



Investment Strategy for Northern Ireland 2008-2018



**Northern Ireland
Executive**
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**Investment
Strategy**
Northern Ireland

Building a better future

Contents

Introduction.....	4
Investment priorities.....	9
Pillars of investment	
Networks.....	14
Skills.....	20
Health.....	26
Social.....	32
Environment.....	38
Productive.....	45
Delivering our infrastructure investment plans.....	50





Introduction

As an Executive, we are dedicated to making Northern Ireland a better place to live, work, learn and grow. In the Programme for Government, we commit to building a peaceful, fair and prosperous society in Northern Ireland, with respect for the rule of law, a society where everyone can enjoy a better quality of life now and in years to come.

To deliver on this commitment, we need the right infrastructure to grow our economy – our top priority over the lifetime of the Programme for Government. The right infrastructure will also support positive social change, enhance our environment and help us to deliver better public services for all.

We are on the brink of an unprecedented opportunity. **Over the next three years, around £6bn of new infrastructure will be delivered**

– and approaching £20bn in the next 10 years – to address a legacy of underinvestment in the past. Through the procurement process, we will seek to maximise the social and employment opportunities for all our people, addressing existing patterns of socio-economic disadvantage and using prosperity to tackle poverty.

The Investment Strategy 2008-2018 sets out the framework with which we will create a sustainable 21st century infrastructure. It identifies priority areas for investment in the years ahead and is intended to assist government and our private sector partners to plan ahead for the challenge of delivering the largest ever investment programme here. Delivery plans are currently being finalised to provide more detail on the implementation of this Strategy; these plans will be published before 31 March 2008.

Objectives of investing in infrastructure

Three objectives set out in the Executive's Programme for Government have guided development of this Investment Strategy. These are:

- Economic** – investment in infrastructure to help grow a dynamic and innovative economy, and help to deliver modern high quality and efficient public services
- Societal** – investment in infrastructure to help promote tolerance, inclusion, equality of opportunity and the desirability of good relations, promote regional balance in future development, and tackle areas of social disadvantage
- Environmental** – investment in infrastructure to help protect and enhance our environment and natural resources.

These objectives can be mutually reinforcing, helping to ensure that development is sustainable. The objectives influence both programme selection, and delivery to maximise returns. We will seek opportunities to promote social inclusion and equality of opportunity in the procurement of infrastructure programmes. This will impact through employment plans; building opportunities for apprenticeships into major delivery contracts – helping those eager to develop key skills valued in the workplace – and through a tendering process that prioritises the most economically advantageous option in this context. Through the procurement process, we will seek to maximise the social and employment opportunities for all our people, addressing existing patterns of socio-economic disadvantage and using prosperity to tackle poverty. Similarly the quality of our environment is an important asset; steps to protect and enhance it through the Investment Strategy will support plans to grow the tourism economy and related jobs across the region, as well as improve a general sense of well-being for everyone.



Infrastructure context

Our infrastructure has suffered many years of underinvestment. Much needs to be done to improve our transport networks, schools and healthcare estate to name but three areas. There are other pressing concerns, including the need to improve our ageing water and sewage systems and to adopt new ways to deal with domestic waste.

Demographic shifts will impact on all our infrastructure needs. For example, changing birth rates will continue to affect our schools and have knock-on implications on further and higher education, future housing demands and other facilities in the community. A growing older population will have major implications for hospitals, healthcare provision and more generally nursing and care homes.

For the first time in our recent history there has been a shift from net emigration to an increasing

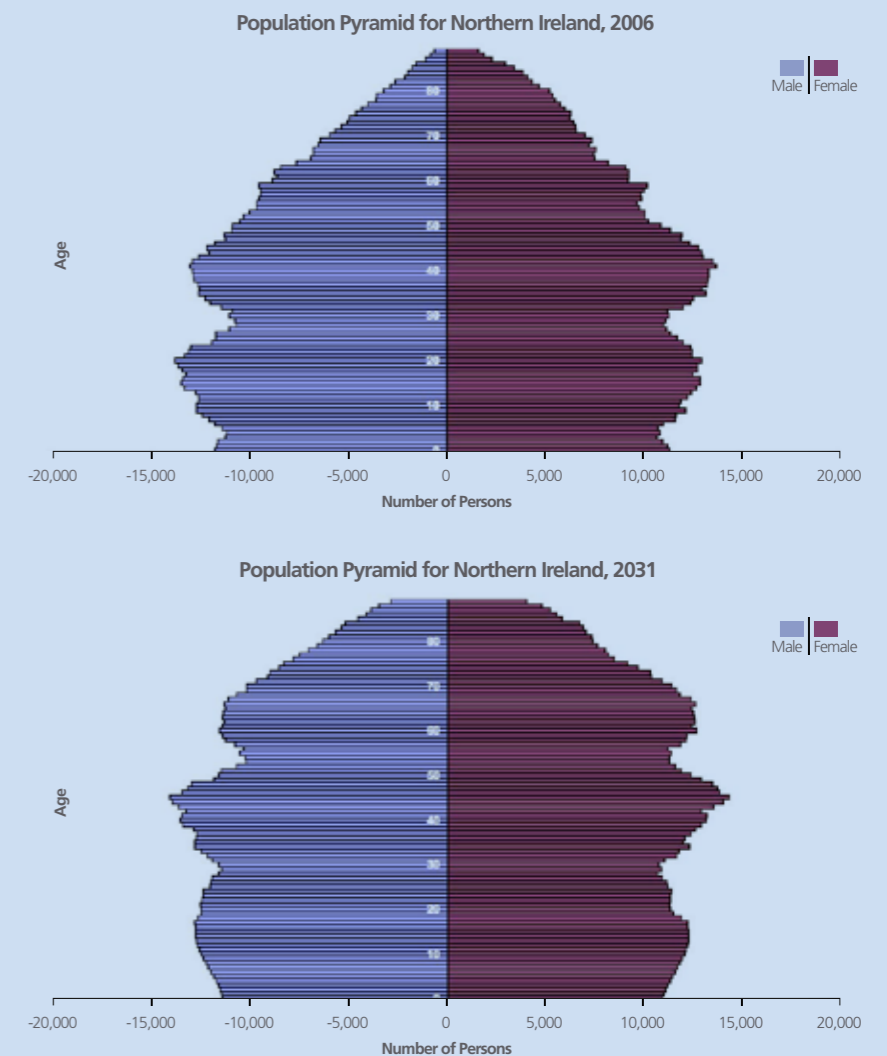
number of people choosing to live and work here. By the end of 2006, we welcomed to our shores over 19,000 fellow EU citizens, and some from further afield, who are helping to grow our economy and enrich our cultural diversity. A growing population is a sign of renewed confidence and vitality, and our infrastructure needs to respond accordingly to both meet the current demands but also to ensure that we do not create blockages to our growth.

While our chief economic success of recent years has been job creation, our productivity and income lag behind our closest neighbours. Improved infrastructure helps to create a platform to develop our skills base and nurture a culture of innovation and entrepreneurship; essential if we are to meet the challenging aspirations we have for the economy and improve living standards and lifetime opportunities for all.

Demographics

Population and demographic shifts are important considerations in infrastructure development. Our population is currently estimated at just over 1.7 million and is predicted to continue rising – potentially reaching 1.8 million by 2011 and 2 million by 2030¹. Recent research² indicates that the projected increase is due to natural growth, increasing fertility and inward migration.

Projections also indicate a marked increase in the size of the older population. The average age is expected to rise from 36 years in 2006 to almost 42 years by 2031. The proportion of the population aged over 65 is projected to rise to 25% of the population by 2031. The increase in the older population has significant implications for infrastructure – particularly in the health and social care sector and in supported living.



¹ Northern Ireland Statistics and Research Agency (NISRA) population projections (2006)

² NISRA, Register General Northern Ireland Annual Report 2006 (Dec 2007)

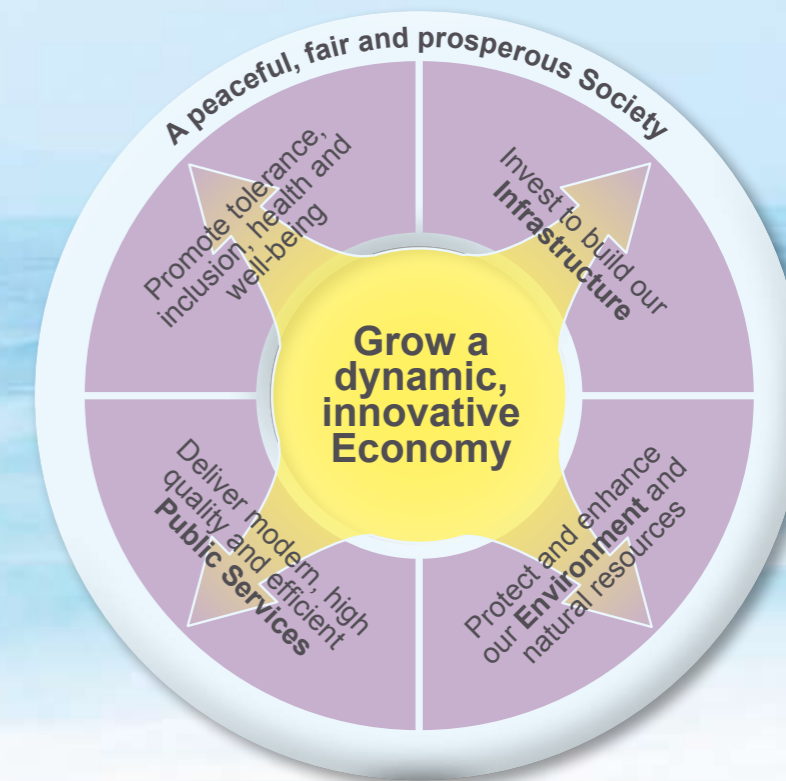


Fig. 1: Programme for Government Framework

Investment priorities

Delivering better infrastructure is vital to help us achieve our priorities for the economy, our society and the environment.

