



A Department of the
**Northern Ireland
Executive**
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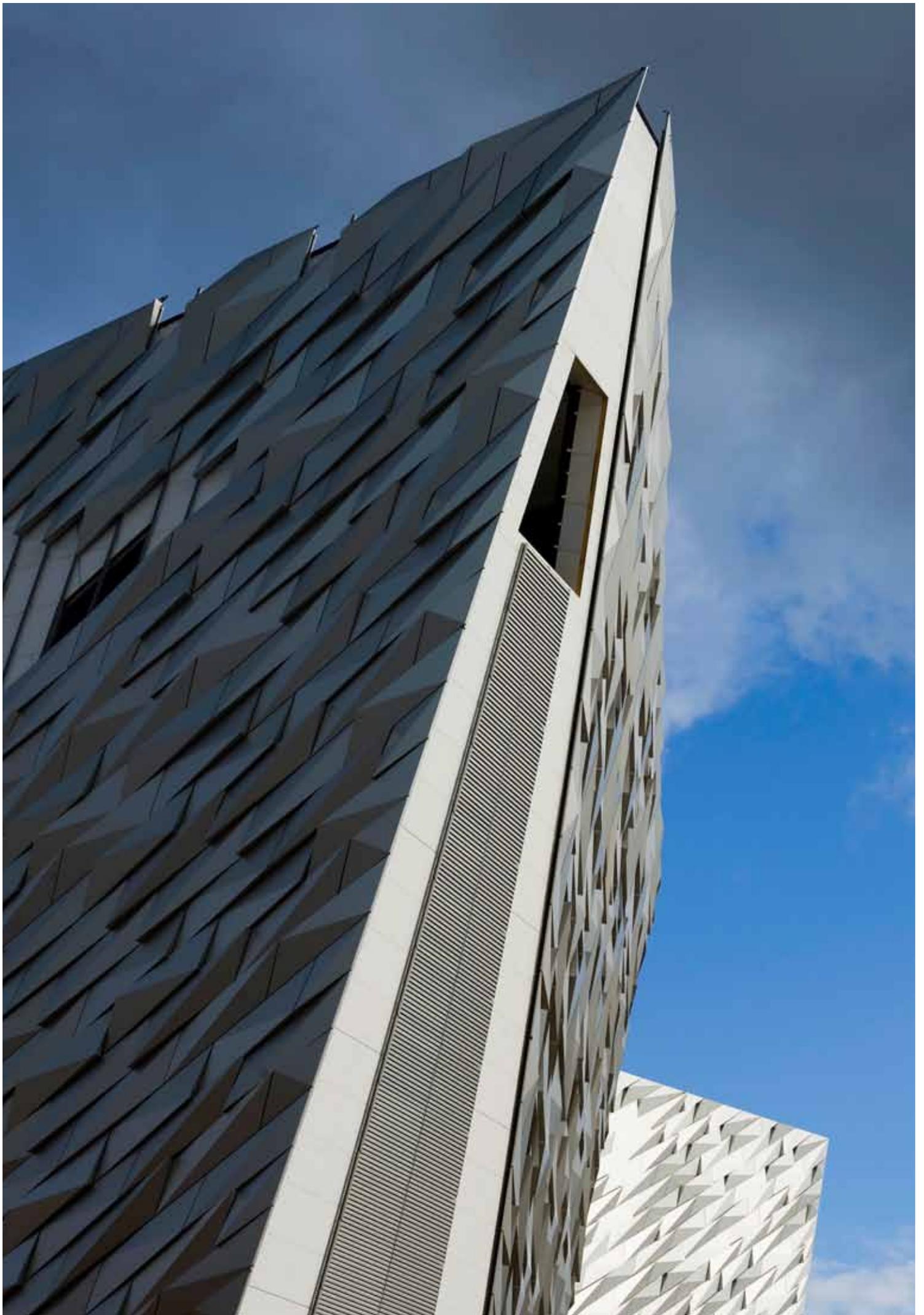


**Investment
Strategy**
Northern Ireland

Investment Strategy for Northern Ireland 2011-21

building a better future





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1. Introduction

When we launched the Executive's Investment Strategy in early 2008, we set out to deliver the largest ever programme of capital investment in our local public services. We recognised that a modern infrastructure is critical to the future success of this region – it underpins our economy and society and helps us to improve public services for all – and that remains true today.

A lot has been achieved since 2008. We have already delivered capital investment at unprecedented levels, despite the economic downturn. This is starting to put right the legacy of underinvestment that we inherited from Direct Rule. We are determined to sustain the momentum. People are now enjoying the benefits of improved roads, new public transport, healthcare facilities, schools and libraries. Behind the scenes, our water and waste water treatment facilities and telecommunications network have also had significant improvements. Since devolution, locally accountable Ministers have taken firm steps to ensure that all the money that is available to the Executive is invested and, in total, around £6.5bn has been invested since 2008.

This document updates the Investment Strategy to reflect the priorities in our Programme for Government. It highlights the progress made to date and sets out the next phase of investment in key projects and programmes. The Strategy was subject to a public consultation and the document has been revised to reflect the key issues raised. Appendix 1 lists those organisations and individuals who provided written submissions. We thank all those who took time to share their views.

While our resolve to invest remains resolute, the scale and focus on investment is updated to reflect the current economic climate and our focus is now on protecting jobs, fostering economic recovery and protecting public services. The decision of the Coalition Government at Westminster to cut public spending means that there will be less money than we had anticipated. We are focused on prioritising infrastructure programmes that will deliver the best return in the period ahead.



