution is now live across all three establishments and Prisoner Escorting and Court Custody Service (PECCS). The new approach aims to tailor support to individual needs for people in crisis or distress, addressing the root cause of the crisis or distress while supporting them through that period in a way that is right for them. • Work is ongoing to develop and implement a tablet based IT solution for SPAR Evolution, which is aligned to NI Prison Service digitalisation under Prisons 2020.
Embed the Indictable Cases Process (ICP).	<p>Programme underway:</p> <ul style="list-style-type: none"> • Approximately 120 ICP cases completed by end of March 2019. • Estimates indicate these cases completed, on average, 30% faster than the overall Crown Court average for the same period. • Crown Court Cases Performance Groups met in three regions in March 2019 to lead performance improvements, including embedding ICP, at a local level.
Extend the rollout of proportionate forensic reporting (PFR) to cybercrime cases.	<p>Programme underway:</p> <ul style="list-style-type: none"> • PSNI developed a shorter reporting template for providing an analysis of digital evidence (PFR1 Digital); • 56 officers trained; • 591 PFR1s digital reports completed since 1 March 2018.
Publish performance data on the speed of the justice system.	<p>Programme underway – the first statistical bulletin was published in January 2018 for the period of 2016-17, and a follow up bulletin covering the period 2017-18 published in September 2018. The next bulletin will be published in September 2019.</p>
Implementation of actions under the Racial Equality Strategy.	<p>This work is led by TEO and supported by the Racial Equality Subgroup (comprised off minority ethnic representatives) in conjunction with Racial Equality Champions across the NICS. It includes a review of the Minority Ethnic Development Fund, the introduction of ethnic or equality monitoring and work on Roma and Traveller issues. Work to revise our racial equality legislation to afford a high standard of protection is also well underway.</p>

Action	Progress Update
<p>Deliver the T:BUC strategy, including delivery of the seven headline actions:</p> <ol style="list-style-type: none"> 1. Establish ten new shared education campuses; 2. Provide development opportunities to 10,000 young people not in education, employment or training through the Peace IV Youth programme; 3. Develop three new shared neighbourhoods to complement seven previous developments; 4. Develop five Urban Villages; 5. Deliver 'Uniting Communities Through Sport and Creativity' – a significant programme of cross community sporting and cultural activities in three urban villages and three rural villages; 6. Aim to remove all interface barriers by 2023; and 7. Deliver over 100 T:BUC camps, to approximately 4,000 young people per annum. 	<p>Programme underway:</p> <ul style="list-style-type: none"> • Throughout 2018/19, work has progressed on the five Shared Education Campuses (SECs) projects selected to proceed in planning from the First and Second Calls to the SEC Programme. • The Peace4Youth Programme - on track to successfully achieve its objectives with around 2,700 young people having participated to date. Almost 80% of the young people surveyed indicated they were going to progress to education, training, employment or voluntary/community engagement, and almost 90% had gained a qualification in at least one area. Phase 2 commenced in early 2019 and will continue until 2021/22. • Shared neighbourhoods – nine of the ten completed, delivering a total of 428 homes. The remaining shared development will complete in May 2019, delivering a further 55 homes. • Urban Villages - 80 projects underway (£6m spent in 2018/19) including community led, capital and cross cutting projects. • Uniting Communities programme - delivered in three urban villages and three rural areas supporting marginalised young people to better engage in their local communities. 55 young leaders and 540 participants took part. • T:BUC – 123 camps were completed involving over 4,500 young people. 12 social action projects were designed and delivered in local communities by the participants.
<p>Progress the PEACE IV programme to make real and lasting change on the four key themes of:</p> <ol style="list-style-type: none"> 1. Shared Education initiatives; 2. Support for marginalised Children and Young People; 3. Provision of new Shared Space and Services; and 4. Building Positive Relations with people from different communities and backgrounds. 	<p>Programme underway</p> <ul style="list-style-type: none"> • The 2014-20 EU PEACE IV Programme has continued to progress well. As of end March 2019, Letters of Offer worth €237.4m had issued to 92 projects. EU expenditure targets have to date been exceeded, and a programme of ongoing evaluation of PEACE IV impact has commenced. • In March 2019 SEUPB opened two funding calls under the PEACE IV Programme's Building Positive Relations (Regional) objective:- Building Community Cohesion through Social Enterprise, and Building PEACE through Emotional Resilience for Today and the Future. Full commitment of the programme budget is expected during 2019.

OUTCOME 8

We care for others and we help those in need

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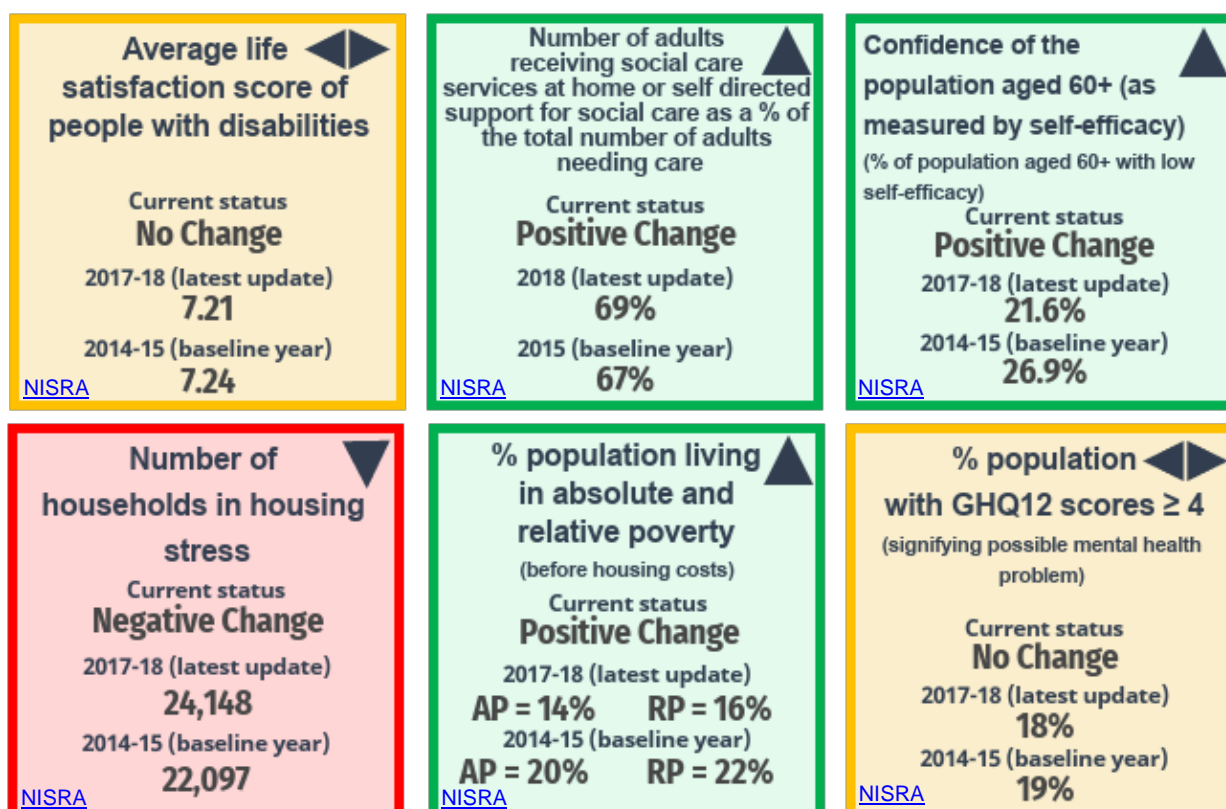
Outcome Update

The aim of this Outcome is to ensure that all citizens in society are adequately supported to enable them to build self-confidence and capacity to live independent self-fulfilling lives. The focus is on helping those who are most vulnerable and to ensure that they have the means to help themselves to live their lives as inclusive members of the community.

Six population indicators are used to quantify progress against the outcome:

- Percentage population with GHQ12 scores ≥ 4 (signifying possible mental health problems);
- Number of adults receiving social care services at home or self-directed support for social care as a % of the total number of adults needing care;
- Percentage population living in absolute and relative poverty (before housing costs);
- Average life satisfaction score of people with disabilities;
- Number of households in housing stress; and
- Confidence of the population aged 60 years or older (as measured by self-efficacy).

Progress against population indicators



Real-time graphical representations of the data for all of the indicators in the Outcomes Delivery Plan are available from the [Outcomes Viewer](#).

Progress towards Outcome

Positive progress has been made towards this Outcome during 2018/19, with the exception of housing stress. The most recent figures indicate that the percentage of the population living in absolute poverty (before housing costs) has reduced from 20% in 2014/15 (baseline figure) to 14% in 2017/18 and the percentage of the population living in relative poverty (before housing costs) has fallen from 22% in 2014/15 to 16% in 2017/18. We continue to develop programmes that directly tackle poverty and disadvantage through financial support (approximately £6.13bn provided in working age, pensions and disability payments throughout the 2018/19 year) and other assistance, including enhancing the confidence and capability of individuals and communities.

There is further positive change in the number of adults receiving social care services at home or self-directed support, from 67% of the total number of adults needing care in 2015 to 69% in 2018. The Department of Health continues to commit to providing a high quality domiciliary care service to support older people to remain in their home with some £200m currently invested in domiciliary care each year.

Confidence of the population aged 60+ has also experienced a positive change with the proportion with low self-efficacy falling to 21.6% in 2017/18. We continue to develop initiatives which improve the quality of life for older people, for example the Make the Call Service.

We measure the average life satisfaction score of people with disabilities and the percentage of population with possible mental health problems (i.e. GHQ12 score ≥ 4) annually and while actions continue to be undertaken in these areas, including the establishment of the Regional Trauma Network, there has been no significant statistical change.

We continue to face a challenge in seeking to reduce the number of households in housing stress. The 2018/19 Social Housing Development Programme (SHDP) New Build target was 1,850 starts which was higher than in previous years as the Department pursued higher rates of development. By 31 March 2019, 1,786 new build starts was achieved, and while this represented a higher number than 2017/18 (1,759) it still means the target was not achieved.

Housing stress levels continue to rise – from 22,097 in 2014/15 to 24,148 in 2017/18 with 7,373 allocations made to applicants on the social housing waiting list in that year. The scale of the stress and supply challenges in NI's housing sector require Government interventions that lever in the contributions of others in a more diverse way than is currently the case. The Department for Communities continues to explore innovative ways to address the challenge of increasing housing stress levels within the wider context of improving housing supply. This includes our work to develop a draft Housing Supply Strategy to provide a framework for collaborative working with existing and new partners to address these deep seated and multifaceted housing challenges.

We made good progress in the actions we undertook to deliver in 2018/19. Some of the highlights include:

- By 31 March 2019, Make the Call Wraparound Service reached 67,749 people either by letter, phone call or visit and identified 19,474 individuals potentially entitled to additional benefits, support or services. We continue to evolve the scope of this service by working across Departments and with the voluntary and community sector so we can provide the highest level of support to those in poverty including older people, and those experiencing illness or disability;
- Work is one of the best routes out of poverty and at 31 March 2019 we supported 24,475 people to remain in work or progress into work through five employability programmes. Latest figures from the Steps 2 Success programme indicate that 30% of participants are moving into employment.

During 2018/19, disability employment support programmes have helped 2,650 people retain their employment; and

- As a result of Department for Communities investment, 11 Disability Sports Hubs are now operational (one in each Council Area) and five pool pods have been installed and are being used by people with disabilities, older people, and those in recovery from health conditions including cancer. Special Olympics Ulster competed in both the Ireland Games and World Games achieving their most successful Games to date winning 384 medals at the Ireland Games and 24 medals at the World Games.