The Programme for Government's cross-cutting themes of a shared and better future and sustainability are embedded within the Investment Strategy. Future investment must be made wisely, and by working together in the Executive and in wider society we can all contribute to a shared and better future that is reflected in, and supported by, new patterns of infrastructure development that offer equality of opportunity for all. Sustainability is key to ensuring long-

term success. The infrastructure we build today must serve us well for the years and the generations to come. We must, therefore, strive to develop in ways that lever maximum advantage from the economic, social and, increasingly, environmental and global issues that define our times and that will frame the opportunities and constraints for our region in the years ahead. We will build in sustainability as comprehensively as possible into each infrastructure project, and take the opportunity with contractors in each major procurement to progress the Executive's wider economic, social and employment objectives.



Fig. 2: Investment Framework

A framework for infrastructure investment

We have developed a framework to support the planning and delivery of the infrastructure programme over the next 10 years that is consistent with our Programme for Government. Future investment will be taken forward under six 'pillars' that help to join up the plans of government departments and other stakeholders to avoid duplication and recognise opportunities to maximise outcomes by working together. The framework also challenges us to think about the outcomes that investment

will deliver – to ensure that the choices we make are aligned to delivering our priorities for the economy, society and the environment.

The pillars are divided into 23 investment sub-pillars that will be managed by respective departments and agencies, with support from the Strategic Investment Board Limited (SIB) and the Procurement Board. Progress in delivering outputs under each sub-pillar will be subject to detailed monitoring and reporting to the Executive.

The benefits of an Investment Strategy

- The publication of a longer term direction and commitment assists the public sector and other stakeholders to plan the effective delivery of major projects, some of which take many years from drawing board to site works and completion.
- Taking a holistic view of infrastructure needs enables more joined-up thinking in the planning and delivery of projects – helping to avoid duplication, secure efficiencies, and improve value for money.
- A 10 year planning horizon also provides our suppliers with more visibility of projects in the pipeline. This can stimulate market interest – improving competition and providing better value for money.
- A focus on the whole procurement lifecycle monitoring of projects and programmes in the Investment Strategy allows the Executive to clearly track progress against targets and accelerate delivery of much needed infrastructure to improve people's lives.

Benefits of North/South co-operation

Co-operation in developing infrastructure, where appropriate, will help ensure more efficient planning and joined-up delivery of key projects, resulting in better value for money, economies of scale in public investment and better deals from financial markets.

Co-operation in border regions

In seeking to prioritise more balanced regional development, a particular focus will be on cross-border links and developing infrastructure in the border areas. Developing and upgrading transport links along the Dublin-Belfast corridor will ensure that this corridor forms a major axis for economic development on the island.

In the North West and Donegal, we will tackle regional disparities by further improving road links; enhancing the capacity and resilience of energy support networks; strengthening telecoms infrastructure; and developing the City of Derry airport.

EU funding for cross border co-operation over the period 2007-2013 will enhance the development projects in the border counties. Funding will be available from the British and Irish governments to support this co-operation. The International Fund for Ireland will also continue to promote economic and social development in the border region.

The pillars of the strategy

Approaching £20bn will be invested in the next 10 years to deliver essential infrastructure – around £6bn of this in the next three years. This money comes mainly from NI Executive funds, supplemented by receipts from the planned disposal of surplus government assets, and complementary investment from third party sources. >>

» The table below shows the amounts to be invested in each area in the next three years, and in the subsequent seven years. The figures at sub-pillar level for 2012-2018 are indicative for planning purposes only.

Pillar and Sub-pillar	€m (Current prices)				Total
	Budget period: 2008 - 2011		Indicative for the period: 2011/12 - 2017/18		
	NI Executive Funds	Additional Funds	NI Executive Funds	Additional Funds	
Roads	611.8		2,083	400	3,095
Public Transport	195.3		530		725
Gateways	5.6				6
Telecoms	28.7		7		35
Energy	19.7		154		174
NETWORKS	861.1		2,774	400	4,035
Schools & Youth Services	718.0		2,792		3,510
FE & HE	141.5		366		507
Libraries	31.6		107		139
SKILLS	891.1		3,265		4,156
Primary Care	152.6		354	355	862
Public Safety & Technology	163.8		408		572
Hospitals Modernisation	412.1		1,813		2,225
HEALTH	728.5		2,575	355	3,659
Regeneration	426.7		203		630
Housing	924.9		892		1,817
Welfare Reform	71.2				71
Culture, Arts, Sport	201.1		318		519
SOCIAL	1,623.9		1,413		3,037
Water & Waste Water	646.5	391.9	717	780	2,535
Waste Management	197.0	58.6	3	177	436
Flood Risk Management	23.2		59		82
Environment	14.5		51		65
ENVIRONMENT	881.2	450.5	830	957	3,118
Enterprise & Innovation	192.9		477		670
Tourism	72.0		19		91
Rural & Primary Industries	172.1		240		412
Public Sector Reform	59.9		89		149
PRODUCTIVE	496.9		825		1,322
Other & Miscellaneous	6.8		10		17
GRAND TOTAL	5,489.5	450.5	11,692	1,712	19,344

(1) The figures for years one to three agree with the budget figures for 2008-2011 published along with the Programme for Government and this Investment Strategy.

(2) NI Executive Funds comprise Capital DEL, RRI borrowing, and receipts from value release from surplus assets.

(3) Additional funds relates to anticipated contributory funding from third party sources (e.g. a planned contribution of €400m for Roads development from the Irish Government). These funds are indicative and are outside public expenditure.

(4) Figures in the above table are quoted at current prices (i.e. reflecting the impact of forecast future inflation in capital DEL at levels advised by DFP).

We will build sustainability into each infrastructure project as comprehensively as possible



Investment Pillar: Networks

Roads, public transport, gateways, telecoms, energy

High quality transport, communication and energy networks are the vital arteries of today's most successful economies – powering competitive advantage in business, reducing social isolation, and linking people to an expanding world of information, services and opportunity. Investing in efficient reliable competitive and sustainable networks is critical if we are to deliver our top priority of growing a dynamic and innovative economy.

Over the period of this strategy, we plan to increase significantly the size of our motorway/dual-carriageway network (part of the Trans-European Network) and upgrade selected link corridors and trunk **roads**. This will reduce journey times and improve access to urban centres and inter-regional gateways. It will also improve accessibility in the South-West and North-West to support more balanced development and reduce regional disparity. We aim to improve our road safety record and reduce the numbers killed or injured on the roads.

We also recognise that better roads infrastructure should not simply stimulate more private car journeys. Our roads will be developed to complement and enhance the **public transport** network and encourage a shift away from the car for journeys particularly in urban areas. This will include quality bus corridors on key arterial routes, investment in more accessible bus fleet, and development of park-and-ride facilities to meet demand.

We intend to develop a **rapid transit system** in the Greater Belfast Area to underline further our commitment to public transport. Plans are at an early stage, and indications are that demand initially could support two routes: E-way running from Dundonald through socially deprived areas at Tullycarnet and Inner East through the City Centre to the Royal Victoria Hospital and beyond into West Belfast; CITI route linking the Titanic Quarter to the city centre and beyond to Queen's University and



the City Hospital. The potential to lever in private sector funding will also be an important ingredient.

Recent investment in new **trains** has proven popular with commuters; on the Bangor and Portadown lines, for example, passenger journeys have increased 29% between 2004/2005 and 2006/2007 and currently operate at near capacity during peak times. We will continue this success by replacing older trains as they come to the end of their useful life, investing in station upgrades and systems to improve passenger information. We will also plan to work jointly with the Irish Government to upgrade rail services between Belfast and Dublin, building on their commitment in the National Development Plan 2007-2013.

Our ports and airports are vital **gateways** for movement of people and goods, and play an important part in our economy. We are currently reviewing the status

of the commercial trust ports to ensure they are placed on the best footing to invest for the future. Our airports are performing strongly and we will work with the private sector to ensure this continues by complementary investment where required. Together with the Irish Government, we are also supporting runway improvements at City of Derry Airport to enhance air connections to the North West.

Northern Ireland was one of the first regions in Europe to offer 100% **broadband** availability. The challenge now, working with the private sector and the official regulator (Ofcom), is to increase broadband take-up rates especially outside the Belfast Metropolitan Area, encourage business to leverage fully the opportunities of greater connectivity, and to keep our region at pace with technological developments in speed and capacity (bandwidth) to maintain our economic competitiveness and attract inward investment, with a view to >>



» supporting a more balanced development and a consequent reduction in regional disparities.

Given the importance of **telecommunications** links with our global trading partners, we intend to connect directly into an international submarine telecom cable off our North Coast to deliver significant improvements in the speed, resilience and cost of voice and data transfer services to business here. At present, the cost of backhaul services and latency in the telecoms network make locations such as the North West less attractive for companies exchanging data internationally. In future, we will work with the private sector to offer an unrivalled telecoms infrastructure to drive up competitiveness of local businesses and attract internationally mobile investment in the high technology and tradable services sectors.

Security of supply, increasing use of renewable energy sources, and cost of **energy** remain vital issues for

the future. We will work with the economic regulator (NIAUR) and private sector energy players to address the challenges ahead. A priority is to build a more competitive energy market and the Single Electricity Market provides a framework for a larger, competitive wholesale market in line with the EU vision for regional electricity markets. We will consider support for investment in better grid connectivity to help support this, informed by the cross border grid study.

Looking ahead, our plans will continually need to be revised in light of trends in global energy markets. Determined action today to reduce our reliance on fossil fuels, for example through low energy building design and sustainable forms of development, are likely to have significant payoffs in the years ahead for the public sector and for citizens (for example, in reducing fuel poverty). Put simply, we must avoid creating an energy intensive society today that may be unaffordable in the future.

Key goals

Over the lifetime of this strategy, we aspire to deliver:

- significant elements of a modern rapid transit system serving the Greater Belfast Area, integrating with improved conventional public transport across the region;
- upgraded key transport corridors connecting our major towns and cities to regional gateways, the Belfast metropolitan area and the Southern road network;
- new modern rolling stock to replace all older trains, and at least 50% increase in the frequency of rail services between the main urban economic centres;
- investment to support a single electricity market which delivers tangible benefits to consumers;
- improved communications networks, maintaining technological pace with the best in Europe in terms of increased internet connectivity speed, capacity and availability.