Phil Smyth Photography



Local businesses have a vital part to play in helping us to deliver the Investment Strategy. This is helping to protect jobs at all parts of the supply chain – in technical services, quarrying, transport, fabrication, construction and fit-out. We recognise that up-to-date information on our plans helps these industries to plan ahead with more certainty, especially in these difficult times. Our departments now publish comprehensive up-to-date information on all planned capital works funded under the Investment Strategy so that everyone can stay informed about our latest plans, timescales and can track our progress. This information is available on the Executive's Investment Strategy website, www.isni.gov.uk. It also underlines our commitment to open and transparent government, accessible to all in our community.

Securing value for money is very important to us all. We will continue to improve the way we deliver essential public services and to protect frontline services from the cuts imposed on us. By coordinating our investment plans through one Investment Strategy, government departments and related public bodies can identify opportunities to collaborate with each other and with external partners in order to deliver better services across

the region and avoid wasteful expenditure. The right infrastructure in the right place is helping us to drive up productivity, drive out waste and improve service quality – all of which helps to protect frontline services at a time of lower public funding.

At a time of economic uncertainty, this Investment Strategy represents a significant stimulus that will protect jobs and lay down a modern and efficient infrastructure that will serve all our people well for many decades to come.

Our priorities for the next phase of the Investment Strategy reflect Executive priorities which are:

- Growing a sustainable economy and investing in the future;
- Creating opportunities, tackling disadvantage and improving health and wellbeing;
- Protecting our people, the environment and creating safer communities;
- Building a strong and shared community;
- Delivering high quality and efficient public services.

Supporting economic recovery and growth

Through the Investment Strategy, we are providing a £5 billion stimulus over the first four years into the construction and related sectors of our economy – money that will flow across the region and into the wider economy. This will keep people in productive employment and put money into wage packets at a time of understandable concern for job security. When it is appropriate, we will seek to bring forward investment in those public works that are more labour-intensive at the expense of schemes that would deliver a lower employment impact. Research has demonstrated that areas like facilities and roads maintenance, refurbishment, upgrades and extensions typically support twice as many jobs as similar value works that require the purchase of land and specialist materials. The Executive is determined to maximise the impact on jobs of every pound invested in order to speed up economic recovery.

We value the support of the business community and are working with sector representatives to ensure that small and medium size enterprises across the region are helped to bid for public works. An understanding of our natural resources and local skills base during the design and specification of public works can also advantage local suppliers in ways consistent with public procurement law and value for money.

The next phase of capital investment will target the costs of doing business here and help to make us more productive and more competitive when compared to other regions. Employers and investors alike tell us that the quality of infrastructure is a very important factor in their investment decisions – although other factors like taxation are important too. Good transport and telecoms links, reliable and affordable energy and a schools/college system producing a well educated workforce are essential ‘must haves’ to encourage investment and to help local businesses to grow and compete in an increasingly global marketplace. As evidence of this, our recent success in attracting high-value jobs and investment from major US corporations was made possible because, through the Investment Strategy, the Executive has delivered investment in cutting edge telecoms connectivity. We now have faster and more reliable access to the global internet than many other competitor regions – and this is paying real dividends in terms of new jobs.



New high speed telecoms links now enable NYSE Euronext to route streaming market data from major stock exchanges in Europe and North America into its Belfast site. This has made it possible for the company to locate some core operations such as systems support and quality assurance functions in Belfast, supporting recent job creation announcements. In the creative economy, too, the decision of major film producers to consider our potential as a production location reflects the very high speed connections from here to post-production facilities on the west coast, USA. We now have a distinctive competitive advantage as a result of these investments.

Whilst this region is relatively small, we have the advantage that we can act together, act quickly and be responsive to the needs of the economy. Our Investment Strategy is an important means of coordinating such action to ensure maximum impact from every pound invested.

Maximising the social benefits of investment

As an Executive, we are working together to encourage cohesion, sharing and integration at all levels to build a united community. We will continue to promote equality of opportunity so that all our people can fulfil their potential. This is helping to deliver a modern, dynamic and confident society with respect for all – a place where fairness, safety, prosperity and wellbeing are enjoyed by everyone.

This work is reflected in the Investment Strategy in a number of ways.

We have introduced ‘social clauses’ into contracts for major public works. These clauses require contractors to deliver employment and training opportunities for apprentices and the long-term unemployed. Contractors are also encouraged to engage proactively with the local community to identify other social benefits such as the use of public buildings for community use. These changes in how we procure major works are already helping young people, particularly in areas of high deprivation, to access valuable training opportunities at a time of particular difficulty in the training and jobs market. Going forward, we will develop these schemes further with a particular focus on introducing social clauses in supplies and services contracts to ensure that as many people as possible benefit across the region.

We will soon be launching a ‘Social Clauses Toolkit’ as a best practice guide to maximising social benefits from all relevant publicly procured contracts. The Toolkit will outline a step-by-step approach to achieving tangible benefits for the communities. It will provide practical examples of the integration of social benefits by procurers both in Northern Ireland and beyond together with an explanation of the key considerations and actions to be taken by procurers at each stage of the procurement process. The Toolkit will demonstrate that the effective delivery of social benefits can only be achieved if they become a key consideration at every stage, from commissioning right through to monitoring the contract post-award. Ultimately, it aims to equip all of those in the commissioning and procurement field with the necessary tools and knowledge to take the first steps towards procuring for social benefit.