Collaborative working

Delivery of the key actions outlined in this outcome have been successful as a result of extensive collaborative working, some examples of this include:

- Partnerships have been developed to increase the level of support, services and benefits for customers through the Make the Call Wraparound Service. Working in partnership with five Social Supermarkets has led to examples of customers receiving considerable increases in their incomes. Examples include customers being better off by £64.30, £191.45, and £145.85 per week by working in partnership with Footprints Women's Centre, Apex Housing Association and Lisburn City Church;
- The Department for Communities works collaboratively with a wide range of partners to deliver social and affordable housing (including shared housing). For instance, the delivery of our ambitious social housing programme is made possible through a tri-partite arrangement between the Department for Communities, the Northern Ireland Housing Executive and registered Housing Associations. This collaboration led to the development of 1,786 new build starts during 2018/19, allowing more people access to social homes;
- Family signing courses were designed and delivered by the British Deaf Association and the National Deaf Children's Society both of whom have many years' experience of working with families of deaf children. The Southern Health and Social Care Trust's Deaf Outreach Team in Portadown used their local contacts within the Deaf community to co-design and deliver the homework support club. The schools' deaf awareness and sign language programmes were designed and delivered in collaboration with Joseph's Centre for Deaf People/Kinghan Deaf Congregation and the Controlled Schools Support Council (CSSC) which is funded by DE and seeks to build the capacity of controlled schools to meet the needs of all children. These collaborations made

a significant difference to all children and families who undertook the various courses as outlined in the progress update below; and

- DfC continues to work collaboratively with sectoral bodies, other Departments (DE, DoH, DAERA), Sport NI and local councils to increase participation in sport and physical activity. Opportunities for those with disabilities and special needs to enjoy active lifestyles has been delivered as part of the Active Living: No Limits Action Plan which has provided a range of disability sports equipment and programmes in disability hubs across each Council area.

Progress against 2018/19 actions

Action	Progress Update
Reach 55,000 people through the Make the Call Wraparound Service to ensure that individuals and families are receiving all of the social security benefits they are entitled to.	67,749 people received letters, telephoned or were visited by Make the Call Wraparound team with 19,474 of those having potential entitlement to additional benefits, supports or services
Provide assistance through social security benefits (approx. £6bn in 2018/19) to individuals and families in our society that require financial support. This will be achieved through the delivery of a suite of important welfare benefits including: <ul style="list-style-type: none"> • State pension; • Disability Living Allowance; • Employment Support Allowance; • Jobseekers Allowance; • Carers Allowance; and • The roll out of Universal Credit throughout Northern Ireland 	From April to March 2019 approx. £6.13bn of financial support provided to people, families and communities through the social welfare system.
Support 17,600 people through employability programmes including programmes for people with health conditions and/or disabilities. These programmes include Steps to Success, Workable NI, Condition Management Programme, Access to Work and European Social Fund.	<p>From April 2018 to March 2019 24,720 people supported through five employability programmes to progress into work, remain in work and progress through work. These are:</p> <ul style="list-style-type: none"> • Steps 2 Success • Access to Work (NI) • Employment Support • Workable (NI) • Condition Management Programme <p>Latest figures from Steps to Success indicate that 30% of participants are moving into work of more than 16 hours per week, outperforming all previous regional labour market programmes in NI.</p> <p>During 2018/19, our employment support programmes have helped 2,673 people with</p>

Action	Progress Update
	disabilities to stay in jobs that they wished to retain, but were in danger of losing without that support.
<p>Invest funding of approx. £10m to deliver a Child Maintenance Service, with the following key performance targets:</p> <ul style="list-style-type: none"> • Ensure that at least 9 out of 10 parents are paying their child maintenance by 31 March 2019; and • Achieve 97% accuracy in its Child Maintenance Assessments by 31 March 2019. 	<p>91.6% of parents are paying their child maintenance and therefore making a financial contribution to their children's upkeep.</p> <p>Accuracy levels for Child Maintenance Assessments was 97.2% for 2018/19</p>
<p>Invest funding of approximately £147m to:</p> <ul style="list-style-type: none"> • Provide an additional 1,850 new social home starts, of which 200 will be shared housing and 8% of new builds will be wheelchair accessible; • Support 750 first time buyers to purchase a new home through co-ownership or similar schemes; • Provide housing advice to 7,200 people and prevent homelessness in 450 cases through the Housing Rights Service; and • Support people to live independently through the Supporting People Programme. The NI Housing Executive will provide £72.8m of support to approximately 17,000 households. 	<p>Funding totalling £178.37m was invested in the following (not including £72.05m for adaptations):</p> <p>1,786 starts achieved against an ambitious target 5% higher than the starts made in the previous year. Of these, 200 were shared housing and 5% wheelchair accessible (against the 8% target).</p> <p>Target exceeded – 1,496 affordable homes provided. The breakdown of these are Co-Ownership scheme 1,370, Affordable Homes Loan Fund 106 and the Rent to Own pilot 20.</p> <p>Target achieved and exceeded – advice provided to 7,770 clients with homelessness prevented in 456 cases.</p> <p>NIHE provided £72.05m of support through the Supporting People Programme to help approximately 19,000 individuals/households live independently.</p>
<p>During 2018/19 invest in special Olympics Ulster to:</p> <ul style="list-style-type: none"> • Enable the recruitment of 200 new athletes with learning disabilities and sensory impairments; • Recruit and train 150 new volunteers to support the athletes and their clubs; and • Provide coaching and competition support to 270 Ulster athletes participating in 14 different sporting disciplines at the Special Olympics Ireland games (June 2018) and 12 athletes competing at the World Games in Abu Dhabi (March 2019), including pre competition camps 	<p>The target for the recruitment of new volunteers (150) has been achieved however the number of new athletes will not be achieved due to clubs focusing their limited coaching resources on athletes going to the major competitions (final figure not yet available).</p> <p>During 2018/19 athletes from Special Olympic Ulster (SOU) achieved their most successful games to date at both the Ireland Games and World Games where personal performances and medals exceeded expectations.</p> <p>At the Ireland Games in Dublin, Team Ulster won 384 medals (186 gold; 104 silver and 94 bronze) which is 18% of the total 2144 medals competed for. At the Word Games in Abu Dhabi SOU athletes secured 24 medals including 16 Gold which is 28% of the Total Team Ireland haul of medals.</p>
<p>Deliver increased opportunities for participation and enjoyment for everyone in health enhancing physical</p>	<p>11 Disability Sports Hubs are operational (one in each Council area) and the range of activities and opportunities to participate in sports including</p>

Action	Progress Update								
<p>activity and sport, with an emphasis on those with disabilities or learning and sensory impairments.</p> <p>This will be achieved through all 11 sporting hubs being fully operational across Northern Ireland in 2018/19, additional equipment being supplied and additional pool pods being installed.</p>	<p>boccia, cycling, wheelchair basketball continues to increase. Water based Outdoor Activity Hubs now offer participation opportunities in sailing, open water boating, inclusive beach access etc.</p> <p>Five Pool-Pods have been installed and are being used by people with disabilities, older people, obese people, and those in recovery from health conditions including cancer.</p> <p>Specialist Outdoor access equipment has been trialled at Gosford Forest Park and plans are at an advanced stage for creating a NI hub. Equestrian sport access is supported by the sourcing and testing of an innovative hoist provision, currently being familiarized and conditioned with carefully selected horses.</p> <p>Participation* continues to increase as capacity improves with the training of volunteers and coaches from Disability Sport NI and the local Councils.</p> <p>Participation figures at 31 March 2019 include:</p> <p>Total participants with a disability:</p> <table data-bbox="754 1048 1310 1182"> <tr> <td>Everybody Active Programme</td> <td>15551</td> </tr> <tr> <td>11 Disability Sports Hubs</td> <td>3696</td> </tr> <tr> <td>Five Water/Outdoor hubs</td> <td>939</td> </tr> <tr> <td>Pool pod usage</td> <td>2229</td> </tr> </table> <p>Increase in frequency of participation Adults 74%; 12-17 year olds 68%</p> <p>With improved confidence Adults 85%; 12–17 year old 79%</p> <p>*As measured by Council data; Disability Sport NI data, and Sports NI Everybody Active 2020 (opportunities participant survey 2018-19)</p>	Everybody Active Programme	15551	11 Disability Sports Hubs	3696	Five Water/Outdoor hubs	939	Pool pod usage	2229
Everybody Active Programme	15551								
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<p>Invest approximately £200k to support and develop BSL (British Sign Language) and ISL (Irish Sign Language) communities in a linguistic context, in order to improve access to services and promote respect and understanding of BSL/ISL.</p>	<p>£200k was committed and continuous feedback and post project analysis highlights:</p> <ul data-bbox="754 1682 1402 2042" style="list-style-type: none"> • All families participating in the Family Sign Language courses delivered to 36 families with deaf children (120 participating family members) reported improved communication within their families; • All deaf parents of the 10 children participating in the homework support programme reported improved confidence and academic achievement benefiting all the children's family members (35 parents and siblings); and 								

Action	Progress Update
	<ul style="list-style-type: none"> All participating schools in the deaf awareness and sign language courses delivered to 630 pupils, staff and parents in 23 cross-sectoral schools at primary and secondary levels reported increased understanding of sign language and heightened awareness of the needs of deaf pupils.
<p>Support the development of the Health & Social Care elements of the Regional Mental Trauma Network (the Network) including:</p> <ul style="list-style-type: none"> Recruit a Network Manager to drive the development of and co-ordinate the Network; Recruit 10 additional therapists to begin to build the capacity of the HSC element of the Network; Train 10 therapists to a Masters level in Cognitive Behavioural Therapy (CBT); and Develop and implement a regional referral pathway which spans across statutory and non-statutory domains for all five Health & Social Care Trusts. 	<p>Network Manager recruited and in post 3 September 2018.</p> <p>Recruitment of therapists is underway with a target date of July 2019 for recruitment to be completed in each HSC Trust. 21 therapists graduated. Further eight staff currently enrolled (anticipated graduation Winter 2019).</p> <p>A Pathway Development Working Group has been established and the process of developing pathways is underway. The phased approach will allow for learning and data at each phase with full implementation planned for March 2021.</p>
<p>Deliver the Northern Ireland Concessionary Fares Scheme which promotes accessible public transport for members of the community who are most at risk of social exclusion, through discounted and free fares.</p>	<p>Approximately 14m journeys were made by 244,521 SmartPass holders (an increase of 9,219) in 2018/19. There were 23,361 new applicants.</p> <p>The Department for Infrastructure worked with Imtac and Translink on the design and delivery of the new Glider service in Belfast. This engagement has contributed towards a 26% increase in patronage on comparative Metro services by concessionary fare customers since the launch of Glider in September 2018.</p>