Milestones

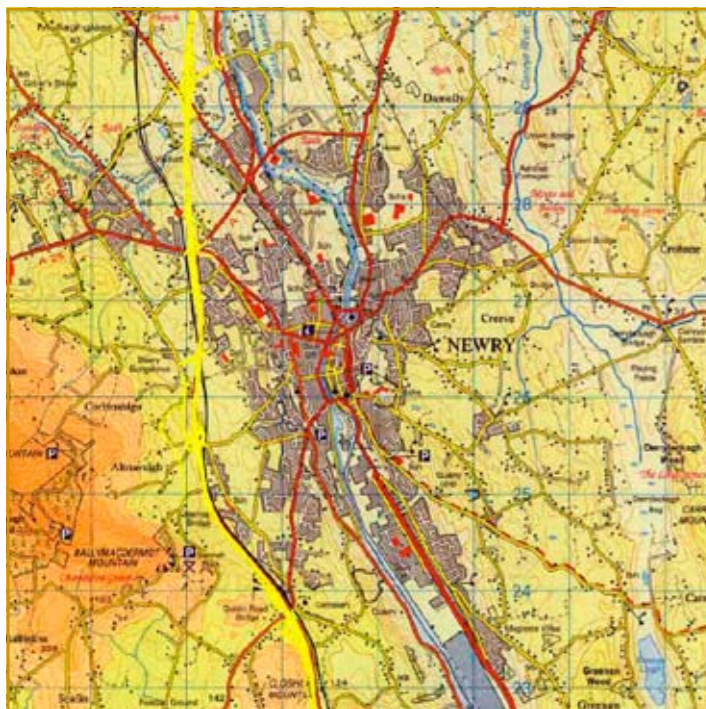
In working towards these goals, key milestones will include:

- opening of the M1/Westlink and M2 upgrades in 2009;
- an enhanced ferry service for Rathlin Island by 2009;
- the establishment of a new International Communications link in the North West directly connected to North America and Europe by the end of 2009;
- by the end of 2011, working with the private sector, the delivery of widespread access for businesses to a next generation broadband network;
- opening of the Dungannon to Ballygawley dualling in 2010;
- opening of the A1 Beech Hill to Cloghogue dualling in 2010;
- the first phase of 20 new trains coming into service by 2011;
- starting work on the first Rapid Transit line in Greater Belfast by 2011;
- dualling key parts of the A6 during the lifetime of the strategy;
- opening the A5 and the remaining section of the A8 dualling schemes during the lifetime of the strategy.



PROJECT IN PROGRESS

Roads Package 2



The Executive is determined to transform the economic competitiveness of the whole region, and will deliver an ambitious investment programme to upgrade our strategic roads network fit for the 21st century. Better connectivity through shorter, safer and more reliable journey times will bring benefits to communities across the region – reducing time and costs to get products to markets, reducing social isolation and improving access to services.

The next major roads scheme, worth £316m, is now underway. This includes major works to upgrade the A1 Beech Hill to Cloghogue – a key North-South route – to dual standard, complementing the recently opened cross border dual carriageway connecting Newry and Dundalk. This work will also see the provision of new junction layouts between Hillsborough and Loughbrickland to improve road safety. In the West, the A4 Dungannon to Ballygawley road will be upgraded to dual carriageway standard, with single carriageway realignments to the A4 at Annaghilla and A5 at Tullyvar. This will improve the accessibility of Fermanagh and Tyrone and will deliver reduced congestion, better journey times and improved safety.

These schemes will be built and maintained by a consortium with international experience coupled with local expertise – helping to ensure best value for money for the public purse and long term commitment to maintenance and road standards.



CASE STUDY

Toome Bypass



Barbara Boardman,
Director Conservation Volunteers Northern Ireland

“Being involved at an early stage allowed us to grow over 68 000 trees of local provenance from seeds collected by volunteers within a 30 mile radius of Toome, helping to mitigate the effects of construction by improving the sustainability of local biodiversity.”

Improving lives

The Toome Bypass, opened in March 2004, has delivered substantial benefits to Toome residents and road users from a social, economic and environmental perspective.

The 3.5km dual carriageway has removed 22,000 vehicles per day from the village of Toome. Congestion within the village is now a thing of the past, resulting in a safer and more pleasant environment for people who live and work in the village.

It has also improved journey times on the strategic route between Belfast and the North West.

Landmark structure

The striking feature of the new bypass is the Toome Bridge, a 99 metre span bowstring arch over the lower River Bann, which is now a landmark structure.

The design of the bridge was carefully considered so it didn't interfere with the landscape and so that people could still use the river and there was access for anglers and ramblers along the riverbanks.

The bypass was secured using a design and build model which ensured that any savings or overspend on the agreed target cost were shared between Road Service and the contractor. This form of contract encouraged 'value' engineering and allowed the contractor to bring considerable expertise to the project to help solve engineering challenges.

Improving the environment

Road Service took several measures to limit the environmental impact and integrate the bypass into the flat landscape, including using low noise road surfacing, a sustainable drainage system and the creation of grassland with wild flowers.

Conservation Volunteers NI and The Ulster Wildlife Trust collected seeds from within a 30 mile radius of the site which generated 120,000 woody plants used to landscape the bypass. Ecosseeds also collected grass and local plant seeds and supplied enough material to grass 15,000 sq metres of the bypass.

Regenerating the village

Period style lighting and new street furniture were installed and overhead power cables removed from the village as part

of a consequent improvement. Henry Johnston, Director of the Department's Regional Development Office in 2004 said: "The opening of the Toome Bypass provided us with the opportunity to give the centre of the village a facelift, something which has not been possible for many years because the main priority was to keep traffic flowing.

"Physical regeneration may take time but it does result in positive changes. Experience has shown that improving the environment is an effective way of attracting new investment and encouraging people to stay, bringing many social and economic benefits to the area."

The Toome Industrial Development, Amenities and Leisure Regeneration Group (TIDAL) and Antrim Borough Council managed the scheme.

The Department for Social Development and, previously, the Department of the Environment, have had a long relationship with Toome, spending around £900,000 since 1998 on regeneration initiatives including developing business units, a crèche, meeting facilities and a seating area and feature at Carey's Fountain at the village's entrance.



Investment Pillar:

Skills

Schools, higher and further education, youth services, libraries

A peaceful, fair and prosperous society has at its heart a well educated populace with the skills to engage fully and positively in society and in the economy. This is a society that values and nurtures learning – the acquisition of social skills and knowledge starting in childhood and extending over a lifetime – essential to promote tolerance, inclusion, health and well-being. The skills-base of countries and regions is increasingly the key determinant of relative economic growth, competitiveness and productivity – factors vital to support higher living standards in an increasingly globalised economy.

Today, too many of our children leave **school** without adequate, and in some cases any, qualifications and these children are predominantly from deprived areas that have suffered from underachievement over a number of generations. Our education system has surplus capacity in many schools, and facilities that reflect years of underinvestment. The Executive is determined that our schools estate will be redeveloped in time to engage children from all backgrounds – so that all are helped to reach their full potential. Our future economic and societal well-being depends on it.

Over the next 10 years, we will deliver a modern and sustainable schools estate with links to the further education estate across the region, better aligned to the needs of the population and the skills required by tomorrow's economy. As a first step, we will progress the major building projects already announced at over 100 schools – including eight schools specifically for children with special educational needs. Going forward we expect education communities to work together so that decisions by the Executive on future phases of the schools estate modernisation programme are grounded firmly on cross-sectoral, area-based plans. This will help to ensure that valuable resources are focused effectively to deliver a quality education for all our children, driving up standards, reducing surplus capacity, increasing accessibility, and making collaboration between local schools much more

prevalent, therefore ensuring that children from all our diverse communities and traditions are equally valued.

Schools in the future may also perform extended roles in communities – as venues for adult continuing education and recreation, facilities for youth services after school hours, and breakfast clubs to meet the needs of working families. Some schools may be co-located with other services, for example libraries and health provision.

The demand for **further and higher education** has risen substantially. For example, between 1996-1997 and 2005-2006 total enrolments at our higher education institutions rose by 29%. The Regional Economic Strategy recognises that, while educational attainment has been relatively high, this is not always translated into the local labour market. Student migration away from Northern Ireland continues to persist with nearly 30% of our students moving away to study and not returning.

The recent organisational mergers in the **further education** (FE) sector have created six area-based colleges that are now well placed to engage our young people and adults in continuing education and to provide skills training to meet the needs of employers. The FE colleges, together with the College of Agriculture, Food and Rural Enterprise (CAFRE), respond to skills shortages in the wider workforce by providing training in key areas of the economy (such as construction, engineering, the food industry, software); providing opportunities to update literacy, numeracy and IT skills; as well as providing evening classes valued by many. FE colleges and CAFRE will continue to work closely with employers to ensure we have the right skills for the economy, and the curriculum provided by colleges will focus increasingly on our plans to deliver the full potential of students and the development of the economy. Colleges will also work closely with schools to ensure that 14-19 year olds are introduced to the wide range of professional and technical courses for economic growth, and with universities in the delivery of higher education provision. >>



» Colleges need the right estate to deliver this important work. Plans are advanced for a number of developments across the region – including at colleges in Downpatrick, Derry~Londonderry, Lisburn, Enniskillen, Bangor/Ards and Newtownabbey. A new campus of Belfast Metropolitan College is planned for the Titanic Quarter. It is anticipated that this will open in 2010 and cater for up to 2,200 full-time student equivalents and a significant number of part-time learners. New accommodation in some cases will replace split sites – improving service delivery, regenerating areas and showcasing education for a shared and better future.