The Titanic Signature Building (Titanic Belfast) was one of the first major contracts to include the new social benefit clauses. Apprentices and long term unemployed have benefited from training and specific programme experience and thirty seven subcontracts have been awarded to local firms. This project is a £77m stimulus to the local economy and is a major boost to construction employment. Since its opening in April 2012, the venue is a ‘must-see’ tourist destination tapping into the global interest in RMS Titanic. During construction it supported over 250 direct jobs on-site, and many indirectly in the supply chain, in addition to jobs in the tourism and hospitality industry across the region.

New facilities are also being designed to maximise public benefits. As part of a decentralisation approach, DARD will start the process of relocating outside the greater Belfast area. This work will commence in the current budget period and will be concluded at the beginning of the next. Our new schools, for example, provide a world-class learning environment for children during the school day but, through better design, can also allow for safe and secure public access to indoor and outdoor spaces after school hours. This is an example of making the fullest use of new facilities for the benefit of all in the community providing convenient space for adult learning, community theatre, sport, leisure and other activities that enrich health and wellbeing. It also demonstrates how planning in one area of government, such as education, can help to deliver wider objectives in the Executive’s Programme for Government such as improving health and increasing access to cultural and leisure events. We recognise that investment in social activities, including culture, arts, leisure, libraries and sport, makes an important contribution to the economy, improved health and well being, education, lifelong learning and improved social inclusion – and to the underlying social fabric of communities across the region.



Photographs: Rory Moore Photography

A new social enterprise model has been developed to manage the community aspect of 'extended schools'. Under this approach, the community and school work together on a not-for-profit basis to maximise the use of sports and recreational facilities after school hours - including managing facility bookings, insurance, maintenance and promotion to local groups. The involvement of the community directly in this way helps to ensure that the facilities are targeted at meeting local needs and any surplus income can be reinvested in a tax efficient way to widen participation.

Cohesion, sharing and integration are at the heart of how we plan for the future. In too many areas, the pattern of existing infrastructure reflects division and it is important that new investment takes account of our commitment to support shared, accessible and welcoming facilities that provide high quality and efficient public services. Through the Investment Strategy, an area-based and cross-departmental approach will be used to ensure the right facilities are provided in the right places, based on need. Departments and related public bodies will work to ensure this happens, building on robust analysis and wide consultation. By sharing and integrating services, we aim to ensure that public money is used to improve service quality effectively and efficiently, while also supporting our strategic aims for cohesion, sharing and integration.

Investing to create opportunities and tackle disadvantage

Our urban centres and their hinterlands play an important role in driving competitiveness and economic growth. We must continue to make our cities attractive places to live, work and invest in order to grow our economy, create opportunities and tackle disadvantage in all parts of the region.

Belfast and **Derry~Londonderry** continue to capture the attention of many. They are becoming more cosmopolitan European cities with lively shopping, fashionable new restaurants and exciting entertainment. The number of hotel rooms has risen to match the needs of millions of visitors.

- In Belfast, private developments such as Victoria Square, Titanic Quarter and Cathedral Quarter are complemented by major public investment including the upgrade of the Westlink, which links the M1, M2 and M3 motorways; Belfast sewers projects; transport improvements through the new metro bus system; and the introduction of quality bus corridors and park and ride facilities. The Paint Shed in Titanic Quarter is now a major film production facility used by leading US producers.



Rory Moore Photography

- Derry~Londonderry has strongly positioned itself as a cultural and digital hub. Winning the inaugural UK City of Culture competition has renewed its energy and given impetus to the new regeneration plan for the city. We will build on the strong existing assets of the Walled City of Derry~Londonderry and its scenic hinterland. Other strengths include a relatively young population and a university providing a vital flow of skilled labour to local and international investors. A significant programme of regeneration is underway, led by Ilex, in partnership with Derry City Council.

We recognise that growing a regional economy will benefit from strong cities and rural areas. Our rural areas, including our towns and villages, have a key role in supporting economic growth. They offer opportunities in terms of their potential for growth in new sectors, the provision of rural recreation and tourism, and their attractiveness as places to invest, live and work.

Balanced growth and tackling regional imbalance are critical issues. This means places having a co-ordinated approach to the provision of services, employment and infrastructure and a focus on cooperation between service providers. The Regional Development Strategy 2035 sets out the spatial framework to guide future development. Through the Investment Strategy we seek to tackle regional disadvantage by addressing the issues that affect our communities: tackling poverty, encouraging diversification, enhancing connectivity and improving the overall quality of service provision.

Delivering high quality and efficient public services

As an Executive, we are determined to protect the availability and quality of frontline public services in the face of cuts to our budget. We will do this by working together to increase productivity in all areas of our public services in the coming years. By identifying better and more efficient ways of working we aim to deliver services to citizens at a lower cost than today. This means identifying and removing waste and embracing new ways of working and sharing.

Very often, the configuration and condition of our public infrastructure contributes to costs being higher than they could be. The location, size and design of our public buildings are the result of investment decisions taken many years, or decades ago. A lot has changed since. Our population has increased and a greater proportion is now older. Our towns and cities have grown and people's needs and expectations about service entitlement and service standards have changed. New technology, for example, is opening up faster and better ways of delivering services, often at a lower cost per transaction. More energy efficient solutions are now available, delivering both cost and emission reductions and with the potential to increase our use of renewable energy sources rather than the traditional fossil fuels.