OUTCOME 9

We are a shared, welcoming and confident society that respects diversity

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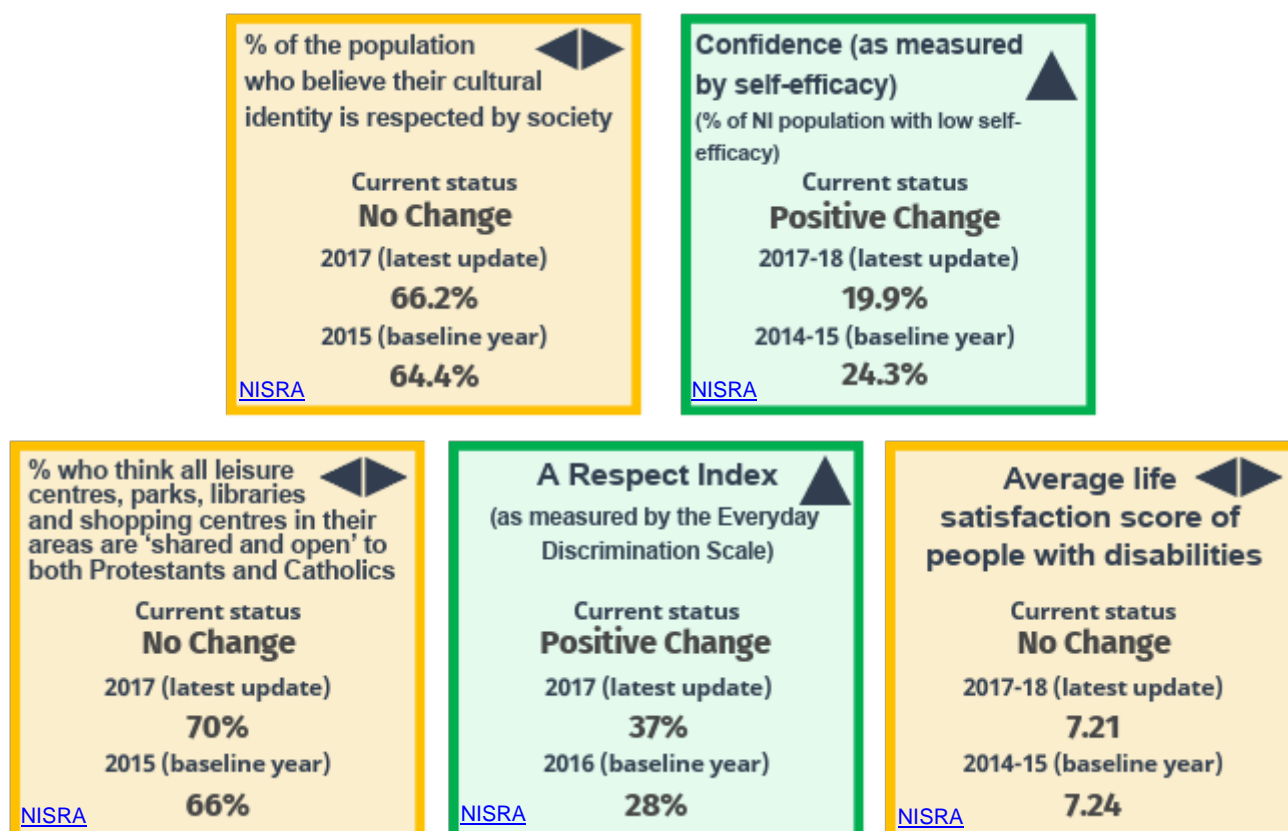
Outcome Update

The aim of this outcome is promote tolerance and resilience to help remove barriers to participation in society experienced by people with different religious belief, political opinion, racial group, age, marital status, sexual orientation, gender, disability and whether they have dependants. The focus is on increasing respect and self-confidence of people and communities and to support them to live their lives free from fear of discrimination and exclusion.

Five population indicators are used to quantify progress against the outcome:

- A Respect Index;
- Percentage who think all leisure centres, parks, libraries and shopping centres in their areas are 'shared and open' to both Protestants and Catholics;
- Percentage of the population who believe their cultural identity is respected by society;
- Average lifetime satisfaction score of people with disabilities; and
- Confidence (as measured by self-efficacy).

Progress against population indicators



Real-time graphical representations of the data for all of the indicators in the Outcomes Delivery Plan are available from the [Outcomes Viewer](#).

Progress towards Outcome

Progress has been made towards this Outcome during 2018/19. There has been a positive change in the Respect Index (as measured by the everyday discrimination scale) showing that 37% of respondents indicated feeling respected in 2017 which is an increase on the 2016 figure (28%). There has been an increase in the percentage of the population who think that all leisure centres, parks, libraries, and shopping centres are shared and open from the baseline figure of 66% (2015) to 70% for 2017 (published October 2018). However this is not considered statistically significant. There has also been no significant change in relation to the percentage of the population who believe their cultural identity is respected by society with a figure of 66% (2017) rising by 2 percentage points from the 2015 baseline. We continue to monitor the life satisfaction score for people with disabilities which has shown no significant change between 2014/15 and 2017/18.

In terms of Confidence (as measured by self-efficacy), positive progress has been made with the percentage of those reporting low self-efficacy falling from 24.3% in the 2014/15 to 19.9% in the 2017/18 period (as captured in the Continuous Household Survey). However, low self-efficacy is particularly prevalent in some of sections of society; including females, people living in the most deprived areas, people who are

economically inactive, people with poor health, people without dependants, and people with disabilities. The Department for Communities continues to develop a number of interventions to build the confidence and capabilities of these groups.

We also face other challenges, for example the Communities in Transition Programme is well underway but due to the complex nature of the issues it is seeking to address, community buy in can be difficult. A wide ranging public engagement process is well advanced and the participatory design phase has progressed well.

We made good progress in the actions we undertook to deliver in 2018/19. Some of the highlights include:

- We are progressing towards delivery of the headline actions of the T:BUC Strategy, with key achievements in the reporting year. For the T:BUC Camps programme, 123 projects were successfully delivered involving over 4,500 participants from all District Council areas of Northern Ireland. This year will see the final shared neighbourhood finished with a total of 483 homes completed;
- The Peace4Youth programme is aimed at young people aged 14 to 24 years, who are disadvantaged, excluded or marginalised, have deep social and emotional needs and are at risk of becoming involved in anti-social behaviour, violence or paramilitary activity. To date 2,700 young people have participated in this programme, 90% of whom have attained qualifications. These young people will benefit from the time spent addressing particular barriers, challenges and underpinning skills needs that they face; and
- As a result of the Department's investment and support of British Sign Language (BSL) and Irish Sign Language (ISL), family sign language courses to 36 families with deaf children (120 participating family members) improved communication within all of the families who also indicated that they would like to continue learning sign language. A homework support club for 10 primary school age children of deaf adults whose parents' first language is sign language and were unable to help with homework. All the parents reported an improvement in their children's confidence and self-esteem in addition to academic performance benefiting all the children's family members (35 parents and siblings). Furthermore, deaf awareness and sign language courses for approximately 630 pupils, staff and parents in 23 cross-sectoral schools at primary and secondary levels promoted understanding of sign language and heightened awareness amongst all participating schools of the needs of deaf pupils and signposting for additional advice and guidance.

Collaborative working

Delivery of the key actions outlined in this Outcome have been successful as a result of extensive collaborative working and is key to ensuring effective delivery of many programmes. Some examples of this include:

- The T:BUC Camps programme is delivered through collaboration between The Executive Office, Department of Education, The Education Authority, and voluntary and community sectors. The programme has also established strategic links with the Shared Education Partnerships programme;
- The Uniting Communities programme involves collaboration between the Department for Communities, PSNI, Arts Council NI, Sport NI, local delivery partners and key local organisations;
- Within the Peace4Youth programme the Department for Economy collaborates with Department for Children and Youth Affairs in the Republic of Ireland as well as through SEUPB and wider delivery partners;
- The Urban Villages Initiative worked in partnership with the Department for Infrastructure, Translink and community representatives on the construction of the Colin Connect Transport Hub and Colin Town Square in Belfast. The investment by the Urban Villages Initiative has helped to deliver additional outcomes including a state of the art facility with integrated community space and adjacent town square that will host a range of community and public events. The new Transport Hub forms a vital part of the Belfast Rapid Transit system (BRT) and will provide a significant economic boost to the area;
- The successful delivery of Public Realm, Environmental Improvement and Revitalisation Schemes is made possible by three Department for Communities Regional Development Offices working closely with a number of partners in particular collaboration with District Councils which helps ensure that local preferences and concerns are addressed. The regeneration of St Patrick's Barracks, the former military site in Ballymena, exemplifies the impact that collaborative working across a range of partners can achieve in delivering a mixed-use development. In this case; Radius Housing Association, Mid & East Antrim Borough Council, PSNI, and the Northern Regional College;
- The flagship Portrush Public Realm Scheme is one of the key elements of the Town's £17m Regeneration Programme. The scheme is being delivered in collaboration with Causeway Coast & Glens Borough Council with the Department for Communities providing the grant funding. The construction of the new Portrush Train Station is another significant aspect to the regeneration

of Portrush. This project is being delivered by Translink, with funding again provided by the Department for Communities and will provide significant improvements for the people living in the community and visitors ahead of the 148th Open Championship at Royal Portrush in July 2019; and

- There has also been extensive collaboration to deliver the actions in relation to Participation in Sport and British Sign Language / Irish Sign Language, details of which are outlined in the Outcome 8 Chapter.

Progress against 2018/19 actions

Action	Progress Update
<p>Deliver the T:BUC strategy, including delivery of the seven headline actions:</p> <ul style="list-style-type: none"> • Establish ten new shared education campuses; • Provide development opportunities to 10,000 young people not in education, employment or training through the PEACE IV Youth programme; • Develop three new shared neighbourhoods to complement seven previous developments; • Develop five Urban Villages; • Deliver 'Uniting Communities Through Sport and Creativity' – a significant programme of cross community sporting and cultural activities in three urban villages and three rural villages; • Aim to remove all interface barriers by 2023; and • Deliver over 100 T:BUC camps, to approximately 4,000 young people per annum. 	<p>Throughout 2018/19, work has progressed on the five shared education campuses (SECs) projects selected to proceed in planning from the First and Second Calls to the SECP Programme.</p> <p>In 2018/19 the Uniting Communities programme was delivering in three urban villages and three rural areas. Uniting Opportunities delivered six targeted projects within the Uniting Communities areas supporting marginalised young people to better engage in their local communities. In total, 55 young leaders and 540 participants took part in the Programme during 2018/19.</p> <p>The Peace4Youth Programme is on track to successfully achieve its objectives with around 2,700 young people having participated to date. Almost 80% of the young people surveyed indicated they were going to progress to education, training, employment or voluntary/community engagement, and almost 90% had gained a qualification in at least one area. Phase 2 commenced in early 2019 and will continue until 2021/22.</p> <p>In total nine of the ten new shared neighbourhoods under the T:BUC headline action have been completed, delivering a total of 428 homes. The remaining shared development will complete in May 2019, delivering a further 55 homes.</p> <p>More than £6m spent on approximately 80 projects under the Urban Villages Initiative in 2018/19. This includes community led, capital and cross cutting projects.</p> <p>123 T:BUC camps were completed in 2018/19 across NI involving over 4,500 young people. 12 social action projects were designed and delivered in local communities by the participants.</p>

Action	Progress Update
<p>Support ambitious initiatives to build capacity in communities in transition in eight geographic areas identified as those most affected by paramilitary influence or coercive control.</p>	<p>The Communities in Transition programme is underway with £12m earmarked for the delivery of the programme. A series of community workshops have been completed to engage with residents of the identified areas to gather feedback to inform participatory design sessions for Phase 1 projects. Follow up workshops are being arranged where requested to ensure as wide an engagement as possible during the consultation process.</p>
<p>Deliver actions under the PEACE IV Programme in support of community cohesion, with a particular impact on the most socially and economically excluded people through interventions in good relations, training and education, including in relation to:</p> <ul style="list-style-type: none"> • Shared Education – provision of direct, sustained, curriculum based contact between pupils and teachers from all backgrounds through collaboration between schools from different sectors. • Children & Young People – capacity building actions to support children and young people to form positive and effective relationships with others of a different background and make a positive contribution to building a cohesive society. • Shared Spaces & Services - increased provision of shared spaces and services. <p>Building Positive Relations - promoting positive relations at a local and a regional level, characterised by respect, and celebration of cultural diversity and people learning and socialising together, free from prejudice, hate and intolerance.</p>	<p>The 2014-20 EU PEACE IV Programme has continued to progress well. As of end March 2019, Letters of Offer worth €237.4m had issued to 92 projects. EU expenditure targets have to date been exceeded, and a programme of ongoing evaluation of PEACE IV impact has commenced.</p> <p>In March 2019 SEUPB opened two funding calls under the PEACE IV Programme’s Building Positive Relations (Regional) objective:- Building Community Cohesion through Social Enterprise, and Building PEACE through Emotional Resilience for Today and the Future. Full commitment of the programme budget is expected during 2019.</p>
<p>Implement actions under the Racial Equality Strategy and review the Minority Ethnic Development Fund to ensure it meets the changing needs of the minority ethnic sector.</p>	<p>Programme underway – this work is led by TEO and supported by the Racial Equality Subgroup (comprised of minority ethnic representatives) in conjunction with Racial Equality Champions across the NICS. It includes a review of the Minority Ethnic Development Fund, the introduction of ethnic or equality monitoring and work on Roma and Traveller issues. Work to revise our racial equality legislation to afford a high standard of protection is also well underway.</p>
<p>To progress 14 Public Realm Environmental Improvement and Revitalisation Schemes including a flagship project in Portrush to help</p>	<p>In 2018/19 - 33 schemes were progressed by DfC in 26 towns and cities. These schemes represent a total investment of £58.4m and will directly benefit three-quarters of a million people</p>