Our **universities** are a cornerstone in our ambition to build a world class research and development led economy, and are also key contributors to the delivery of the Skills Strategy – Success Through Skills. Excellent progress has been made – and in the last year Queen's University of Belfast joined the Russell Group of leading UK research universities. The University of Ulster too, is playing a vital role in extending access to students across the region. We will complement investment by both

the universities and the two university colleges to build upon this success – supporting teaching and research infrastructure and seeking to develop a more strategic approach to capital investment funding. Going forward the universities will increasingly seek to expand their income base and increase investment from their own funds.

Youth services support the delivery of educational and social outcomes, particularly for disadvantaged children and young people. This Executive is committed to supporting these services across the region. Going forward there will be opportunities for local youth service needs to be considered as an integral part of schools redevelopment – under the extended schools concept – as well as stand alone youth facilities.

Local **libraries** help to improve literacy and educational skills, particularly in the most disadvantaged areas, and are often accessible to all sections of the community in interface areas. Future investment will be targeted at renewing facilities and expanding services to meet the needs of users.

Key goals

Over the lifetime of this strategy, we aspire to deliver:

- a substantially modernised schools estate at the heart of communities, exemplifying sustainable development principles, including social procurement practices, and informed by and supporting cross sectoral area plans;
- modernisation of our further education infrastructure to support high quality engagement and service delivery by the six new FE colleges;
- support for universities to increase their research and teaching capacity, as an important component for our plans to deliver the full potential of students and the development of the economy;
- modernisation of libraries in our cities and key towns.

Milestones

In working towards these goals, key milestones will include:

- taking forward major works at over 100 schools across the region in the period 2008-2011, including eight schools for pupils with special educational needs;
- from 2012, commencement of a broader programme of schools modernisation, based firmly on cross-sector area plans and linking with other public services;
- a new campus for Belfast Metropolitan College open by 2010;
- new accommodation at the North West Regional College's main campus by 2010;
- new accommodation at the South Eastern Regional College's campuses in Lisburn, Downpatrick, Newcastle and Ballynahinch open by 2011;
- a new Belfast Central Library open by 2015.



CASE STUDY

Lisburn City Library

21st century learning

Lisburn City Library is about so much more than books. The £5m facility has become a thriving community hub which is improving soft skills and learning for the people of Lisburn. It's also helping to break down social barriers in this diverse community in County Antrim.

State-of-the-art

The 2,200 square metre building is spread across three floors which incorporates a 'noisy' floor with an IT suite of 50 computers which local people can use for free. There is a music area, youth zone and e-express which allows 15 minute computer sessions for those quick emails. There are 50 PCs scattered throughout the library which local people can use free of charge. It also has a separate children's library with changing and kitchen facilities. The second floor is dedicated to adults and includes a culture area for fiction, literature, poetry, travel and Irish interest material, and separate performance and art

exhibition spaces. Cultural programming includes story telling, author visits, workshops, music and drama catering for all age groups and cultures.

State-of-the-art facilities together with a coffee shop, comfortable sofas, relaxing 'loungue feel' areas, a friendly atmosphere and generous opening hours make it a popular place for people from all walks of life.

A fast issue desk frees up staff time so they can walk through the library interacting with visitors and exploiting its resources. Basic to advanced stage IT clinics are available for all visitors, sessions are regularly held at the library and there is an electronic area with specialist staff available for advice and information.

"Excellent"

The library replaced a much smaller existing building that had become tired and wasn't able to serve the need of the community fully. Lisburn City Library now

attracts 23,000 visitors each month and demand for services continues to grow.

Assistant Chief Librarian of the South Eastern Education & Library Board (SEELB), Adrienne Adair, had the initial vision for the library and worked with planners, the community and architects to ensure the building, facilities and environment worked together in harmony to create a truly inspiring place to visit.

"Community hub"

Beth Porter, Chief Librarian of the SEELB was the driving force behind the realisation of this pathfinder PFI project. She said: "The library has become a real community hub. It's an exciting place that is helping improve learning and skills and breaking down social barriers. We're also helping the economy by providing a business information service to advise business starters and enable people to access published business resources, many of which are now online."



CASE STUDY

Cavehill Primary School



Dr John Gilliland OBE, Vice Chair & N. Ireland Commissioner Sustainable Development Commission

"If we're talking about cultural and behavioural change in our society then what better way to achieve this than by educating the future generation in an environment that is designed to support sustainable living."

Living and teaching sustainability

Education for sustainable development is an important part of the modern curriculum, and pupils at Cavehill Primary School in Belfast are not only learning about environmental responsibility, they are practising it every day in one of Northern Ireland's first schools to be built on principles of energy conservation.

Completed in 2004, their exemplar school building has its own 15kW wind turbine and, at the time of construction, the largest single array of photovoltaic roof panels (330m²) on a non-domestic structure in Northern Ireland. Together they provide the school with a year-round supply of renewable energy.

A rain harvesting system minimises water consumption by collecting rainwater from the roof and feeding it to a storage tank under the playground, ready for reuse in school.

Heating is provided via high efficiency condensing gas boilers connected to an under floor heating system.

Lighting is by high-frequency dimmable fluorescent lights coupled with motion detectors that automatically switch lights off when they are not needed.

And use of natural daylight and natural ventilation is maximised on the south-facing site by a profusion of high double-glazed windows and roof lights.

Savings for school resources

In its first year, Cavehill Primary School cut electricity consumption by nearly 50% compared to the final 12 months in its previous school building.

Savings made were then ploughed back into educational resources for pupils. Further efficiencies were also achieved on heating, though rising fuel prices made these more difficult to quantify.

The leading-edge building, designed by architects McAdam Design, has been the focus of considerable attention, both from schools developing sustainability across Northern Ireland and from local authorities in England.

Improving teaching and learning

Principal Jack Wallace says the benefits for Cavehill's 348 pupils go way beyond monetary savings.

He said: "The building's energy efficiency means we are certainly spending less money on heating and lighting, but the new building is also having a very positive impact on teaching and learning.

"Its light, airy design means natural daylight floods into the clusters of classrooms, helping make children more alert and motivated. It's a very pleasant place in which to work and morale among staff and pupils is high.

"Pupils are also being educated in an environment where they can witness sustainability at work. What they are learning means more to them because they can see the practical application of lessons for themselves.

"As they have become more environmentally literate, they have taken the message into the wider community, helping to promote sustainable practices at home and even giving interviews on sustainability to local press and broadcast media."

Cavehill has had its teething problems. The wind turbine has broken down more than once, for example. A few minor adjustments have been required, such as installing blinds to better control the amount of daylight so that pupils can see interactive whiteboards more clearly.

However, Cavehill's Principal is undeterred by these minor irritations. "This is a cutting-edge building and you have to expect a few initial problems," he said. "We are on a learning curve and hopefully future sustainable developments will learn from our experiences.

"I'm very impressed with and proud of our school and I know our children, staff and parents share that pride. As one 11-year-old said to me the other day 'It's good that we're so energy efficient, isn't it?'".



Investment Pillar: Health

Primary care, public safety and technology, hospitals modernisation

Investment in health infrastructure will deliver modern facilities that provide the best possible primary, secondary, specialist and community and mental health care as well as state-of-the-art medical equipment and technology. This investment in improved facilities will ensure positive health benefits and outcomes for us all.

Over the next 20 years, the need and demand for our health and social services will increase and change. There are several reasons for this. A central factor will be our ageing population that will engender a higher incidence of chronic conditions such as diabetes, chronic chest conditions, cancers and coronary heart disease. Improving people's health and well-being will be one of the most fundamental ways of improving quality of life and, to achieve that, we will need to build and maintain a robust and dynamic health and social care system.

Investing in **primary and community care** will begin to put in place the new infrastructure required to transform healthcare delivery by providing more treatment and care closer to where people live and work. We will seek to ensure that where possible people will be supported to manage their treatment at home, reducing the need for hospital admissions. Over the period of the strategy, we will continue to

build new and innovative **health and care centres** and a range of other facilities throughout the region. These will be responsive to people's needs, provide greater access to a wider range of services (some previously only available at hospitals), be delivered close to where people live and work, and be more integrated across hospital, regional, and community care boundaries, making the best use of the skills of health and social care professionals. This investment will provide, among other things, new facilities in Andersonstown and Shankill in West Belfast, a new regional adolescent psychiatric unit at Forster Green, a new health and care centre at Portadown and a new mental health crisis facility on the Gransha hospital site.

We will also modernise our **emergency services** to improve performance through better equipment, technology and methods. The key driver for the Northern Ireland Ambulance Service (NIAS) and Northern Ireland Fire and Rescue Service (NIFRS) is the requirement to provide the appropriate response to an emergency with the right equipment and crew within specified response times. Investment in the fire and rescue service will support the modernisation of the estate, fleet and equipment of NIFRS to ensure delivery of services to the highest appropriate standard. It will also provide NIFRS with a new, shared training facility. Investment in the NIAS is required to deliver better >>



» clinical outcomes by responding to 75% of life-threatening emergency calls within eight minutes. Over the coming years, we will invest in a core of **acute hospitals** across the region capable of delivering the highest quality patient care and improved clinical outcomes for the future. Many of our hospitals were built in the late 19th and early 20th centuries and now require modernisation. Technological changes have also introduced new pressures with the need, for example, to ensure that patients benefit from access to the latest imaging and surgical techniques. We will invest in our acute hospitals to ensure most people will have access to acute services, emergency care and consultant-led maternity services within 45 minutes, and all the population will normally be within one hour of these services. Work is continuing on the first phase of the redevelopment of Ulster Hospital and the second phase of the Royal

Victoria Hospital, and plans are well advanced for a new acute hospital in the South West near Enniskillen.

We will also invest in our **local hospitals**, forming a crucial bridge between acute hospitals and the primary and community care sector, providing extended-hours access to urgent care services, a wide range of day case surgery, high quality diagnostic services, a comprehensive range of outpatient clinics, pre and post-natal maternity services, and rehabilitation and step-down beds, supporting people who require less intensively supported care as they complete their recovery after inpatient treatment. Major schemes in coming years include the completion of the new local enhanced Downe Hospital and the new local enhanced hospital in Omagh in a highly innovative single-site complex incorporating a mental health unit and health and care centre.