With less money to go around, we will invest in better and more efficient ways to deliver essential public services rather than simply cut the availability or quality of those services in order to save money.

The Investment Strategy will provide a focus for this work.

We are ensuring that comprehensive and up-to-date information on the entire public sector estate is available to those best placed to identify waste and take action. In future, for example, information on vacant space in one area of government will be available to all departments and this will reduce the chance that unnecessary contracts for new space are entered into. Value can then be created from surplus and underutilised assets. We will also be able to benchmark property performance across the public sector in order to identify opportunities for improvement.

Better data can now help us to make well-informed investment decisions. Strategic infrastructure planning models capable of simulating the impact on accessibility, cost, quality and performance of a wide range of investment alternatives will be developed for all major service areas. Work is already underway. These state of the art models will be used to help ensure that we get the right infrastructure in the right place to meet needs and that individual capital schemes improve overall productivity. This work will also help departments to reduce the amount spent on external consultants and is an example of the world-class skills and innovation at the heart of our public service.

Where it makes sense, there will be more focus on joining-up and co-locating services that are delivered by different public bodies. We will work closely with local government and others to develop joint delivery models and to align and integrate resources, where appropriate. This is good for service users and reflects our determination to put the needs of citizens at the heart of the Investment Strategy. By putting complementary services 'under the one roof' in the community, we aim to make it easier and more convenient for people to access essential public services. It will also help us to protect frontline services from the cuts imposed on our budget. By spreading the fixed costs of delivery between a number of services, we can reinvest the savings.

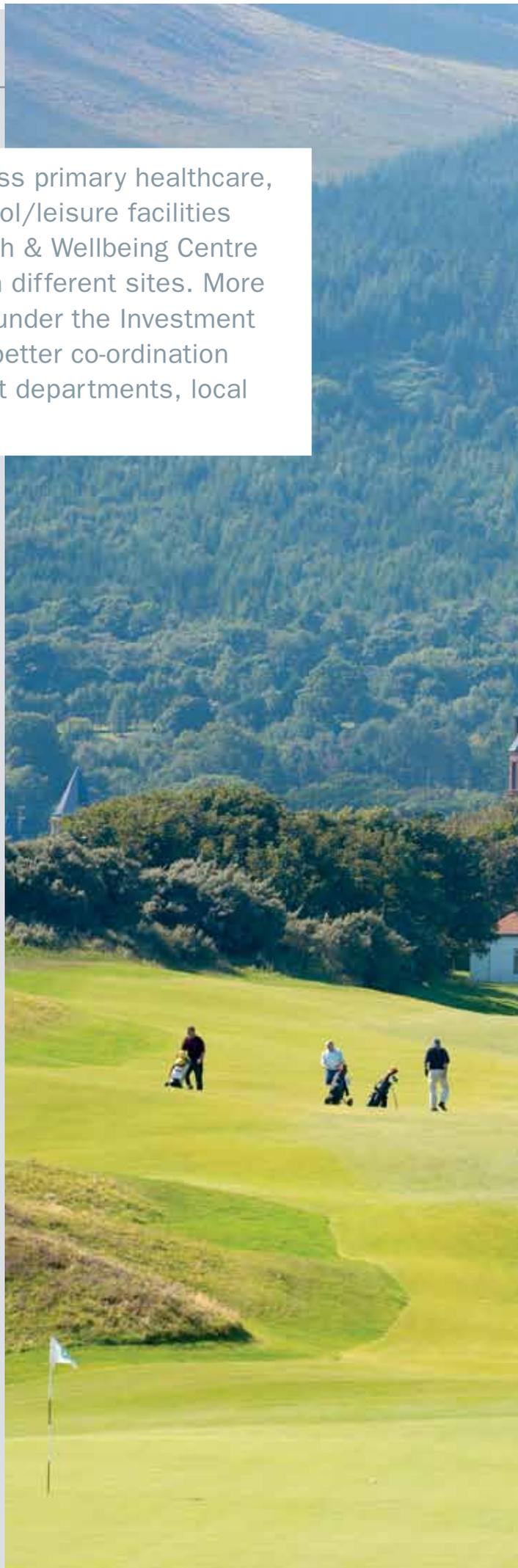
Citizens in North Belfast can now access primary healthcare, library, advice centre and swimming pool/leisure facilities all under the one roof. The Grove Health & Wellbeing Centre replaces a number of older facilities on different sites. More projects like this one will be delivered under the Investment Strategy as the Executive encourages better co-ordination of investment plans across government departments, local authorities and other providers.

For all our public services, driving up productivity and improving service quality in the years ahead will require a careful balance to be struck on where and how services are delivered across the region. Some services are increasingly specialised and high cost and so work best only when centralised. Such services are most sustainable at a small number of places that serve the entire population. In other cases, modern technology and the internet will empower us to bring services right into the home - increasing accessibility and convenience and even expanding what it is possible to provide.

As an Executive, we do not seek simply to replicate historic patterns of provision in our future investment plans. Instead, we are determined that informed choices, based on the best evidence of what works, will deliver the right infrastructure to ensure our essential public services are financially and operationally sustainable into the future and deliver the quality of service people deserve.