Action	Progress Update
prepare the town for the influx of visitors for the Open Golf Tournament in July 2019.	(estimate based on the population of the 26 towns and cities)
Invest funding of approx. £21.5m to support a range of neighbourhood renewal projects in 36 areas.	<p>£22.36m was invested across 36 Neighbourhood Renewal areas targeting 290k (16%) of the NI population during 2018/19. This funding supported approx. 300 Revenue Projects and 37 Capital Projects.</p> <p>The projects sought to address the key determinants of deprivation within the areas and there has been 237,000 occasions where residents have participated in and benefited from a range of projects including health, education, crime and community.</p>
<p>Deliver increased opportunities for participation and enjoyment for everyone in health enhancing physical activity and sport, with an emphasis on females, older people and people with disabilities.</p> <p>This will be achieved through programming activities at the disability sporting hubs across the 11 Council areas and through the 6 Active Fit and Sporty female participation projects targeting young girls, students, sports clubs, older people and people with disabilities.</p>	<p>11 Disability Sports Hubs and four water based sports hubs are now operational and providing a variety of new participation opportunities including boccia, cycling, wheelchair basketball, sailing, open water boating and beach based activities.</p> <p>Five Pool-Pods are fully functioning and are being used by those with disabilities, older people, obese people, pregnant women and those in recovery from health conditions including cancer.</p> <p>Specialist outdoor access equipment has been trialled by people with disabilities at Gosford Forest Park and access to equestrian sport will be enhanced with the installation of a specialist lift for disabled riders.</p> <p>Participation continues to increase as capacity improves with the training of volunteers and coaches from Disability Sport NI and the local Councils (confirmed participation figures for 2018/19 will be available mid-May 2019).</p> <p>Investment in the Active, Fit & Sporty Programme has contributed to women and girls sustaining and adopting a sporting lifestyle. During 2018/19, the Programme's six partner organisations engaged with 297 stakeholders to deliver opportunities for females to participate in grassroots sport and to build capacity within sports clubs to deliver a quality experience. As a result of the Programme 8954 females engaged in sport and physical activity opportunities (704 were aged 50+; 3297 were aged from 14 to 25; and 1404 had a disability).</p>
Invest approximately £200k to support and develop BSL (British Sign Language) and ISL (Irish Sign Language) communities in	<p>£200k was committed and continuous feedback and post project analysis highlights:</p> <ul style="list-style-type: none"> All families participating in the Family Sign Language courses delivered to 36 families

Action	Progress Update
<p>a linguistic context, in order to improve access to services and promote respect and understanding of BSL/ISL.</p>	<p>with deaf children (120 participating family members) reported improved communication within their families;</p> <ul style="list-style-type: none"> • All Deaf parents of the 10 children participating in the homework support programme reported improved confidence and academic achievement benefiting all the children's family members (35 parents and siblings); and • All participating schools in the deaf awareness and sign language courses delivered to 630 pupils, staff and parents in 23 cross-sectoral schools at primary and secondary levels reported increased understanding of sign language and heightened awareness of the needs of deaf pupils.

OUTCOME 10

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

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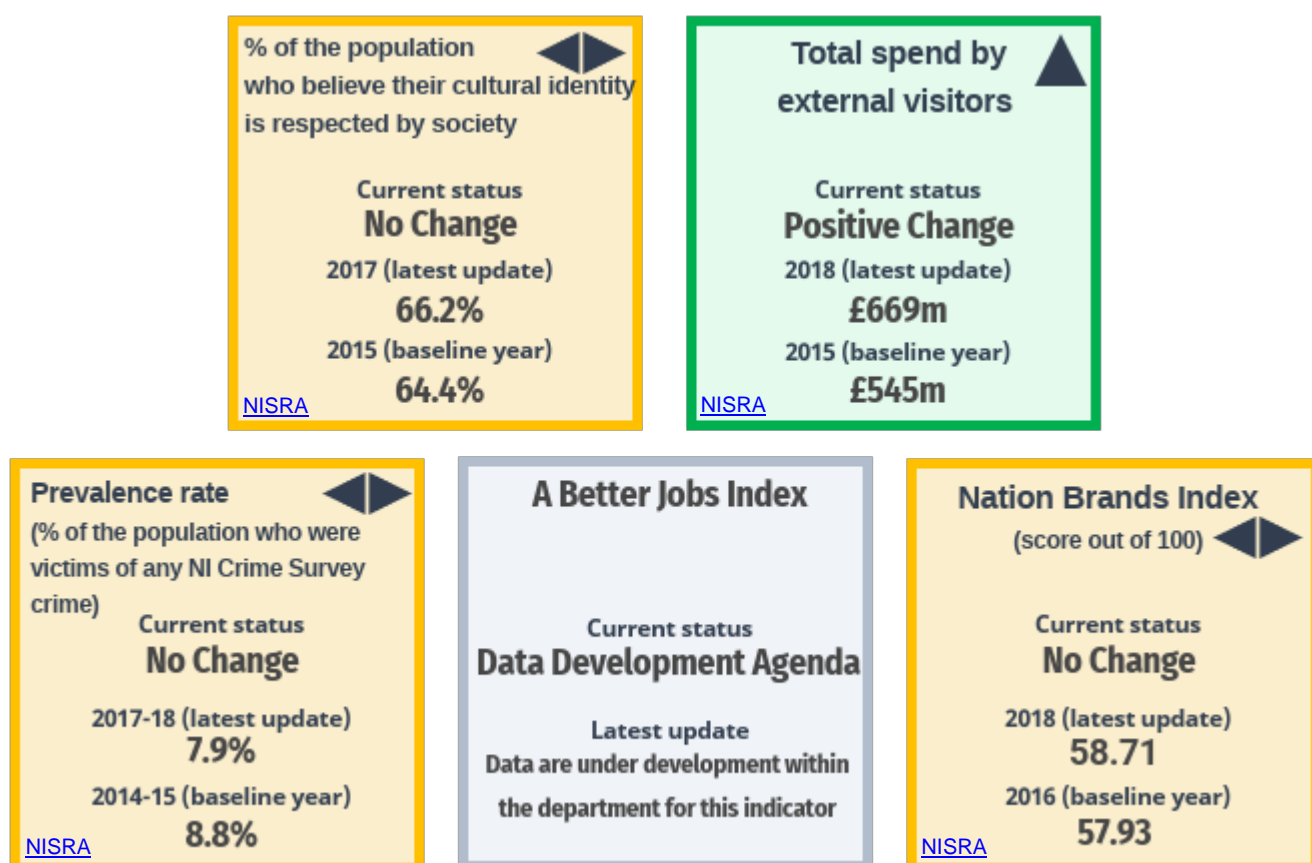
Outcome update

We are clear that creating a place that people want to live and work in, where people feel safe from crime and where diversity is respected, will lead to increased wellbeing. We will do that by respecting diversity, build international relations, increase tourism, reduce crime, generate attractive employment opportunities and make Northern Ireland an attractive place to visit.

Five population indicators are used to quantify progress against this outcome:

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

Progress against population indicators



Real-time graphical representations of the data for all of the indicators in the Outcomes Delivery Plan are available from the [Outcomes Viewer](#).

Progress towards Outcome

Progress against this outcome is mixed. The data for the Better Jobs Index indicator continues to be developed and actions relating to this are underway. With no statistically significant change on crime prevalence rate and international reputation (Nation Brands Index), it is encouraging to see positive change on total spend by external visitors. Nevertheless, we remain committed as an outcome team to make greater progress to ensure Northern Ireland is a place where people want to live and work, to visit and invest.

Although the percentage of the population who believe their cultural identity is respected by society has been largely static around 64% - 66% since the 2015 baseline year, several pieces of work are underway to impact this. These include achieving a positive impact on the lives of minority ethnic people, through a review of the Minority Ethnic Development Fund, the introduction of ethnic equality monitoring and work on Roma and Traveller issues. Work to revise our racial equality legislation to afford a high standard of protection is also well underway. We continue to make progress on delivering the headline actions of the Together: Building a United Community (T:BUC) Strategy, so far achieving:

- 123 successful projects through T:BUC Camps involving over 4,500 participants from all areas of Northern Ireland;
- the final shared neighbourhood will be completed this year with a total of 483 homes completed; and
- 2,700 participants through the Peace4Youth programme³; 90% of whom have attained qualifications.

During 2018/19, Invest NI supported 5,904 assisted jobs within companies, with 4,065 paying salaries above the Northern Ireland Private Sector Median (£21,923). Of the total assisted jobs, 2,758 are associated with 41 projects supported with externally-owned companies, 17 of which are new to Northern Ireland.

Invest NI continues to encourage entrepreneurial activity by supporting the establishment of new potential high growth businesses and providing the support needed to help these businesses to scale up. An investment of £52m has been secured by SMEs as a result of Invest NI Access to Finance funds. This has enabled 13 new High Potential Start Ups to be to date, alongside 6 companies being supported through 'Scaling' activity and 16 companies being supported to accelerate their Development through a pre-scaling programme.

³ aimed at young people aged 14 to 24 years who are disadvantaged, excluded or marginalised, have deep social and emotional needs and are at risk of becoming involved in anti-social behaviour, violence or paramilitary activity, has to date had 2,700 participants, 90% of whom have attained qualifications

However, ongoing challenges to create new jobs and increase business activity remain. There are lower levels of young people in education (down 15% from 10 years ago) and less EU migrants (down 26% since June 2016). There are skills challenges too, including insufficient supply of Levels 4, 5 and 6 in relevant subjects, the needs of employers for employability skills, reskilling and upskilling of the workforce (estimates c.38,000 people), and for leadership and management skills. Priority industrial sectors are also highlighting increasing difficulties in recruiting suitably skilled graduates.

Work to improve Northern Ireland's international reputation and value as a tourism destination is ongoing. While there has been no change in the Nation Brands Index since the 2016 baseline, it is encouraging to see total spend by external visitors up to £669m in 2018. In addition, there were an estimated 5.0 million overnight trips in 2018, with an estimated 2.8 million taken by external visitors. Our ambition is to build on that success by further developing our tourism offering and ensuring that we are strongly positioned to compete globally. Work that has been progressed this year includes:

- Belfast holding the Hosts Global Forum event - the first time that it had been held outside of the United States, bringing together 200 of the world's leading destination management companies, and meetings and incentive buyers.
- Tourism NI running successful marketing campaigns in autumn 2018 and spring 2019 in the Republic of Ireland. Visitor numbers from the Republic of Ireland remain strong with data indicating that RoI visitors stayed longer and spent more in NI than they did during the same time last year.
- The partnership with Tourism Ireland continues to showcase Northern Ireland across the world with promotional themes including the Causeway Coastal Route; screen tourism and Game of Thrones; and iconic attractions such as Titanic Belfast.
- Top performing travel agents and tour operators, from virtually all of Tourism Ireland's 23 markets across the world, visited Northern Ireland this year to experience the destination for themselves to help them promote more effectively when they return home.
- Game of Thrones continues to bring tens of thousands of fans to Northern Ireland. Many successful visitor experiences have been created around this series and continue to contribute to our tourism economy. HBO recently announced that filming locations from the hit series will open as tourist attractions in 2019 which will further boost interest and visitors.
- In May 2018, Tourism Ireland launched a new Seamus Heaney Homeplace film to 'culturally curious' visitors in Great Britain.
- The European Year of Cultural Heritage (EYCH) 2018 programme has supported nine projects such as late night events at Museums, which have been very successful in attracting a new audience.