Key goals

Over the lifetime of this strategy, we aspire to deliver:

- a regional network of 35 primary and community care facilities, bringing services into the heart of the community, improved access and supporting greater multi-disciplinary working;
- an acute hospital network that can deliver the best health outcomes using modern technology efficiently and supporting increasing medical sub-specialisation;
- information and communications technology to support seamless administration and care delivery between settings and services;
- emergency and rescue services that are well integrated and are equipped and deployed to deliver the highest response standards;
- modernisation of the mental health service estate, supporting a move away from long stay settings to care in the community.

Milestones

In working towards these goals, key milestones will include:

- a new local enhanced hospital at Downpatrick by 2009;
- a new mental health crisis centre at Gransha by 2010;
- first phase of Ulster Hospital redevelopment complete by 2010;
- opening five new Health and care centres by 2011 in Andersonstown, Castlereagh, Shankill, Grove (Shore Rd), and Portadown;
- a new acute hospital serving the South West by 2012;
- a new local enhanced hospital in Omagh by 2013.



CASE STUDY

Grove Health and Well-being Centre



Marie-Thérèse McGivern,
Director of Development for Belfast City Council

“The Grove is a marvellous example of local and central government coming together to build services around the real needs of citizens and so changing lives and enhancing the future of communities.”

Neighbourhood renewal

The Grove Health and Well-being Centre is set to transform one of the most deprived areas of north Belfast. The centre will open in March 2008 and is a flagship development in the regeneration of the York Road/North Queen Street area.

Serving a population with some of the poorest health in the region, the project demonstrates the commitment of Belfast Health and Social Services Trust, Belfast City Council and Belfast Education and Library Board to invest in the integrated regeneration plans for the area.

Healthy outlook

This innovative project contributes to a programme of initiatives designed to deliver sustainable regeneration in the area. The centre provides a new home for a range of health and social services, promoting stronger links between agencies and their professionals. Importantly, it will act as a catalyst for

the development and consolidation of partnerships with local communities.

The centre will provide the building blocks for healthier, and therefore stronger communities through its focus on integrated health, fitness and information in a one-stop environment. Facilities include GP surgeries, a full range of community health services, a day centre for the elderly, leisure centre, library and retail pharmacy.

The investment in the Grove site will be complemented by an additional £38m to be spent on wider regeneration projects including housing schemes, shop frontage development and environmental enhancement projects.

Environmental wins

The development is more than a stand-alone modern health centre. It fully realises its potential to contribute to the renewal of the area. Its impact extends to the creation of a ‘linear park’ in which trees will be planted

along the York Road for the full length of the park, transforming this arterial route.

Great thought has been given to imaginatively resolving the need to protect the building with robust security materials which are also pleasing to the eye. Rather than using roller shutters on windows, fixed woven steel – a material used in a number of landmark European buildings – has been installed. This allows light into the building and retains views of the park but restricts vision into areas of the centre such as its swimming pool. The material also conducts light. Protected under-lighting that changes colour will provide an inspirational public building at night, enabling the centre to have an attractive and stimulating round-the-clock presence in the built environment.

In addition, the development of the Grove site also means that brownfield land has been released which offers the potential for use by the local community, underpinning the plans for sustainable regeneration of the area.

CASE STUDY

Waterside Health and Social Care Centre

On the waterfront

The £6m Waterside Health and Social Care Centre in Derry-Londonderry opened in December 2007, bringing new opportunities to its 24,000 patients as well as the wider population and business community.

Existing and new health and social services are now delivered closer to people’s homes from a state-of-the-art facility, revitalising a once neglected area and providing patients and staff alike with a modern outlook on the River Foyle.

Business boost

The purpose-built Waterside centre has been developed on an underused site at Spencer Road/Distillery Brae, led by a consortium of GPs keen to exploit the opportunity of linking health and social well-being in its broadest sense with social and economic regeneration. Dr Michael Healy said: “In the original design brief given to the architect, it had been stipulated that the design should fit with the ‘street-scape’ approach and should make maximum use of the river frontage.”

Local businesses are already reaping the benefits of the centre’s presence. “Traders in the area are rising to the opportunities which the immense increase in footfall has brought to the surrounding neighbourhoods,” says Janine Tracey, chief executive of the city’s Chamber of Commerce.

Cafes have also opened in the area and there are plans to create around 200 jobs in a local call centre.

Speaking at the centre’s official opening, Social Development Minister Margaret Ritchie said: “The centre will be a major boost to the transformation of the Waterside, supporting local shops and businesses, reinforcing the infrastructure and bringing life back into the local area.”

Environmental design

The Waterside site presented many practical challenges, not least the very steep topography of the area. The result is a building of spacious design which is already an integral component of the area and particularly the revitalised Spencer Road.

Other opportunities are being presented to realise the full potential of the centre including the possibility of links with the ILEX developments planned for Ebrington and the integrated transport plan for the city which will further open up the Spencer Road area.

Dominic Burke, Chief Executive of the Western Health and Social Services Board, said: “The centre does show it is possible to deliver on the joint goals of improving health and well-being while creating a sense of confidence with its knock-on effect in terms of social development and economic regeneration.”



image courtesy of Belfast Telegraph



Investment Pillar:
Social
 Regeneration, social housing, welfare reform and modernisation, culture, arts, sports and inland waterways

We want to create economically competitive and socially cohesive cities and towns and thriving and sustainable rural communities and environment. This will be delivered through a range of targeted, integrated and area based interventions, designed to tackle disadvantage by encouraging stronger leadership, building cohesive communities that promote tolerance, inclusion, health and well-being. We will achieve this by regenerating areas which have suffered from the adverse impact of economic change, social deprivation and environmental decline; providing high quality and well-managed housing, and improving sports and arts facilities to make Northern Ireland a more attractive place to live, and also to attract more tourists. The West Belfast and Greater Shankill Taskforce provides an example of work in this regard.

In the past, public sector-led **regeneration** initiatives had a positive impact on addressing social and economic issues. Over the next few years, we will continue such initiatives by leading on major regeneration schemes throughout the region such as the retail-led mixed use scheme planned for the North East quarter of Belfast City Centre, and comprehensive development schemes in Enniskillen, Ballymena and Coleraine.

An opportunity exists to develop **strategic sites** to achieve better planning and assist in meeting a variety of needs relating to the provision of affordable housing, economic development, the creation of employment opportunities and the shared provision of health, education and leisure facilities. We will invest in the Ilex Regeneration Plan which commits to the regeneration of former military sites Ebrington and Fort George, enabling a significant expansion of the Derry-Londonderry city area; Crumlin Road Gaol and Girdwood which offer the potential for a transformational development on an interface area

that will provide social and economic regeneration within North Belfast; and the Maze/Long Kesh site.

This investment in key regeneration projects in our cities will be complemented by investment in **neighbourhood renewal** initiatives in our towns and their hinterlands. We will focus on those neighbourhoods suffering the worst levels of deprivation by integrating government interventions at neighbourhood level. We seek to move away from local project-based funding to a more long-term and coordinated response to need. To continue to build the social capital required for >>



» strong communities, we will also provide support to voluntary and community organisations for capital development projects and the purchase of assets. High quality and well-managed housing is a cornerstone of sustainable communities and is essential to creating and maintaining communities that reflect diversity in terms of income, tenure and ethnic background and contribute to a peaceful, fair and prosperous society. Over the coming years, we will invest in **socially rented** and **affordable housing** to address the needs of communities across the region. Through a social and affordable housing programme, we will provide decent energy efficient housing for those in housing stress, and work towards eradicating fuel poverty in vulnerable households and in social housing. Our programme of investment will enable us to work towards an ambitious target of delivering 10,000 new social and affordable houses by 2013.

In line with our objective to tackle poverty and social exclusion and to support people in acquiring the new skills they need for the jobs of the future, we will invest in a programme to co-locate the previously separate benefit delivery and job assistance services in a single 'jobs and benefits office' providing an integrated work-focused service to people

of working age, putting the emphasis on getting people into work and tackling barriers to employment. Investing in our **welfare system** will facilitate the uptake of means-tested benefits and tax credits for pensioners, lone parents and families with children; improve employability among benefit recipients; assist in the transition into work; increase the uptake of in-work tax credits, and should achieve significant administrative savings through the introduction of new information technology and an anti-fraud culture.

We will also seek to improve the attractiveness of the region for both residents and tourists by investing in our culture, arts, and sports and inland waterways infrastructure. We will invest in a range of new, and improved **sports** facilities to a standard comparable with other similar UK regions, providing world-class facilities and places for playing and watching sport that are accessible to all. This will be complemented by increased levels of investment in our **arts and culture** infrastructure to enable us to keep pace with the artistic and cultural expectations of a modern society. Our Investment Strategy also supports the potential of our **inland waterways** and highlights the restoration and development of the waterways as an area of practical North/South cooperation.



Key goals

Over the lifetime of this strategy, we aspire to deliver:

- major mixed-use regeneration schemes and strategic site redevelopment in Belfast and the North West;
- comprehensive development schemes in 13 towns across the region, building social capital and strong communities;
- high quality private, social and affordable housing across the region to meet the needs of all communities;
- an up-to-date welfare system which facilitates benefit uptake and tackles barriers to employment;
- elite facilities for sport, linking with the London Olympics in 2012.

Milestones

In working towards these goals, key milestones will include:

- the commencement of a major mixed-use regeneration scheme in the North East Quarter of Belfast City Centre by 2011 leveraging in significant private sector investment;
- substantial parts of Ebrington and Fort George built out by 2011, and Crumlin Road Gaol/Girdwood and Maze/Long Kesh;
- delivery of 10,000 new social and affordable houses by 2013, working with housing associations and the private sector;
- co-location of all the previously separate benefit delivery and job assistance services in single offices by 2012;
- completion of a new 50m swimming pool in time for the Olympics in 2012;
- delivery on the agreed overall objectives of the West Belfast and Greater Shankill Taskforce.