Chris Hill Photography



Protecting our people and the environment

Northern Ireland is blessed with a wonderful natural environment which we are committed to protecting and enhancing, both for the benefit of today's citizens and for generations to come. We have inherited a region renowned for its attractive landscape, clean water and air, historic buildings, dramatic coastline and blue flag beaches. We recognise that we have a duty to care for and sustain this natural resource. The quality of our environment underpins the success of our agri-food and tourism economy – and increasingly our creative and film sectors - and acts as a broader magnet that enhances the attraction of the region as an investment destination. These are important considerations for our future prosperity and wellbeing.

Compliance with international standards is another driver of investment. In waste management, for example, European Law requires us to make less use of landfill and invest more in new waste treatment facilities. Meeting the requirements of the EU Nitrates and EU Water Framework Directives also has financial repercussions that we will address.

The UK Climate Change Act 2008 legislated for an 80% mandatory cut in the UK's carbon emissions by 2050 (compared to 1990 levels), with a target of 35% by 2025. We must adapt swiftly to meet these targets. This means becoming more energy efficient, switching fuels, changing transport modes and replacing inefficient infrastructure.

In energy generation, we will work with the utility companies to migrate from a reliance on imported fossil fuels to clean renewable generation in the future. If we act decisively, we can create new jobs and develop local expertise in this growing sector, building on our natural resources for wind and wave power and also on the engineering prowess of local companies and our universities and FE colleges.

Action is needed to change energy demand. Smart metering can help people to focus on waste and encourage investment in energy efficiency measures. Upgrading the public housing stock is another major challenge in the next decade – and we plan to support a major programme of home insulation. Investment in the public transport network, together with other actions, must facilitate a shift away from the car in order to reduce emissions.

Importantly, we will continue to invest in flood risk management infrastructure so that people and property in vulnerable areas are less at risk during extreme weather.



Martin McKeown Photography

2. Investment Allocations

This section sets out our investment allocations for the four years to 2014/15, with indicative allocations for the six years following, to form a ten year perspective. The funding will be used by departments to take forward capital programmes and projects that help us to deliver the policy objectives and priorities in our Programme for Government.

The investment is presented under pillars to help co-ordinate plans between government departments and ensure best use of public money.

Since the publication of the draft Investment Strategy, which was consistent with the figures published in the Executive's Final budget, we have considered the implications of the announcement by the Irish Government on the A5/A8 Road Schemes. The Strategy has been updated to reflect our announcement in February 2012 on these schemes.

We plan to augment Executive funds by accessing alternative finance for some projects that are suitable to be funded in this way. A final decision to use alternative finance for any project is subject to Ministerial approval of a business case that considers affordability, relative value for money, impact on delivery timescales and compliance with prevailing public expenditure rules.

Future contracts for infrastructure development will include social clauses. These clauses will help to ensure investments deliver community benefits too, for example, through consultation, opportunities for apprenticeships or community use of assets.

Funding for the period from 2015/16 to 2020/21 assumes an increase of 2.7% per annum in the Block Grant that will be made available for capital investment and augmented by RRI borrowing and a realistic level of capital receipts. The figures and allocations for this latter period are indicative only and allocations beyond 2014/15 will be determined by the Executive through a subsequent budget process.

The amounts allocated to investment at a Pillar and Sub-Pillar level are set out on the following page.

INVESTMENT PRIORITIES 2011/12 TO 2020/21

£ms	2011/12 to 2014/15	2015/16 to 2020/21	Total
Roads †	825	1,188	2,013
Public Transport	222	280	502
Gateways	-	-	-
Telecoms	14	6	20
Energy	10	95	105
NETWORKS	1,071	1,569	2,640
Schools & Youth ††	512	1,232	1,744
FE & HE	128	180	308
Libraries	12	70	82
SKILLS	652	1,482	2,134
Primary Care, Hospitals & Public Safety †††	943	1,970	2,913
HEALTH	943	1,970	2,913
Regeneration	215	270	485
Housing	758	855	1,613
Welfare Reform	8	12	20
Culture, Arts, Sport	149	208	357
SOCIAL	1,130	1,345	2,475
Water & Waste Water	668	990	1,658
Waste Management	4	12	16
Flood Risk Management	17	45	62
Environment	14	24	38
ENVIRONMENT	703	1,071	1,774
Enterprise & Innovation	154	145	299
Tourism	19	36	55
Rural & Primary Industries	66	76	142
Public Sector Infrastructure	85	128	213
PRODUCTIVE	324	385	709
Criminal Justice Infrastructure	290	385	675
JUSTICE	290	385	675
OTHERS (Areas of Spend)	16	8	24
GROSS TOTAL	5,129	8,215	13,344

† includes an indicative £390m of alternative finance in the period 2015 - 2021

†† includes an indicative £200m of alternative finance in the period 2015 - 2021

††† includes an indicative £500m of alternative finance in the period 2015 - 2021