Over the last year, through the work of the NI Bureaux, we have seen significant effort to promote NI on the international arena and strengthen our relationships, in particular,

with China, Europe and North America. Against a challenging and competitive background we have made steady progress in promoting NI as a great place to live, work, invest, visit and study. Several notable achievements were delivered during the year, including:

- Work to secure market access to China for NI dairy produce, via lobbying with DIT, has opened up potential to generate £20 million per annum for local businesses.
- In autumn 2018, NI was given an honorary status at the 4th UK-China Regional Leaders Summit in Dalian, China to which the Head of the Civil Service led a 40 strong local government, business and education delegation. This significant development demonstrates our deepening relationship with China and will help open up further opportunities for collaboration, trade and investment.
- Supporting our universities and colleges to reach out and develop formal agreements and collaborations with partner organisations overseas including in China and North America to share expertise, develop research collaborations and support student and staff exchange.
- In North America the NIB raised NI's profile for education and investment through hosting significant events including: the Good Friday Agreement (20th Anniversary); Ulster Scots; Civil Rights 1968; policing; creative industries; historic symbols; parading; and the NI Bureau Saint Patrick's Day Breakfast (attended by 450 guests, up 16% on last year).
- Increasing our presence in Europe to enhance connectivity between NI, the EU Institutions, EU Member States, Regions and other countries, and maintain NI's profile in Europe as an attractive destination for trade, investment, tourism and students.
- Facilitating 40 visits to NI by senior foreign political representatives and diplomats helping raise our profile and building relationships with countries across the world.

Key challenges remain (including the uncertainty at present over the UK's departure from the EU). In an increasingly contested space, a stronger, coordinated, positive and proactive NI presence overseas is required in target countries and regions.

Collaborative working

The work to deliver Outcome 10 would not be possible without strong collaboration between government departments, local government, public bodies and community and voluntary sector. Some examples include:

- Within the T:BUC strategy, the Schools of Sanctuary programme is a partnership between the Urban Villages Initiative, the Education Authority and City of Sanctuary Group. It supports schools in further developing as welcoming places for newcomer children and their families; develops cultural awareness across the curriculum and strengthens links with the local community. To date 14 schools have achieved School of Sanctuary status with 15 more scheduled to attain the status during 2019.
- NI Bureaux function on the basis of close collaboration with the Foreign and Commonwealth Office, British Council, Department for International Trade, central and local government, NI's further and higher education sectors and the Embassy of Ireland. This has facilitated the signing of City, university and college level agreements, between NI and overseas counterparts in Huangshi, Dalian and Shenyang, China (NIB China), enabling female writers from NI and the RoI to showcase their work in Belgium and helped connect with the NI diaspora (NIB Brussels), and facilitated the sharing of best practice between NI universities and those in the US/Canada, for example, in managing historical symbols and the celebration of major anniversaries (NIB North America).
- A number of pilot schemes and delivering a conference are underway, as a result of collaboration between heritage sector leaders (DfC and NLHF), Tourism NI, Arts Council and British Council in 2017. This collaborative approach will help realise the huge potential offered by the arts sector in ensuring heritage sites are more effectively utilised.
- Tourism NI, Tourism Ireland, the tourism and hospitality industry itself, together with key stakeholders in business and local government, continue to work for improved tourism product and stand out events and experiences This has achieved securing Northern Ireland as the host golf's Open Championship - the fastest-selling Championship in the history of The Open, with 59% of ticket sales to visitors from outside Northern Ireland. Building on the successful '*Home of Champions*' campaigns, Northern Ireland is being showcased as a superb golf and holiday destination, encouraging those attending the event to extend their stay in Northern Ireland.

Progress against 2018/19 actions

Action	Progress Update
<p>Deliver the T:BUC strategy, including delivery of the seven headline actions:</p> <ul style="list-style-type: none"> • Establish ten new shared education campuses; • Provide development opportunities to 10,000 young people not in education, employment or training through the Peace IV Youth programme; • Develop three new shared neighbourhoods to complement seven previous developments; • Develop five Urban Villages • Deliver 'Uniting Communities Through Sport and Creativity' – a significant programme of cross community sporting and cultural activities in three urban villages and three rural villages; • Aim to remove all interface barriers by 2023; and • Deliver over 100 T:BUC camps, to approximately 4000 young people per annum. 	<ul style="list-style-type: none"> • Throughout 2018/19, work has progressed on the five shared education campuses (SECs) projects selected to proceed in planning from the First and Second Calls to the SEC Programme. • In 2018/19 the Uniting Communities programme was delivering in three urban villages and three rural areas. Uniting Opportunities delivered six targeted projects within the Uniting Communities areas supporting marginalised young people to better engage in their local communities. In total, 55 young leaders and 540 participants took part in the Programme during 2018/19. • The Peace4Youth Programme is on track to successfully achieve its objectives with around 2,700 young people having participated to date. Almost 80% of the young people surveyed indicated they were going to progress to education, training, employment or voluntary/community engagement, and almost 90% had gained a qualification in at least one area. Phase 2 commenced in early 2019 and will continue until 2021/22. • In total nine of the ten new shared neighbourhoods under the T:BUC headline action have been completed, delivering a total of 428 homes. The remaining shared development will complete in May 2019, delivering a further 55 homes • More than £6m spent on approximately 80 projects under the Urban Villages Initiative in 2018/19. This includes community led, capital and cross cutting projects. • 123 T:BUC camps were completed in 2018/19 across NI involving over 4500 young people. 12 social action projects were designed and delivered in local communities by the participants.
<p>Progress the PEACE IV programme to make real and lasting change on the four key themes of:</p> <ul style="list-style-type: none"> • Shared Education initiatives; • Support for marginalised Children and Young People • Provision of new Shared Space and Services; and • Building Positive Relations with people from different communities and backgrounds. 	<p>The 2014-20 EU PEACE IV Programme has continued to progress well. As of end March 2019, Letters of Offer worth €237.4m had issued to 92 projects. EU expenditure targets have to date been exceeded, and a programme of ongoing evaluation of PEACE IV impact has commenced.</p> <p>In March 2019 SEUPB opened two funding calls under the PEACE IV Programme's Building Positive Relations (Regional) objective:- Building Community Cohesion through Social Enterprise, and Building PEACE through Emotional Resilience for Today and the Future. Full commitment of the programme budget is expected during 2019.</p>

Action	Progress Update
<p>Implement actions under the Racial Equality strategy.</p>	<p>Programme underway – this work is led by TEO and supported by the Racial Equality Subgroup (comprised off minority ethnic representatives) in conjunction with Racial Equality Champions across the NICS. It includes a review of the Minority Ethnic Development Fund, the introduction of ethnic or equality monitoring and work on Roma and Traveller issues. Work to revise our racial equality legislation to afford a high standard of protection is also well underway.</p>
<p>Deliver the International Relations Strategy by:</p> <ul style="list-style-type: none"> • arranging overseas visits on behalf of Departments, and • hosting inward visits. <p>Participants will have a focussed message on Northern Ireland’s attractiveness as a location for investment, partnership, events or to visit.</p>	<p>International Relations Strategy being delivered by:</p> <ul style="list-style-type: none"> • Co-ordinated the visit led by the Head of the Civil Service comprising a 40 strong delegation to 4th UK-China Leaders Summit; • Supported engagement between local councils and counterparts in China enabling three city partnership agreements to be signed and two vocational colleges agreements to be approved. • NIB China also secured agreement for and supported five Tier 1 led economic delegations to visit three NI cities. Supported Visit Belfast and Tourism Ireland promote NI tourism offering in Shenyang and TIL business mission. • NIB Brussels hosted eight cultural events to promote NI performance arts and food and facilitated 31 external events. 100% positive feedback received for both; • Organised ten visits for 13 senior officials to meet with: six Ambassadors, two EU Commissioners, five MEPs, three senior European Parliament Political Group Representatives, Council of the European Union Brexit Lead, Senior Representative of Commission Article 50 Team, three EU Member State Article 50 leads, three Senior European Commission Officials, five Senior Officials from Representations and Missions to the EU, five Senior Officials from regional offices, three Representatives of Think Tanks, two Industry Representatives; • Organised for the Head of the Civil Service to speak at the European Policy Centre – an influential Brussels-based think tank; • Facilitated three visits by policy teams in two departments to meet with officials in the European Institutions to increase connectivity and increase their knowledge and understanding; • Organised study visit for 23 NI Civil Servants to increase their knowledge and understanding of how the EU works • NIB North America supported a total of 35 visits by approximately 650 individuals to Canada

Action	Progress Update
	<p>and the United States, including the Head of the NICS and the Chief Constable;</p> <ul style="list-style-type: none"> • Supported university and high profile delegations visiting NI (e.g. Speaker Pelosi's Congressional Delegation and a visit by US Police Chiefs). These visits promote NI as a place to study, and for university and policy partnership. • Successfully delivered 40 visits to NI by senior foreign government and diplomatic representatives with 100% rating their visit as excellent or good (i.e. of completed evaluations).
<p>Deliver international sales and marketing campaigns.</p>	<p>Invest NI's global awareness campaign ran for six months from October 18 – March 19 and included digital, TV, radio and in-flight magazines advertising. Whilst the full breakdown of results is not yet available, the digital advertising was viewed over 10m times with an above average CTR (Click Thru Rate). Wraparound promotional activity incorporating advertising, venue marketing, paid and organic social media was also implemented for strategically important trade shows including Farnborough, SIBOS, Arab Health, Gulfood, SIAL and Medica. Media visits to Northern Ireland, opinion editorial pieces and other PR activity was also delivered throughout the year.</p>
<p>Run tactical marketing programmes.</p>	<p>Tourism NI delivered two destination campaigns in 2018-19. Return on Investment for the autumn 2018 campaign was £1:£65.4 for the Republic of Ireland market, and £1:£82.1 for the NI market. Spring 2019 campaigns also delivered in ROI and NI Markets. (Return of Investment not yet available). In addition, Belfast specific activity, and Derry-Londonderry up-weighted campaigns and Game of Thrones campaigns have also been delivered and the 148th Open campaign is currently in progress. Tourism Ireland launched its new global marketing campaign for Northern Ireland and the island of Ireland in over 20 markets across the world. The roll-out began pre-Christmas and continues through 2019. The campaign continues to bring Northern Ireland to a global audience.</p>
<p>Host events of scale, including preparations for the 2019 Open Championship.</p>	<p>Tickets for The Open championship days are sold out and high level of sales for practice days, with 59% of Ticket Sales to visitors from outside Northern Ireland. Marketing Campaigns planned to drive legacy messaging of golf tourism and highlight accommodation availability continue. Events have been scoped to increase dwell time and spend. Activity agreed for Causeway Coast & Glens (CCG) region and being scoped with Belfast, Derry~Londonderry and Mid & East Antrim. Industry Support including Worldhost training being rolled out across CCG Borough Council (CCGBC) and NI to increase quality of</p>

Action	Progress Update
	visitor experience. A Volunteer Plan developed in partnership with the R&A, CCGBC and Volunteer Now is being successfully implemented.
Provide a programme of activities to attract visitors to NI heritage sites.	The European Year of Cultural Heritage 2018 provided a catalyst for an unprecedented coming together of NI's heritage Tourism and Arts leaders. DfC, National Lottery Heritage Fund and Tourism NI provided grant support to encourage innovative projects with feedback from some events demonstrating good success in attracting a wider range of participants than in the past. One event, European Heritage Open Days, attracted 73,000 visitors – a 13% increase on the previous year. The forthcoming visitor attraction survey will indicate if there has been an overall uplift in visitors as a result of these efforts.
Secure 4,000 - 6,000 new Total Assisted Jobs through Invest NI's interventions with companies.	Invest assisted 5,904 jobs, with 4,051 of the total jobs supported to pay salaries above the NI PSM.
Encourage increased entrepreneurial activity with the aim of increasing business start-ups and an increase in the number of businesses of scale by: <ul style="list-style-type: none"> • Supporting 10 - 15 High Potential Start-up (HPSU) companies with the potential to grow significant sales in global markets; • Identify and work with 10 - 12 'Pre-Scaling' companies to accelerate their Development; • Identify and work with 4 - 6 'Scaling' companies to accelerate their Development; and • Securing £25m - £35m investment by SMEs in their growth and development through Access to Finance funds. 	Invest NI achieved the following final outturns: <ul style="list-style-type: none"> • 13 HPSUs supported; • 16 Pre-scaling companies identified and engaged; • six Scaling companies identified and engaged; and, • c£52m of investment secured to assist SMEs with their growth and development. Private sector leverage was much higher than anticipated with regards to the Access to Finance schemes. This allowed much higher levels of investment to be channelled to SMEs than originally expected.