CASE STUDY

Delivering regeneration in the North West: Ilex

Background
 Ilex Urban Regeneration Company was established by OFMDFM and DSD in 2003 with the strategic objectives being: the creation and promotion of the coordinated regeneration of the Derry City Council area, generally to facilitate its implementation in cooperation with DSD, other relevant government departments, Derry City Council, the private sector and other interested parties, and to secure the economic, social and physical regeneration of the Ebrington and Fort George sites. As an urban regeneration company it provides an effective and proactive vehicle for delivering a focused, visionary and integrated strategy through operational partnerships with public agencies and the private sector.

Project status
 The Ilex Regeneration Plan (2005), based on a comprehensive baseline study, articulated the strategy and provided the platform for a range of critical economic and spatial interventions. These are now being implemented with the masterplan for Ebrington launched in October 2006 and a draft masterplan for Fort George released for consultation in December 2007. Ilex's comprehensive approach to regeneration is reflected in progress with a range of initiatives relating to innovation and enterprise, tourism, arts and culture and local access to future employment opportunities.



CASE STUDY

Cooper's Court, Talbot Street

Regeneration success in Cathedral Quarter Belfast
 Social housing can provide a catalyst for most regeneration projects. BIH Housing Association has a track record of success at Laganside with developments at Ravenhill Reach, May's Meadows and Custom House Square. This led the association to seek opportunities in the Cathedral Quarter in Belfast.

Given the use of existing buildings, two opportunity sites were identified at the rear of Belfast Cathedral. BIH was unable to acquire these sites on the open market. However, when approached to consider the redevelopment of an existing building and new build on a derelict vacant site at the corner of Talbot Street and Hill Street, BIH was able to secure the development on a design and build contract basis.

The scheme comprises 33 one and two-bedroom apartments and has successfully provided accommodation for individuals

who have been previously residing with family and friends or living in hostel accommodation.

Transformed area
 The development has pump-primed a larger project which has resulted in new retail and office accommodation in a formerly run down area in Belfast City Centre.

Belfast's War Memorial Exhibition has been relocated to the new development providing a tourism element to the project.

The project name was selected because there was originally a barrel makers on the site, so linking back to this most historical part of the City Centre.

This once empty warehouse and derelict adjoining area has been transformed and brings a new residential zone to Cathedral Quarter – work is currently on the site of an adjoining large car park and this will bring in further private residential accommodation.



Lara Fraser, Cooper's Court resident

"We were effectively homeless before we moved into Cooper's Court. It's a lovely place to live and in a great location with shops and restaurants just round the corner. I feel really proud of my home."



Investment Pillar:

Environment

Water and waste water, waste management, flood risk management, environment

We must do more to protect and enhance our environment and natural resources by creating a healthier and more sustainable environment for the benefit of current and future generations.

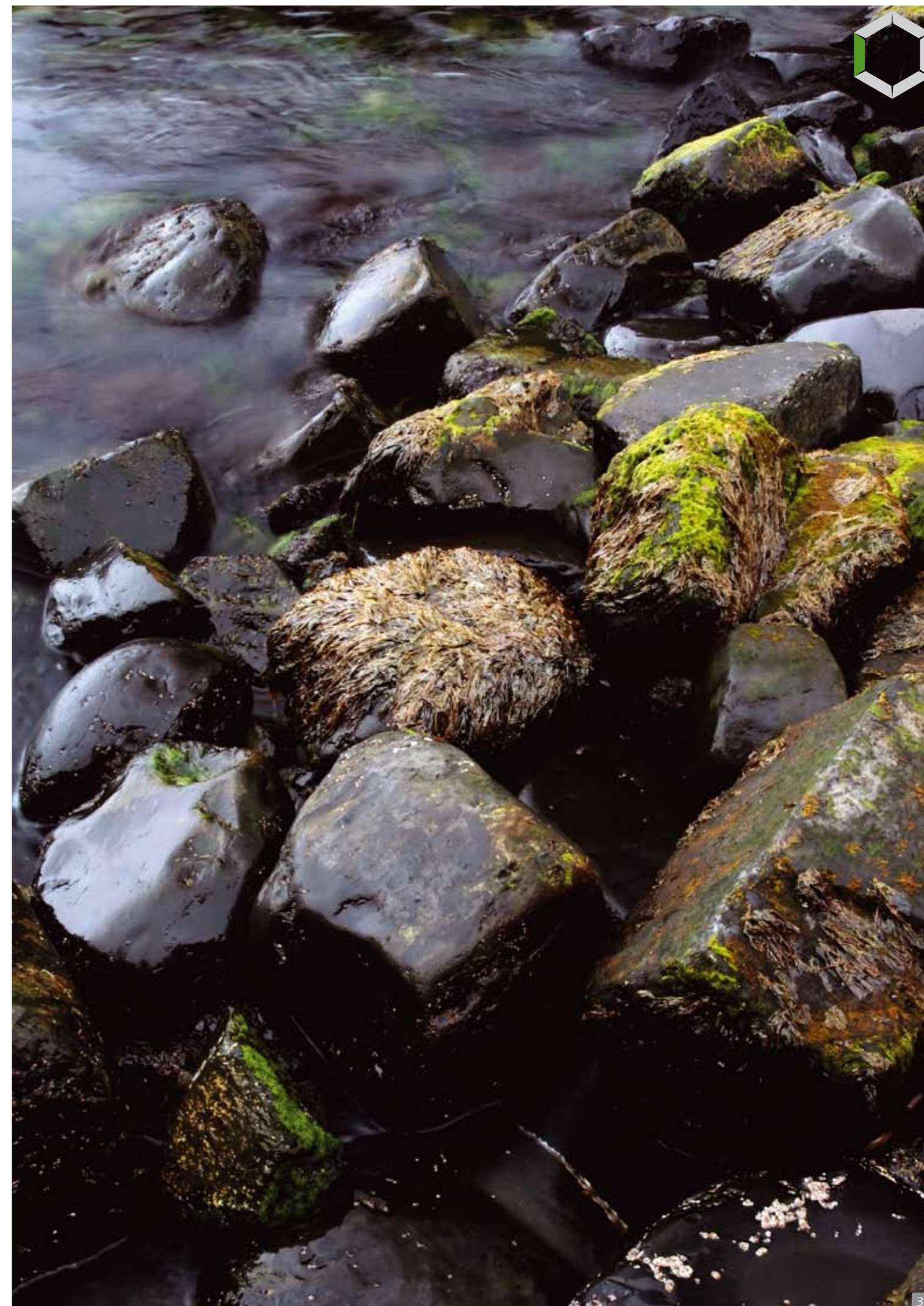
Investment in our **water and wastewater** infrastructure is urgently needed. This is largely the result of historic underinvestment in an ageing infrastructure, and increasingly targets set down by EU Directives, which must be met to avoid infraction penalties. The demand on water is immense: Northern Ireland Water (NIW) provides safe clean drinking water to some 795,000 households and every day 619 million litres of water are supplied through 26,500kms of water mains. Waste water is collected through over 14,500kms of sewers collecting some 133m cubic metres of waste water from 660,000 households.

Investment in our infrastructure will aim to half leakages from their 2001 level by 2010, and replace or upgrade over 900kms of water mains. Project

Omega will deliver further improvements in waste water treatment facilities with the construction of a new fully enclosed treatment facility for the North Down/Ards area, and the development of a sludge disposal solution for the region.

Currently some 63,000 properties, worth in total £7.5bn, are at risk of flooding from rivers or the sea. We will invest in flood risk management, and implement the impending EU Floods Directive by 2015. We will also provide continued investment in the maintenance of existing flood and sea defence assets, valued at £375m, ensuring their integrity to provide appropriate standards of protection.

Every year we throw away around one million tonnes of **waste**, most of which ends up in landfill where it decomposes, slowly releasing various liquids and gases such as carbon dioxide and methane. Landfill is a passive low-cost, low-tech approach to waste management that harms our >>





» environment. Over the period of the strategy we will invest in more sustainable ways of dealing with waste and, in response to European legislation, we will reduce the levels of land-filled biodegradable municipal waste to 75% of 1995 levels by 2010, 50% by 2013 and 35% by 2020.

We will use proven technologies to help us, such as mechanical biological treatment processes, which can produce fuel for energy recovery facilities. The energy recovery processes can generate electricity for homes and businesses. By releasing this energy potential, there is a corresponding reduction in the amount of fossil fuel that would need to be burnt in a conventional power plant – helping to reduce our greenhouse gas emissions.

We will continue to protect and conserve the rich diversity that our natural and built heritage possesses, providing an important counter-balance to the pressures of modern living, and a positive link with our past. Investment in our **environment** including nature reserves, monuments, archaeological sites, listed buildings and country parks will promote the enjoyment of our heritage for the benefit of all, including visitors.