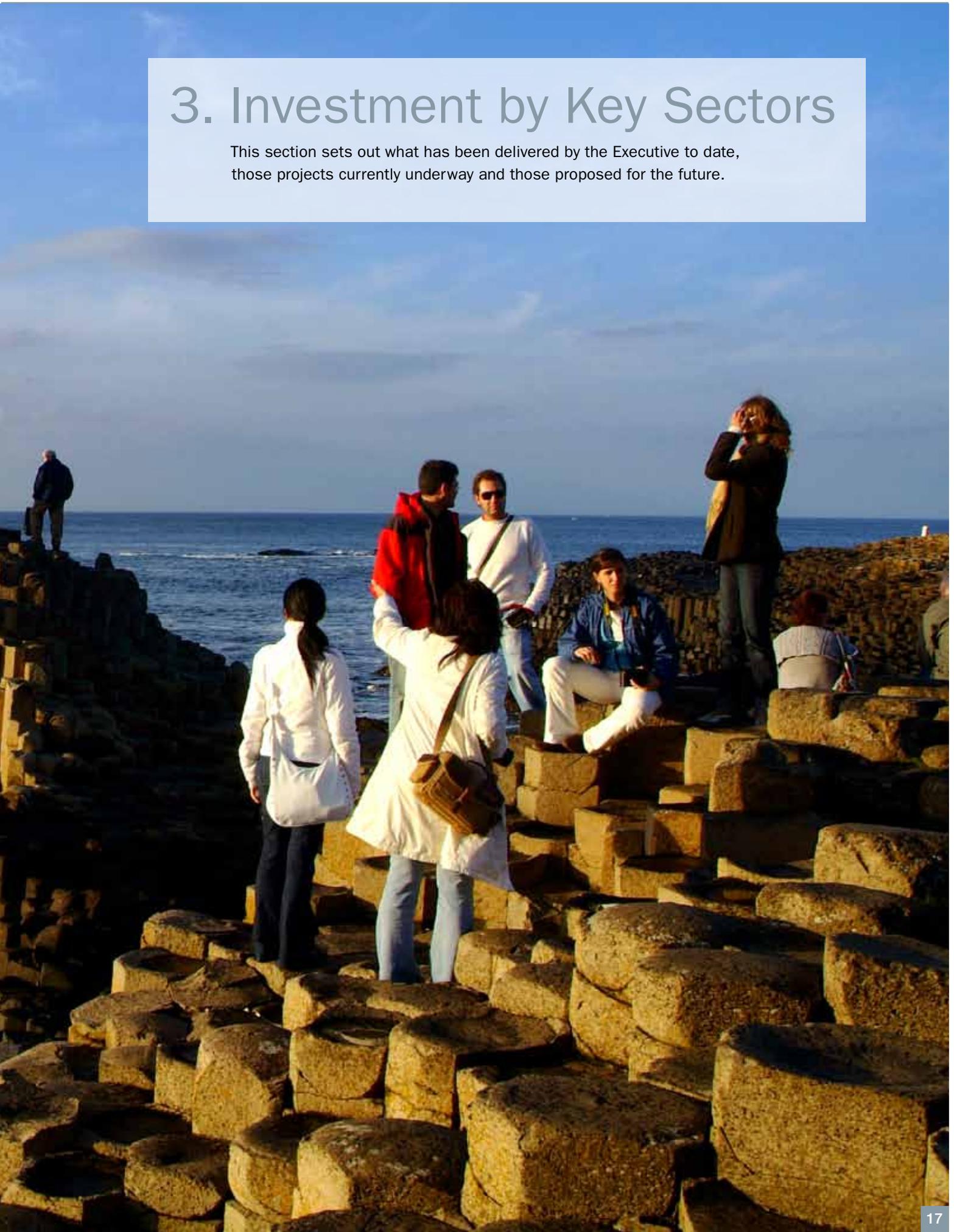
NB: A departmental analysis is provided in Appendix 2.





3. Investment by Key Sectors

This section sets out what has been delivered by the Executive to date, those projects currently underway and those proposed for the future.



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.

- Investment in the Roads Network will reduce journey times, improve safety and provide enhanced access to our urban centres and inter-regional Gateways.
- Investment in Public Transport links people to employment and education opportunities in a sustainable way, encouraging modal shift from the private car.
- Supporting investment in our Telecoms network will ensure that the region keeps pace with developments, allowing local businesses to remain competitive and attracting inward investment.
- 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.
- We will encourage extension of the natural gas network, where it is technically possible and economically feasible to do so, to enhance diversity of fuel supply and customer choice and bring about reductions in CO₂ emissions.





Key Achievements since 2008

Approximately £1.3 billion has been invested in our networks since the publication of the Investment Strategy in 2008. Some of the key achievements are set out below.



- Approaching £150m has been invested in significant improvements to the M1/Westlink and sections of the M2. Over £300m has been invested to deliver dual carriageway upgrading on the A1 Belfast/Dublin route and on the A4 Dungannon to Ballygawley. The grade separation of four further junctions on the A1 and the addition of realigned upgraded sections of the A4 at Annaghilla and A5 Tullyvar has improved safety and journey times.
- Construction on the A26/M2 Ballee Road East in Ballymena has reduced delays and improved safety by diverting traffic on to a new 2.1km long dual carriageway, while the completion of 6.6km of dual carriageway on the A2 Broadbridge project has significantly enhanced access to the City of Derry airport.
- Further single carriageway improvements have been completed in Newtownards, providing a new southern distributor and a link at Frederick Street. This has greatly reduced the congestion in the town and opened up areas for economic development. The realignment of the A29 between Dungannon and Cookstown at Carland Bridge has also improved safety and journey times along this link corridor.
- The local road network has been enhanced through a programme of minor works including local transport and safety measures, and bridge strengthening.
- The newly built train station at Newry was officially opened towards the end of 2009. The station has been significantly improved by the addition of a 300 space Park & Ride facility, upgrades to platforms, and a pedestrian bridge.
- In the summer of 2010, a new 700 space Park & Ride came into operation on the southern outskirts of Belfast at Cairnshill, which is served by a dedicated bus service and supported by more intensive bus priority measures.
- We have replaced over 600 buses reducing the average age of the fleet from ten years in 2007 to seven years in April 2012.
- The track life extension project on the railway line between Ballymena and Coleraine was completed in February 2010.
- Significant improvements in the reliability, cost and speed of international data transfer to North America and across Europe are being made possible by Project Kelvin. The new section of submarine cable provides a high-speed transatlantic internet connection and increases our competitive edge in a globalised world.
- Access to superfast broadband services has been delivered under the £51m Next Generation Broadband project, with improved speeds of up to 40Mbps available to at least 85% of businesses across the region. 89% of premises in the region are now served by a fibre access point and some 94% of households able to access high speed broadband service – the highest coverage in Europe.