OUTCOME 11

We connect people and opportunities through our infrastructure

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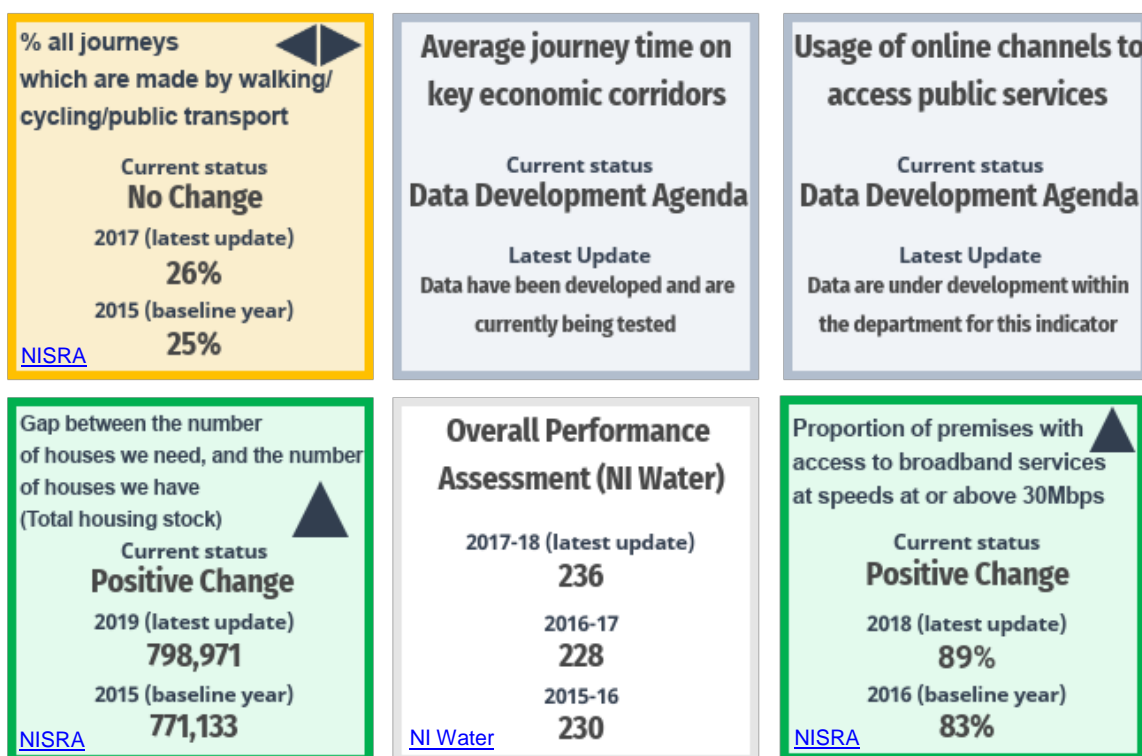
Outcome Update

Connected infrastructure directly impacts on wellbeing and quality of life for all our citizens providing the building blocks to enable economic prosperity, social cohesion and an improved environment for the entire region.

Six population indicators are used to quantify progress against this outcome:

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

Progress against population indicators



Real-time graphical representations of the data for all of the indicators in the Outcomes Delivery Plan are available from the [Outcomes Viewer](#).

Progress towards Outcome

In 2018/19 we have seen continued evidence of significant effort to progress this outcome and “turn the curve”. We are committed to delivering wellbeing and public benefit for all and determined to show the importance of our infrastructure in

connecting people and opportunities. However, without Ministers and in the context of an environment where planning and choice of actions are constrained by the absence of multi-year budgets, considerable challenges continue to be faced in maintaining and improving our transport, water, telecommunications and housing infrastructure. Put simply, the absence of political direction combined with one year budgets significantly constrains both the ambitions we can have for our infrastructure and our ability to realise those ambitions. Prioritising resources to maximise the impact we get from investing those budgets is exceptionally challenging and inevitably involves difficult decisions to fund certain areas over others.

Over the year there has been a further positive change in the proportion of premises able to access broadband speeds of 30 Mbps or greater. Final deployment of infrastructure under the Superfast Roll-out Programme has contributed to an increase in the percentage of premises able to access such services to 89% in 2018. However, going forward there remain constraints to the project around the timing of funding, and approvals in the absence of Ministers.

In housing, 1,786 social housing starts and 1,496 additional affordable homes were delivered. We have also met the average Housing Growth Indicator by providing more new houses than the number of new households created.

Northern Ireland Water scored 236 in its Overall Performance Assessment in 2017/18. It is worth noting that whilst the OPA covers many of NI Water's key activities and progress on this is good, it does not assess them all, and there may be areas where limited funding is causing performance to fall behind or be curtailed.

The economic prosperity and environmental health of Northern Ireland is dependent on a fully funded and effective water and sewerage service and the system is under increasing pressures, which are beginning to manifest through increased flood risk, risk of environmental pollution and development constraints. Over 70 of our wastewater treatment works are either over-capacity or nearing capacity, which has led to development constraints in many areas. The capacity of Belfast Wastewater Treatment works, together with the sewerage network in Belfast is also under review and requires major investment to keep pace with economic growth. If this issue is not dealt with we may soon reach a point where the future development of Belfast could be threatened.

In the case of both average journey time on key economic corridors and usage of online channels to access public services, we are currently developing and testing the data.

Reflecting the aim of improving wellbeing for all, we are committed to increasing the use of public transport and encouraging people to consider active travel options. To

do that, we need to have the right infrastructure and facilities in place as well as an emphasis on behavioural change. The Belfast Rapid Transit Glider service has exceeded expectations with over 45,000 additional passenger journeys on the routes each week, representing a 30% increase. Park and Ride usage at the Dundonald transport hub has increased by approximately 75% and has now reached full capacity. The Glider vehicles are demonstrating up to a 40% improvement in fuel efficiency when compared to the existing fleet and a 90% reduction in Nitrogen Oxides and particulate emissions.

Other steps we have taken to facilitate progress, include approval, after careful consideration, of the planning application for the Belfast Transport Hub and starting construction work on the North West Multi-Modal Transport Hub. Through the Transport Planning process, the Department for Infrastructure has sought to work in partnership with Local Government to ensure greater integration of land-use and transport planning. This has included the sharing of accessibility analyses and transport evidence bases for a number of Council areas, with work on a series of transport studies also nearing completion. This work has highlighted the role of public transport and active travel in realising our shared ambitions for growth and well-being. As the Local Development Planning process moves forward, it is important that greater emphasis is placed on accessibility by sustainable modes and discouraging car dependency.

We are also making good progress on two separate dual carriageway projects on the A6 Londonderry to Belfast route, which will improve connectivity, enhance economic prosperity across a variety of industries and encourage visitors to explore the region. Work on the 15km Randalstown to Castledawson scheme is well advanced and the contract to construct the 25.5km Dungiven to Drumahoe section of the Londonderry to Dungiven project commenced on site in September 2018. However, the A5 scheme has been delayed following several legal actions, most recently in November 2018. The Department for Infrastructure is carrying out the necessary work to enable a fresh decision on the scheme to be taken during 2019. Consultation on an addendum to the existing Environmental Statement began in March 2019 and all representations made will be carefully considered by the Department in deciding whether or not to hold a public inquiry.

Progress on developing better quality walking and cycling infrastructure is very slow and the length of new infrastructure we have added is limited. Culture change is needed in how departments deliver new infrastructure. The reallocation of street space is a matter that generates many different views and a concerted step change is required to ensure, moving forward, that we all recognise that making journeys by car is not always the most convenient mode of travel.

Some Councils are embracing opportunities to develop detailed Greenway designs. The popularity of the Comber Greenway for walking and cycling journeys, since widening, has increased usage by 14% since 2017. We also recognise that the development of greenway proposals requires a 'bottom up' approach involving communities from the outset.

The Active School Travel Programme jointly funded with the Public Health Agency and delivered by Sustrans NI continues to work towards increasing physical activity in children, reducing congestion around schools and improving health and road safety outcomes. At the end of the 2017/18 school year, the number of children walking, cycling and scooting to school at participating schools increased from 34% to 44%. At the same time the number of pupils being driven to school fell from 58% to 44%. At 15%, the level of active travel behaviour change happening in schools working independently to plan and deliver the programme is well below our target of 30%. A review is planned to identify how that target can be achieved.

Collaborative working

We continue to champion the importance of infrastructure to our economic, social and environmental wellbeing, and have challenged ourselves to work differently.

- Work is progressing to deliver a draft Housing Supply Strategy informed by a planned Innovation Lab involving a wide range of key local and international stakeholders. Work is also underway to map registered public land held by departments with the aim of identifying sites suitable for housing.
- In planning the Belfast Transport Hub at Weavers Cross, Translink has made a long-term commitment to work closely with local people and key partners to provide sustainable social, economic and environmental benefits for the surrounding neighbourhoods. A dedicated Community Engagement Manager has been appointed to engage directly with all local stakeholders on key initiatives including Buy Social and the Construction Employment Academy training programme. It will also deliver benefits through a Public Arts and Heritage Strategy and a range of community projects.
- Cross-departmental governance structures, including representation from local authorities have been put in place by DoF to progress the Making Lives Better Strategy for Digital Transformation of Public Services 2017-2021. The Strategy recognises the importance of involving users in development and improvement of services.
- There has been considerable interaction with key stakeholders in the development of the project to increase access to services of 30 Mbps. This has included engagement with the industry, business organisations, political parties and local councils, as well as public consultation. This has allowed the views of

stakeholders to be heard but also managed, as we report on progress, as appropriate, through ongoing communication.

- In anticipation of continuing funding constraints, we are working collaboratively with partners across the Water Sector, Government departments and business groups to develop a compelling statement why we need to choose fully funding water and sewerage services. We are also working closely with colleagues from across central and local government with support from the private sector to develop a Strategic Drainage Infrastructure Plan for Belfast.
- Departments with responsibility for delivering progress in this outcome have also continued to work collaboratively in other areas. A good example of this is the Rathlin Island Policy and Action Plan. The approach now being taken is ensuring that the community is a key partner in the implementation of the policy and action plan. This has delivered a number of benefits in respect of service provision and conservation of the island's built and environmental heritage. Specific progress has been made in respect of on-island road maintenance; Participatory Budgeting and an Innovation Lab to help the Rathlin Development & Community Association (RDCA) develop a vision for a community led development at the East Light. Departments have been working to improve island broadband and to undertake an on-island energy audit, involving local school pupils.
- It is important to have a shared vision for how our towns and high streets function into the future, including how people get in and out of them, spend time in them and create opportunities in them. Therefore, to better understand the challenges currently faced and to inform a strategic way forward, DoF, DfI and DfC are jointly hosting a Strategic Innovation Lab on town centres. The lab will explore how we can make town and city centres places where people want to live, work, visit and do business in.
- We have also tried to promote innovation and try new things. Better Bedford Street – a pilot was undertaken whereby DfI, DfC, the Ministerial Advisory Group for Architecture and the Built Environment, along with Belfast City Council and key stakeholders including from Queens University, Belfast, professional and business community, worked collaboratively to introduce improvements to Bedford Street in an attempt to improve the pedestrian experience and showcase the ten qualities of the Living Places guide. This innovative pilot demonstrates a commitment to joined up working focusing on Outcomes. The learning from this pilot is now being captured in two reports in relation to the process undertaken and also the interventions for the street itself.

Going forward, we have a clear focus on influencing the future and on demonstrating the contribution of infrastructure to a prosperous economy and to a healthy and inclusive society.