Key goals

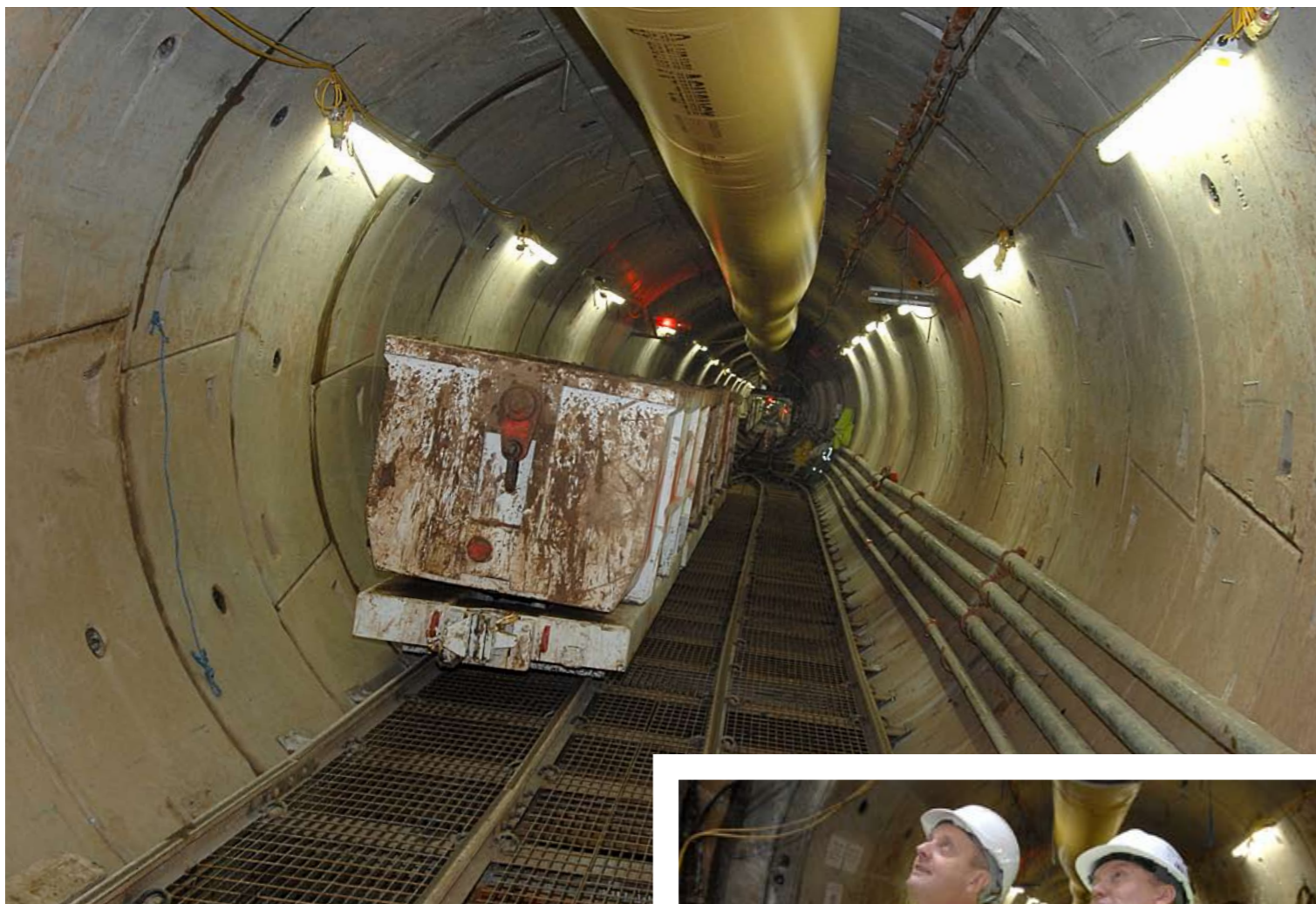
Over the lifetime of this strategy, we aspire to deliver:

- a high quality water and waste water infrastructure for the region, capable of meeting EU requirements;
- a new approach to waste management that is compliant with EU regulations and uses more sustainable technologies;
- sustainable flood risk management to meet the social, environmental and economic needs of the region.

Milestones

In working towards these goals, key milestones will include:

- completing the Belfast Sewers Project by 2010 in order to significantly reduce the risks of flooding in parts of the city;
- upgrading water treatment and distribution infrastructure in a phased manner, to comply with existing water quality regulations across the region by 2014. This will include service commencement of Project Alpha (to upgrade water treatment facilities) by 2009;
- upgrading waste water treatment infrastructure in a phased manner to bring the region into compliance with current EU standards by 2014. This will include service commencement of Project Omega (to upgrade waste water treatment and sludge disposal facilities) by 2010;
- supporting local authorities to deliver the waste management infrastructure by 2011 (with up to £200m or 50% of the capital cost, whichever is less).



PROJECT IN PROGRESS

Belfast Sewers Project

The sewer system in Belfast has undergone various stages of development since first being established in the 19th century. The older central area of the city is served by two large trunk sewers constructed between 1888 and 1896, which were reinforced in the 1970s.

Today the system deals with the waste arising from a population equivalent of 250,000 people. It includes 106 combined sewer overflows (CSOs) some of which are at risk in storm conditions of spilling into the River Lagan, resulting in pollution to the river and flooding vulnerable properties. In recent years, such events have occurred as a result of the existing capacity of the system and the growing demands placed on it as populations increase.

The presence of considerable depths of sediment, predominantly in sewers with relatively flat gradients, results in a reduction of carrying capacity and storage.

The Belfast Sewers Project is a major investment programme to upgrade this vital infrastructure fit to reflect the demands of a modern and growing city. The programme, which has involved extensive tunnelling under the city to install new pipework and associated equipment, will significantly improve the overall quality of urban life within Belfast and, importantly, reduce the risk of out-of-sewer flooding for vulnerable communities in the future and improve water quality in the River Lagan.

The Belfast Sewers Project will benefit the city of Belfast by:

- enhancing water quality in the River Lagan;
- reducing flooding;
- reducing the traffic disruptions that result from emergency road repairs;
- providing a healthy environment;
- providing an efficient infrastructure for the future economic development of the greater Belfast area.

CASE STUDY

Alpha Clean Water Project

Improving water supplies

Homes and businesses across the region will enjoy some of the best quality drinking water in the EU on completion of a major investment programme (dubbed 'Project Alpha') to upgrade fresh water treatment facilities here.

New infrastructure will improve the treatment of water supply, much of which comes directly or indirectly from Lough Neagh. Given the topography of the region, nutrients get into the Lough enabling algae to grow – and more sophisticated processes to deal with the algae will now speed up water treatment and improve water quality at the tap.

The works are being carried out under a public-private partnership at the four existing water treatment plants: Ballinrees, Dunore Point, Castor Bay and Moyola. Once completed, the new infrastructure will provide 400 million litres of fresh drinking water each day to homes and businesses across the region.

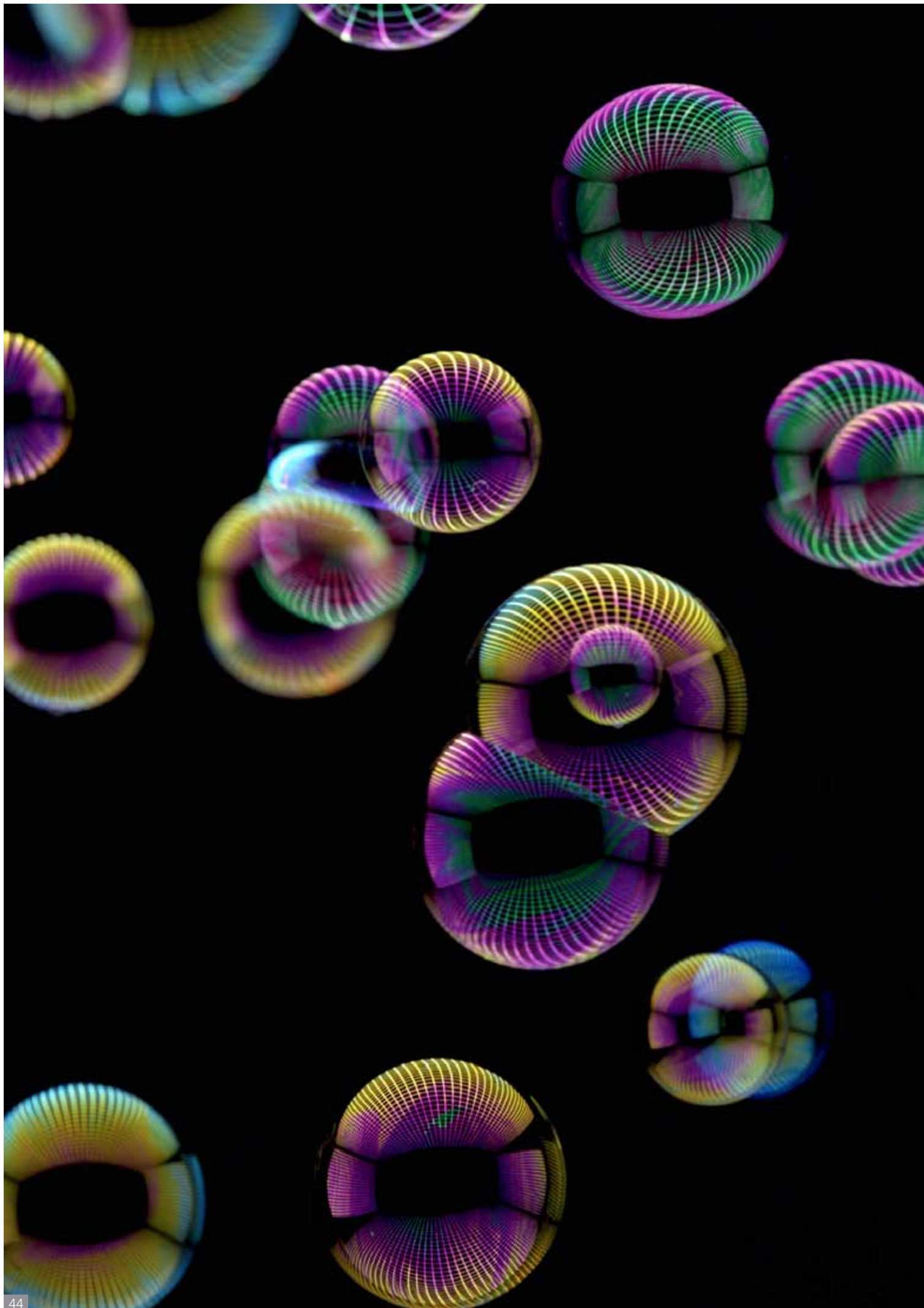
Once completed, Alpha should enable the region to meet, ahead of schedule, the highest standards in the European Union for drinking water.



Eleanor Gill, Chief Executive of the Consumer Council

"The Consumer Council supports the need for investment in our water infrastructure to deliver consumers a safe, clean and reliable supply of drinking water. In return it is vital that these projects also deliver efficiency, quality and excellent value for money."





Investment Pillar:

Productive

Enterprise and innovation, tourism, rural development and primary industries, public sector reform

Our key priority is to create a modern economy driven by business and targeted on higher value added and innovative products and services. We will invest in the shaping of a competitive economy: one which is less reliant on natural resources, physical capital and low-skill labour, and supported by a more modern and efficient public sector.