Underway

- A balanced programme of improvements is being delivered on the strategic road network, to provide dual carriageway; on the A5 between New Buildings and Strabane, and between Ballygawley and Omagh; on the A8 (Belfast to Larne) route between Ballyclare and Larne; and on the A2 Shore Road at Greenisland.
- The A8 project commenced in July 2012 with the A5 anticipated to commence in autumn 2012.
- The A2, subject to a successful procurement process, could commence construction early in 2013.
- Development work will also continue on a range of other major projects including the A6 between Derry~Londonderry and Dungiven, and Westlink / York Street junction.
- All 20 new trains have been delivered and all will be in passenger service before the end of this year. The 20 new trains will replace the old stock still in service (mostly on the Larne line) as well as providing additional capacity and frequency throughout the network. To service the new trains, a Train Care Facility is being built at Adelaide, Belfast and some of the platforms on the railways network are being extended to allow the new trains to operate safely. Other elements of the Rail Service Delivery Programme continue, which include improvements to ticketing, train overhaul, Park & Ride, and station redevelopment.
- The Derry~Londonderry – Coleraine rail relay is to be completed in three phases. Work on the first phase started as planned in July 2012. Completion of re-signalling works and construction of a new passing loop will be undertaken in 2015, with a relay of the remaining track, if necessary, expected to be completed in 2021.
- There are a number of other associated projects, bridge work and safety improvements, which will be completed during the closure of the Derry~Londonderry – Coleraine railway line and they will be managed as part of the Track Renewals Programme.
- Design work on the Lisburn to Lurgan Signalling and Telcoms Cable Renewals project has commenced and this project will facilitate the planned track renewal works between Knockmore and Lurgan.
- A further 53 buses will be purchased this year as part of a new Clean Urban Transport Bus Project.
- The NI Renewable Heat Premium Payment scheme was launched in May 2012 and will run for a period of approximately one year pending the introduction of the Northern Ireland Renewable Heat Incentive for the domestic sector.



Looking Forward

- A new approach to Regional Transportation Strategy was published in March 2012. It seeks to build on what has been achieved, sets out a range of objectives that we want to achieve and outlines how we propose to get there. It focuses on moving people rather than moving vehicles, creating space on the networks for people and also for freight and on maintaining what is in place and using it in a smarter way.
- Roads Service is responsible for the maintenance of 25,000km of public roads and footways. Going forward we will focus our structural maintenance investment on maintaining the condition of the motorway and trunk road network.
- The planned improvements to the A5 and A8 will deliver a major upgrade to the strategic roads network. This investment will improve safety and journey times to the North West and to the Port of Larne. Improvements on the A2 will alleviate congestion on this busy commuter route between East Antrim and Belfast.
- Further upgrades on routes on the strategic roads network will improve journey times, enhance safety and improve access to the ports and gateways thereby contributing to an improving economy. Whilst it is important to continue the programme of road and transport schemes for the social and economic development of Northern Ireland, there are constraints on the amount of capital available for conventionally funded schemes.
- Beyond 2015, we will progress a package of high-priority highway schemes on the North- Western and Northern corridors (M2/A6/A26) amounting to around £390m using alternative finance. This recognises the significant investment in the South and West over recent years and in the current budget period (A1/A4/A5). However, a commitment to fund the revenue consequences of this roads package will be required, and so the timing depends on future resource budgets.



The Transport Masterplan for Belfast City Centre will be progressed. This envisages significant changes to the road layout and traffic management arrangements and focusing on improved public transport services, better facilities for walking and cycling and a reduction in reliance on the private car. This work also facilitates the introduction of pilot bus-based rapid transit network in Belfast, which is currently being progressed.

- The timing of the work on the Knockmore to Lurgan rail line will be considered in future budget scenarios.
- The potential development of a new Integrated Transport Hub and Interchange on the site of the existing Europa Bus Centre and Great Victoria Street Railway Station and adjacent land will be taken forward.
- Potential investment in Sustainable Transport Initiatives and ICT investment in Transport services will be considered and taken forward.
- Investment in Telecoms will continue towards the aims set out by the UK Coalition Government. Northern Ireland has secured a £4.4m allocation under the £530m funded Broadband Delivery UK Strategy (BDUK) and is in discussions to source additional significant funding to develop and deliver an innovative project to improve access to mobile voice and data services. Funds will be used to ensure that all premises here continue to have access to a broadband service and to offer a service level of at least 2Mbps across the region.
- We will support significant investment in the Electricity Grid and Interconnection to ensure that consumers benefit from the Single Electricity Market, there is improved security of supply and that wind energy as a valuable energy source is not curtailed.