Progress against 2018/19 actions

An update on the progress of each action contained in the Outcomes Delivery Plan for this outcome is provided in the table below.

Action	Progress Update
<p>Providing 1,850 new social home starts by March 2019 of which 200 will be shared housing and 8% will be wheelchair accessible;</p> <p>Supporting 750 first time home buyers to purchase a new home through Co-Ownership or similar schemes by March 2019; and</p> <p>Releasing two public sector sites for housing development.</p>	<p>1,786 starts achieved 5% higher than the starts made in the previous year. Of these, 200 were shared housing and 5% were wheelchair accessible.</p> <p>Excellent result with 1,496 affordable homes provided: Co-Ownership scheme 1,370; Affordable Homes Loan Fund 106; and the Rent to Own pilot 20.</p> <p>Two Department for Communities (DfC) sites were identified, but only one was suitable to be released. In late March 2019, DfC was advised that due to matters outside its control the second site was no longer available for disposal. A Web App of registered DfC land has been developed to facilitate identification and release of public sector land for housing.</p>
<p>Progressing the delivery of major road schemes including flagship projects such as:</p> <ul style="list-style-type: none"> • A6 Randalstown-Castledawson • A6 Derry-Dungiven • A5 New Buildings-North of Strabane 	<p>Excellent progress has been made with the Randalstown to Toome section substantively complete, the new pedestrian bridge and a new, larger Park and Ride (with disabled parking spaces and electric car charging points) opened at the Drumderg roundabout at Toome.</p> <p>Significant earthworks are ongoing at a number of locations, including rock-blasting activities in the vicinity of Foreglen. Good progress made with the construction of culverts, an underpass, 10km of fencing and 80% of the site clearance.</p> <p>Work is being carried out to enable a fresh decision on the scheme to be taken during 2019 following the Department's concession to a legal challenge to its decision to proceed with Phase 1A of the scheme. In March 2019, we consulted on an addendum to the existing Environmental Statement.</p>
<p>Publish by autumn 2018 the Regional Strategic Transport Network Transport Plan. (RSTNTP)</p>	<p>Document under development - Technical tasks relating to evidence base have been completed including comparisons of travel times and</p>

Action	Progress Update
	collation of pre-existing scheme details. Project governance now formally includes Councils through SOLACE. A Draft RSTNTP document for discussion is due to be completed in Summer 2019.
Introducing the Belfast Rapid Transit (BRT) service, connecting East Belfast, West Belfast and Titanic Quarter via the city centre using new eco-friendly Glider vehicles carrying on average an additional 5,800 passengers per day (or circa 8m total passengers per annum by 2022).	Completed - 30 BRT vehicles and 18 feeder vehicles in service. Launched on 3 September 2018, the system has already delivered unprecedented growth in public transport in Belfast, with over 45,000 additional passenger journeys on the routes each week, representing a 30% increase.
Progressing the development of the Belfast Multi-Modal Transport Hub at Weavers Cross (catering for 8-13m passenger journeys). (and North West Multi-Modal Transport Hub incorporating a new train terminus, bus stands, 'park and ride' facility, bicycle parking and services.	Design work has been on-going to ensure the Hub will be fully inclusive for all and a catalyst for the regeneration of the area and that we have the right infrastructure in place to encourage modal shift and attract more people to choose public transport. Work is also being undertaken to complement other key initiatives such as to enhance the public realm and deliver walking trails and cycle schemes to promote active travel. Planning approval for the Hub was granted in March 2019.
Develop the greenways programme including upgrading the Comber Greenway to include a pedestrian/cyclist bridge to Dundonald Ice Bowl along with new and upgraded walking and cycling linkages across Northern Ireland.	Work ongoing - Grant provided to Lisburn and Castlereagh City Council to build Dundonald Ice Bowl Bridge linking the Greenway with services and local communities. In conjunction with the Public Health Agency, we have grant funded Councils to progress eight greenway schemes to design stage. In 2018/2019 we created an additional 7.65kms of new/improved cycle ways, 1.68k of new/improved walkways and seven new/improved walking and cycling crossings.
Completing local transport strategies, integrated with the Councils' Local Development Plan processes, focusing on modal shift to public transport and active travel, for all Council areas during 2018/19.	Under development - A Draft Transport Strategy for Fermanagh and Omagh was completed in January 2019 and strategies covering other council areas are being prepared in line with council timetables. Technical work on the Belfast Metropolitan Transport Strategy and North West Transport Strategy is nearing completion with strategies programmed for summer 2019.
Deliver the Active Schools Travel Programme which works with schools to encourage and promote children to travel more actively to school (cycling, walking,	In 17/18 academic year 289 schools (15,903 people) participated in the programme. In 16/17 there was a 25% increase in the number of pupils who travel actively to schools at the end

Action	Progress Update
scooting/skating or by Park and Ride/stride/scoot).	of the year compared to the start – in 17/18 there was a 29% increase.
Increase the number of public services available online.	New services include: <ul style="list-style-type: none"> • School Transport (Pre-School); • Legal Aid Management System (Phase 1); • Events Management & Case Dispute (AccessNI); and • European Passport (PSNI Firearms)
Increase the use of online channels to access Government services by; <ul style="list-style-type: none"> • Increasing digital transactions by 25% (against current baseline of 15.2m since April 2014); and • Increasing those that use online services by 2% (from a current baseline of 81%) 	20m transactions at April 2019 (Data under development for this Action to create a baseline).
Commence a procurement process to reduce the gap of 12% of premises currently unable to access a broadband service of at least 30 Mbps using the Confidence and Supply agreement; and Developing a Digital Infrastructure Strategy for Northern Ireland.	Outline Business Case approved in principle by the Department for Economy (DfE) Permanent Secretary and Department of Finance. DfE response to Open Market Review (assessment of number of premises unable to access 30 Mbps services or better) public consultation to be published in mid-May 2019. Invitation To Tender documentation well advanced and launch of procurement anticipated for late May, subject to approvals. Liaison on-going with Strategic Policy colleagues who have commissioned the Strategic Investment Board to determine how best to implement the Matrix Panel report on Digital/ICT incorporating the requirements of a Digital Infrastructure Strategy.
Improve water and wastewater services by: <ul style="list-style-type: none"> • Upgrading 167 km of water mains and 12 km of the sewer network; • Alleviating low pressure problems for 159 properties; • Alleviating the risk of flooding at eight properties; and • Preventing intermittent pollution to watercourses at eight locations 	NI Water continues to invest in maintaining and upgrading its assets. This includes water mains and sewers to improve water supply and drinking water quality and to reduce pollution incidents and out-of-sewer flooding, particularly during periods of extreme weather. NI Water is forecasting to achieve its annual targets for 2018/19 (subject to audit) and the cumulative outturn against the six year PC15 target is broadly on track.

OUTCOME 12

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

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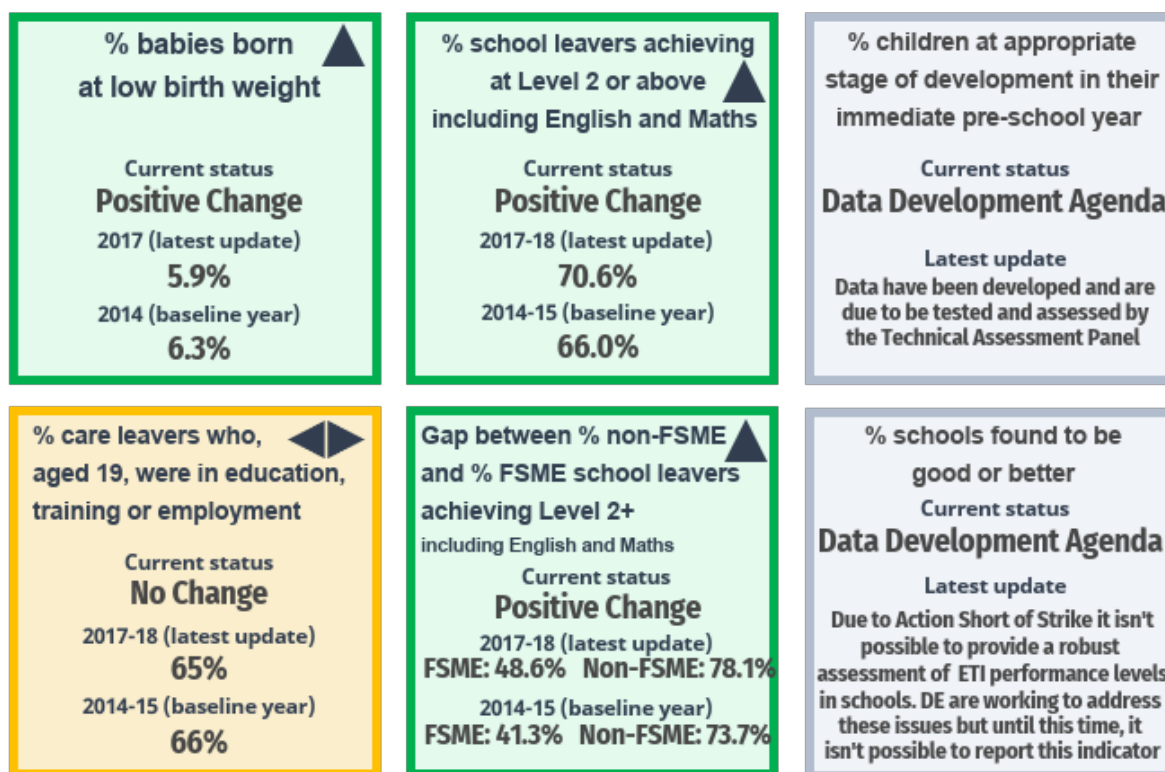
Outcome Update

Ensuring that our children grow up safe and happy and ready to fulfil their potential is a key responsibility of government and of society.

Six population indicators have been identified to determine progress on meeting this outcome. These are:

- Percentage of babies born at low birth weight;
- Percentage of children at appropriate stage of development in their immediate pre-school year;
- Percentage of schools found to be good or better;
- Gap between the percentage of non-FSME school leavers and the percentage of FSME school leavers achieving at Level 2 or above including English and Maths;
- Percentage of school leavers achieving at Level 2 or above including English and Maths;
- Percentage of care leavers who, aged 19, were in education, training or employment.

Progress against population indicators



Real-time graphical representations of the data for all of the indicators in the Outcomes Delivery Plan are available from the [Outcomes Viewer](#).

Progress towards Outcome

There has been generally positive success in progressing towards this outcome.

There has been a slight improvement in the percentage of babies born at low birth weight, reducing from 6.3% in the baseline year to 5.9% for the most recent figures for 2017. The Health and Social Care system is working to improve identification and target support for pregnant women identified as being at risk of delivering low birth weight babies through increased foetal monitoring and support for reducing smoking, overweight and obesity in pregnancy. However, while there have been some reductions the indicator has been largely stable over the past 12 years, and will remain challenging to reduce in the long-term.

Within the education sector, programmes are in place to support a wide range of interventions including: breakfast clubs; literacy and numeracy support; after school clubs; emotional health advice and support; Easter school revision clubs; support at transition; and improving engagement with parents and the community. Despite the many challenges facing the education sector, it is pleasing that educational attainment continues to improve year on year, as evidenced by the positive data for educational attainment at Level 2 or above including English and Maths. We are also making progress in our efforts to close the gap in educational attainment between those entitled to free school meals and those who are not entitled. Work is also continuing to increase the percentage of care leavers who, at age 19, are in education, training and employment.

The Department of Education has been developing an initial system evaluation framework for (statutory) education and a prototype dashboard of measures has been developed. However, the rate of progress has been slower than anticipated as system evaluation is being discussed as part of ongoing negotiations with teaching unions. This has impacted on the timing of a planned large scale consultation with school leaders and teachers.

We are continuing to work on the 3+ Review initiative which involves collaboration between education and health practitioners aimed at giving parents valuable information on their child's development, including in relation to cognitive and emotional needs and, where necessary, appropriate referral to support services at an early stage. The initiative is on track to reach its target of 60% of all children in Department of Education funded pre-school education settings by the end of the 2018/19 academic year.