The provision of financial assistance will help attract first-time Foreign Direct Investment (FDI). Funding will also be available to encourage the expansion and growth of existing clients, both local and foreign owned.

We will increasingly target our support to encourage the development of high added value industry sectors that will introduce new technologies, value added processes and

associated skills into our workplace thereby helping to expand the export base, grow and strengthen the local supply chain and secure the long-term future of our economy.

We will provide publicly owned land, zoned for industrial use, in areas where there is demonstrable market failure. In particular, we will seek to ensure that Invest NI client companies, both local and foreign-owned, are not constrained in pursuing export-focused growth plans by the current trends within the property market, these being issues of affordability and the redevelopment of brown field industrial sites for uses such as housing, distribution and retail. Specifically we will acquire land and develop serviced sites for Invest NI clients at main regional hubs as defined in the Regional Development Strategy. >>



» Development of the tourism product and service can stimulate economic growth further and generate revenue and higher levels of employment in rural and urban areas. We will provide investment to enhance tourism infrastructure and work with key partners to continue to progress implementation of our five tourism signature projects. Our rural areas offer real opportunities in terms of potential for growth in the provision of rural recreation and tourism, their attractiveness as places to invest, live and work, and their role as a reservoir of natural resources and highly valued landscapes. Investment will help to diversify the rural economy, and so protect the rural environment and its communities by modernising the agricultural sector as a whole.

In line with the requirements of the EU Nitrates Directive, we will reduce and prevent water pollution caused by the application and storage of organic manure and chemical fertiliser on farmland by supporting investment in improved storage. We will also provide support to the NI Rural Development Programme, fisheries and forestry industries.

We will continue to invest in government services to ensure that we deliver a more modern and efficient public sector. Workplace 2010 will provide a more modern working environment resulting in a smaller more efficient portfolio of buildings. Investment in other programmes, such as HR Connect, Account NI and an ICT shared services centre will replace outdated systems and provide better value for money.

Key goals

Over the lifetime of this strategy, we aspire to deliver:

- sustained private sector growth in the manufacturing and internationally tradable services industry sectors, by supporting high added value projects from existing and prospective Invest NI clients;
- sufficient high quality serviced sites for industrial development at strategic locations across Northern Ireland to meet the demand from Invest NI clients, both local and foreign-owned, thereby supporting balanced industrial development and job creation across the region;
- tourism infrastructure to develop and improve the quality of our tourism product;
- continue to support the economic and social development of our rural communities, and support the modernisation of our primary industries and to help ensure compliance with EU directives;
- modern Government accommodation and systems to deliver efficient and value for money public services.

Milestones

In working towards these goals, key milestones will include:

- a major review of surplus public sector sites by 2008, and with a view to identifying significant sites with industrial development potential across the region;
- by 2012 acquire and / or develop 200 acres of serviced land for Invest NI client companies in main hubs as defined by the Regional Development Strategy;
- completion of the Workplace 2010 contract in 2009, with investment to upgrade and modernise public sector accommodation and systems;
- helping the farming community into compliance with the Nitrates Directive by 2009;
- by 2013 £25m of public and private investment will be made in the fishing industry through the European Fisheries Fund Programme;
- support for 20 farm/agri-food businesses in a £10m scheme to create renewable energy from agri-food waste by 2014.



PROJECT IN PROGRESS

Workplace 2010

Background

Workplace 2010 is part of the Executive's reform programme to modernise the working environment of the Civil Service. The programme will address the poor state of many offices, caused by a backlog of maintenance work, and enable the Civil Service to make better use of space and support modern, more flexible and efficient ways of working. The main components of the programme include the transfer of 65 buildings in Belfast and seven regional offices to a private sector partner, who will become responsible for their maintenance and servicing. This transfer will generate a large capital payment, which will be available for the Executive to reinvest in priority public services. The programme also envisages the refurbishment of 15 core properties, the introduction of new accommodation standards and the disposal of surplus properties.

We will invest in the shaping of a competitive economy: one which is less reliant on natural resources, physical capital and low-skill labour, and supported by a more modern and efficient public sector



Delivering our infrastructure investment plans

This strategy sets out our determination as an Executive to see a step change in the delivery of infrastructure investment. The higher investment levels and accelerated programmes bring delivery and socio-economic challenges but we are determined to ensure that significant efforts are made to ensure that the available funding is converted into infrastructure in a timely manner for the benefit of citizens.

As a first step, work is underway in departments to finalise Investment Delivery Plans, which will provide additional detail on the future infrastructure investments, organisational capacity and delivery arrangements. These will be published by departments by 31 March 2008.

New central arrangements will be put in place to monitor the performance of departments and

agencies in delivering investment. These will allow the Executive to consider appropriate actions to support effective delivery and to respond to changing circumstances over time. A secure internet-enabled investment monitoring system providing up-to-date information on the status of all major public sector capital procurements is being rolled out – and this will be mandatory for all bodies responsible for procurement and delivery.

The delivery of the Investment Strategy will require a high level of coordination and cooperation between the public and private sectors. We envisage significant opportunities for our local construction industry as lead contractors and/or as part of the supply chain. We are also working with local industry bodies and the Sector Skills Council for construction, ConstructionSkills, and will ensure that apprenticeships are put in place to enable people

to develop sustainable skills and gain qualifications which will benefit them after the life of this strategy.

The Executive is currently restricted in its fiscal and revenue raising flexibility. These restraints must be recognised as we seek to balance demand for delivery against access to available resources. It is important to bear in mind that a range of options will have to be considered carefully by the Executive. In meeting these challenges, efficiency, effectiveness and social benefits will be central considerations.

As an Executive, we are keen to deliver an ambitious programme of capital investment and renewal, and to ensure that existing infrastructure assets are being fully used to deliver public services. A Capital Realisations Taskforce was established in October 2007 to review existing government assets and to establish the potential for the Executive to

realise better value from those assets no longer needed or fully utilised by the public sector going forward. The Taskforce has now reported to its commissioning Ministers, and identifies opportunities to realise significant additional value from surplus or underutilised assets for reinvestment in essential infrastructure. These opportunities can be taken forward by departments, with specialist advice from SIB, in ways that maximise the value for the citizen. The Taskforce also made a series of recommendations to improve asset management across the public sector, and these recommendations can be taken forward as part of the implementation of this Investment Strategy, and will be incorporated into departments' delivery plans.

At all times the Executive will consider how the delivery of such an ambitious infrastructure programme can improve public services, deliver best value for money >>



» as well as grow the economy, support positive social outcomes and enhance as far as possible the environment.

At a strategic level an Equality Impact Assessment has been carried out on this Strategy in accordance with statutory duties.

Procurement of major infrastructure will be taken forward in full compliance with best procurement practice. This will entail all procurement contracts from the initial conceptual stage, through detailed project planning, tendering and completion of final contract. Individual projects and programmes

will be rigorously assessed for best value-for-money and affordability using Treasury guidance (Green Book), and this will inform the procurement and funding routes on a case-by-case basis. Further work will be undertaken by departments, overseen by the Procurement Board, to implement fully the Achieving Excellence in Construction initiative in delivering this Investment Strategy. Importantly, specific guidance on embedding equality and sustainability, including consideration of social outcomes in procurement processes, has also been developed and will be central to the delivery of this Strategy in order to meet statutory obligations and deliver on policy objectives.

Twelve principles of public procurement

Source: Public Procurement Policy, Department of Finance and Personnel, May 2002

- **Accountability** – effective mechanisms must be in place in order to enable departmental accounting officers and their equivalents in other public bodies to discharge their personal responsibility on issues of procurement risk and expenditure
- **Competitive supply** – procurement should be carried out by competition unless there are convincing reasons to the contrary
- **Consistency** – suppliers should, all things being equal, be able to expect the same general procurement policy across the public sector
- **Effectiveness** – public bodies should meet the commercial, regulatory and socio-economic goals of government in a balanced manner appropriate to the procurement requirement
- **Efficiency** – procurement processes should be carried out as cost effectively as possible
- **Fair dealing** – suppliers should be treated fairly and without unfair discrimination, including protection of commercial confidentiality where required. Public bodies should not impose unnecessary burdens or constraints on suppliers or potential suppliers
- **Integration** – in line with the Executive's policy on joined up government, procurement policy should pay due regard to the Executive's other policies, rather than cut across them
- **Integrity** – there should be no corruption or collusion with suppliers or others
- **Informed decision making** – public bodies need to base decisions on accurate information and to monitor requirements to ensure that they are being met
- **Legality** – public bodies must conform to European Union and other legal requirements
- **Responsiveness** – public bodies should endeavour to meet the aspirations, expectations and needs of the community served by the procurement
- **Transparency** – public bodies should ensure that there is openness and clarity on procurement policy and its delivery.



As a signal of our determination to accelerate investment delivery, we commit in the Programme for Government to deliver a fundamental overhaul of the planning system by 2011. As an immediate step, we commit to providing from today a planning decision on all new large scale proposals within six months of receipt, provided there has been pre-application consultation.

The principal measure of success will be the delivery of new and improved infrastructure on time and to budget that provides a platform to deliver our Programme for Government.

Consultation

Public consultation has played an important part in the development of this Investment Strategy. Four consultation events were held in November and December 2007 to facilitate members of the public to air views on the Strategy in its draft form. These events were in Derry~Londonderry, Armagh, Enniskillen and Belfast. We are grateful to NICVA for hosting additional events in Belfast and Cookstown to engage local voluntary and community groups.

In addition, we are grateful for written consultation responses received, which have also helped to inform this Strategy.

Closing comments

This is the most ambitious Investment Strategy Northern Ireland has ever seen. Our landscape and buildings will be transformed as the strategy is implemented over the next 10 years. This is an opportunity to make a real difference and we fully intend to seize it. We will bring a tenacity, vitality and hands-on approach to assure the physical transformation of our region – and to help deliver on our vision and promises in the Programme for Government. We encourage the public sector, the private sector and the voluntary and community sectors to share our vision and work with us to build a shared and better future for everyone.

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