The Getting Ready to Learn (GRtL) programme has been delivered in over 77% of pre-school education settings. Through this programme parents are supported to

establish and maintain positive home learning environments and to become more involved in their child's overall development. During the 2017/18 academic year, the GRtL programme reached more than 13,300 families and delivered very positive results in terms of building parental knowledge of the pre-school curriculum and how they can support their children's learning and development at home. Data for the 2018/19 academic year will be available in September 2019. As a result of the improved outcomes for children and families, the Department of Education is sustaining GRtL from 2019/20 to ensure that the transformed practice is embedded and further developed.

A programme of work is currently underway to reform the services which support some of the most vulnerable families and children here. This work includes a regional roll-out of a new social work model, 'Signs of Safety', to 2,500 social workers across Northern Ireland. This new way of working aims to empower families to build on their own strengths, and to put arrangements in place to support the wellbeing of the family, and to safe-guard children. In addition, a new coaching and mentoring training programme for residential care team leaders and service managers has been introduced.

The programme to reform services also includes a trial project to identify and work with women who have had their children taken into care on a repeated basis, with the aim of preventing this in the future, a pilot to test a new housing solution for 16 and 17-year-olds who present as homeless, the creation of teams across Northern Ireland to provide intensive support and diversionary activities to children and young people to help prevent the breakdown of placements and the introduction of a new approach to foster care recruitment right across Northern Ireland.

In addition to this, support is also being provided to families with drug and alcohol problems through a Family Drug and Alcohol Court.

Due to time, funding and procurement constraints, the plan to introduce a new model of foster care provision has been delayed and fewer numbers of specialist foster carers will be recruited by each of the five Health and Social Care Trusts.

Collaborative working

There are strong correlations between what happens in the earliest years in life and future experience of health and wellbeing and other life outcomes. Delivering progress in this outcome is therefore dependent on effective collaboration across government and on genuine partnerships with parents, families and other support workers and carers. This was recognised in the Children's Services Co-operation Act (Northern Ireland) 2015, which has placed a duty on authorities to work together in the best interests of children and young people. This provides a focus for us in moving forward.

Within the broader context of Early Intervention Transformation, the 3+ Review and Getting Ready to Learn have transformed universal early years practice and improved outcomes for children through successful collaboration between health professionals, pre-school education providers and parents.

The Department of Education has been working with the Department of Health and the Public Health Agency to seek to understand the key issues surrounding emotional health and wellbeing among children and young people across Northern Ireland, to scope the range of programmes being delivered in schools, and to consider the evidence from other research and sources on what works best to support pupils. The final draft of the research paper has been completed by the National Children's Bureau, and DE, DoH and PHA are currently considering the content and findings, which will provide a basis for the development of a Framework for delivery across Government to deliver coherent and effective support to children and young people in this area.

The trial of a new Family Drug and Alcohol Court required collaborative working between social, health and judicial professionals. Its aim was to test a problem-solving approach to care proceedings for children at risk because of parental substance misuse. A tailored intervention programme was delivered to 14 participating families through a therapeutic team attached to the court to test whether adopting a collaborative service delivery model can lead to better outcomes and allow more children to remain in the family.

Collaborative working between the Northern Health & Social Care Trust, Northern Ireland Housing Executive and the community and voluntary sector is also key to the delivery of the trial of a different housing offer for 16/17 year olds when they present as homeless or are at risk of becoming homeless.

Progress against 2018/19 actions

Action	Progress Update
Provide targeted support for pregnant women identified as being at risk of delivering low birth weight babies through increased foetal monitoring and support for reducing smoking, overweight and obesity in pregnancy.	From April to December 2018 1,442 low birth weight babies were born, with 782 identified as at risk antenatally, i.e. a 54% detection rate (increased from a 50% detection rate in 2017). Mothers at risk are referred for increased foetal monitoring, and support for reducing smoking, overweight and obesity. Data is being developed to identify the number and percentage of babies referred on to appropriate care during the antenatal period being born at healthy weight.
Increase participation on the Family Nurse Partnership.	This is a rolling programme for first time teenage mothers. In 2018, 127 teenagers enrolled on the programme and 300 remained active within the programme. At 20 months child development scores for those enrolled in the programme are at normal levels and at 24 months 43% of clients have demonstrated higher mastery scores compared to their scores at intake. (Sense of mastery is a form of perceived personal control, a sense of control over the events of one's life.)
By March 2020, recruit up to 30-40 new specialist foster carers across all five Health and Social Care Trusts.	Recruitment activity is underway across all five Trust areas (total in place as at 31 March 2019 is six).
By March 2020, design and deliver bespoke leadership training for team leaders and service managers in the residential care workforce and have established coaching and mentoring networks to cascade learning and promote supportive working relationships.	Two introductory sessions took place in February 2019, attended by 35 staff from across the region. These sessions enabled a more detailed understanding of the development opportunities on offer and what may best suit the needs of this particular staff group. The outcome of these sessions was the identification of a number of development needs: <ul style="list-style-type: none"> • Three 8-day Coaching Programmes each for 20 candidates; • Two 3-day Coaching Programmes for Managers; • Two days Leadership Development. From the larger cohort of staff attending the eight-day coaching programme, it is planned that 10 staff from across the region would be further supported to gain their first coaching credential, involving access to additional coach mentoring. These staff in turn will be able to act as coach mentors to others who want to go for a credential at a future time.
By March 2019, we will trial in the NHSCCT area a different housing offer for 16/17 year olds when they present as homeless or are at risk of becoming homeless.	The maximum capacity for the project is eight due to the complexity of need of the targeted young people and at 31 March the service continues to engage actively with these young people. These are young people who have difficulties engaging with services and at

Action	Progress Update
	<p>increased risk of homelessness, mental health illness and criminalisation.</p> <p>The progress made by most of these young people within the last 12 months has been substantial. They are now seeking help more readily, engaging better with employment and training, engaging well with staff and others and building dependable relationships.</p>
<p>By March 2019, a peripatetic support team will be established in each HSCT to support children mainly in residential care, to minimise placement disruption and prevent escalation into high end, secure, custodial or in-patient facilities.</p>	<p>The roll out of this initiative has commenced with staff in place in all five Trusts. It is anticipated that the teams will be up to full capacity in first quarter of 2019/20.</p> <p>Uniquely, the teams are multi-agency and multi-disciplinary in their make-up with health care professionals working side-by-side with youth workers.</p>
<p>By March 2019, trial a new Family Drug and Alcohol Court (FDAC) in the Newry Court / South Eastern Health and Social Care Trust area; and trial a new way of working with women who have had a number of children taken into care and are at risk of having children removed from their care in the future (the PAUSE project).</p>	<p>The FDAC trial programme has now been operational since December 2017 and was closed to new entrants in November 2018. To date, 14 families (consisting of 17 parents and 28 children) have engaged in the programme. Participant numbers were below initial estimates but it was recognised at the outset that the levels of participation would be subject to the type of case arising during the pilot period and the willingness of parents to engage in testing a voluntary programme. In that context, it is positive that 17 of the 19 parents offered the programme following assessment agreed to participate. As a number of cases are ongoing in the court system and some families continue to receive therapeutic support, reporting on outcomes is delayed until conclusion of these cases, however some positive outcomes are expected. At this juncture, it is anticipated that eight children will remain within their family and some of the parents in the trial will have addressed substance abuse and other problems as a result of the pilot with the associated social and financial benefits.</p> <p>The PAUSE project is at an early stage of development. The aim is to enable children to remain safely at home with mothers who previously had children removed from their care. 83 women were originally identified as potentially meeting the criteria for this service. This was reduced to 44 women who between them had 133 children removed. Of those, 33 are engaging with the service (target range was 20-24).</p>
<p>By March 2020, train circa 2,500 social workers in the Signs of Safety approach across all five Health and Social Care Trusts.</p>	<p>At end April 2019, 37 two-day events training 1,727 staff and three five-day events training 145 staff had been held.</p> <p>The staff who attended the learning case consultations found they were able to more confidently use the principles of the signs of</p>

Action	Progress Update
	<p>safety model across their practice. These consultations have consolidated how existing knowledge is used whilst managing to implement the model and principles of signs of safety.</p> <p>Awareness work has been completed with the judiciary and partner agencies, which has been received favourably. There have been a number of cases that have used the signs of safety model within the court arena, which has resulted in children remaining and/or returning home with positive feedback and learning for all professionals involved and families.</p> <p>One of the major challenges to the project has been the delay in the release of the staff which caused delays in creating capacity within teams to support the full use of the signs of safety model in end-to-end cases.</p> <p>Also, in the latter part of the financial year it became challenging to fill all of the training places due to staffing issues. As a result, some events were postponed and rearranged for Autumn 2019.</p>
<p>Produce an initial system evaluation framework for (statutory) education.</p>	<p>Following consultation with key stakeholders, a prototype dashboard of measures has been developed. Some further consultation has been undertaken to test the software and refine the range of measures presented in the initial framework; this has included engagement with parents and young people.</p>
<p>Continue to deliver a range of actions and interventions aimed at improving the life choices of children and young people including under the following actions:</p> <ol style="list-style-type: none"> 1. Targeting Social Need; 2. Extended Schools Programme; 3. Full Service programmes; 4. West Belfast Community Project; 5. Sharing the Learning Programme; 6. Pupil attendance strategy / policy. 	<p>The combined impact of these vital interventions can be clearly seen in GCSE and A level outcomes over the past decade or more.</p> <p>In 2005/06, 58.5% of non-FSME school leavers achieved 5+ GCSEs (A*-C) including equivalents including English and Maths. By 2017/18 (latest school leavers data), this had increased to 78.1% (a 19.6 percentage point improvement).</p> <p>In 2005/06, 26.4% of FSME school leavers achieved 5+ GCSEs (A*-C) including equivalents including English and maths. By 2017/18, this had increased to 48.6% (a 22.2 percentage point improvement).</p> <p>The proportion of school leavers achieving 3+ A-levels (A*-C) or equivalent was 40.7% in 2017/18, an increase of 12.2 percentage points from 2005/06 (28.5%).</p> <p>The proportion of school leavers achieving 2+ A-levels (A*-E) or equivalent was 56.7% in 2017/18, an increase of 12.0 percentage points from 2005/06 (44.7%).</p>

Action	Progress Update
Implement a parental engagement campaign aimed at developing parents' role in education.	<p>The parental engagement campaign 'Give your child a helping hand' was launched in January 2018 with follow-ups in September 2018 (and January 2019). Its key aim is to inform and empower parents/carers to support their children and help tackle educational underachievement as a result of social disadvantage. As a result of the campaign:</p> <ul style="list-style-type: none"> • 98% of parents interviewed agreed that it was important to talk to their children about their day at school; • 94% realised that they could make a real difference to their child's / grandchild's education; • 75% said that their behaviour toward education changed as a result of the campaign. <p>The campaign will continue into 2019/20 together with a new campaign to highlight the importance of regular pupil attendance.</p>
Provide for every child, whose parents want it, access to a funded place in the Pre-school Education programme in their immediate pre-school year.	Achieved for 2018/19 academic year. Over 99.9% (over 23,000) children whose parents stayed with the admissions process to the end received the offer of a funded place.
By March 2019:	
1. Ensure that 75% of pre-school settings participate in the Getting Ready to Learn programme to promote consistent, strong early child development messages and support for parents;	<p>There are currently 596 (77%) pre-school settings participating in GRtL in 2018/19.</p> <p>In 2017/18, 100% of participating pre-school settings reported improved levels of parental engagement following participation in GRtL.</p>
2. Continue roll out of the 3+ health review to pre-school children.	<p>The implementation of the 3+ Review is on track to reach its target of 60% of children in DE-funded pre-school education settings by the end of the 2018/19 academic year.</p> <p>In 2017/18, 85% of pre-school practitioners felt parents and children benefitted from the 3+ Review (full data analysis and validation is ongoing).</p>