Skills:

Schools, higher and further education, youth services, libraries

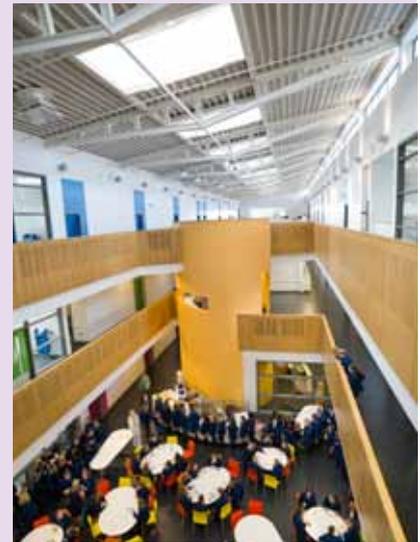
A peaceful, fair and prosperous society has at its heart a well educated population, with the skills to engage fully and positively in society and in the economy. The skill-base of countries and regions is increasingly the key determinant of relative economic growth, competitiveness and productivity – factors vital to support higher living standards in an increasingly globalised economy.

- Investment that improves the educational environment and that delivers efficiency across the wider schools estate will protect the future prospects for all of our children. Increasingly, schools are performing extended roles in communities and have become valued venues for youth services, adult continuing education and recreation.
- Investment in the Further and Higher Education estates will help to ensure that the infrastructure exists to deliver high quality courses to create a skill-pool and the research capabilities that are essential to support the expansion of home-grown businesses and also to attract inward investment.
- Libraries play an important role in helping to improve literacy, particularly in the most disadvantaged areas, and in promoting life-long learning. The internet has brought about massive changes to the way that society chooses to learn and access information and this is opening up opportunities to expand public access through the use of technology.

Key Achievements since 2008

Since the publication of the Investment Strategy, approximately £950m has been invested in improving the estate that supports our skills sector. Some of the key achievements are set out below.

- 47 major capital school projects have been completed representing an investment of approximately £466.5m in the schools estate across the region. Seven major capital projects were completed in 2011-12 with a capital investment of £39.5m. These included Banbridge Academy; Whitehouse Primary School in Newtownabbey; Magherafelt High School; St Joseph's Primary School in Madden; Taughmonagh Primary School in Belfast; Coranny/Cornagague Primary School in Rosslea; and St Oliver Plunkett Primary School in Forkhill.
- A new Technology & Skills Centre at Killyhevlin, Enniskillen was opened by the South West College in June 2009.
- The South East Regional College opened phase one of Downpatrick and Newcastle campus upgrades in mid 2009, and a new build campus in Lisburn opened in April 2010. The final phases of these projects were completed by May 2011. A new motor vehicle workshop and construction centre at South Eastern Regional College campus in Newtownards completed in June 2010.
- A new £10m extension at Northern Regional College's Newtownabbey campus was opened in December 2010.
- In June 2011, the North West Regional College officially opened the £18m new build and refurbishment at its Strand Road campus.
- The new campus for Belfast Metropolitan College in Titanic Quarter was completed in August 2011. It caters for 2,000 full-time students and replaces out-dated facilities in Brunswick Street and College Square East.
- The Belfast Metropolitan College campus at Springvale/E3 (Employability, Entrepreneurship and Enterprise) was completed in March 2012.
- The McClay library and the Management School and Post Graduate Executive Education Centre at Queen's are complete and funding has been provided to assist the University of Ulster with the strategic redevelopment of its York Street campus
- Investment has delivered new libraries at Antrim and Dungiven and major refurbishments at Bangor, Carrickfergus, Newtownstewart, Newry, Whitehead and of Belfast Central library's stonework. Minor refurbishments have been delivered at Carryduff, Comber, Keady, Ballynahinch and Hollywood libraries.
- Work also completed in 2011/12 on a major refurbishment at Dungannon library and minor refurbishments at Ormeau and Brownlow libraries. Work to refurbish three Belfast libraries – Falls, Shankill and Whiterock - was completed and, in addition, three new Homecall vans and four new mobile libraries were procured.



Chris Hill Photography



Underway

- In addition to the major capital projects completed, there are currently 11 major capital school projects under construction, representing a further investment of approximately £81m including Bangor Grammar School; Carrick Primary School in Warrenpoint; Dromintee Primary School; Magherafelt Primary School and Nursery School; Scoil na Fuiseoige in Belfast; Strathearn Grammar in Belfast; St Colmans Primary School in Lambeg; St Columbas Primary School in Straw; St Mary's Primary School in Newcastle; Lagan College in Belfast; and Tor Bank Special school.
- Following the announcement in June 2012, eighteen schools, including five special schools, will receive new build facilities as part of a capital investment of £173m in the schools estate.
- The University of Ulster's redevelopment of its York Street campus is ongoing (due to complete by 2018) and a major estates refurbishment programme is underway. Queen's University Belfast is undertaking a major refurbishment of its Ashby building and has commenced work on a refurbishment of its Health Sciences infrastructure supporting its Faculty of Medicine, Health and Life Sciences. Work has commenced on the refurbishment of the first floor of Stranmillis University College's Central building, and the car parking redevelopment project at St Mary's University College is underway.



Chris Hill Photography



Looking Forward

- The Minister for Education has announced plans for the strategic planning of education provision on an area basis to meet future demand. The area plans will be a key determinant of priorities for new capital investment going forward.
- Work to develop plans for a shared educational campus at Lisanelly will be progressed with the potential to relocate post-primary schools in the area and one special needs school onto a single site. This scheme will modernise post-primary education in the Omagh area and promote inclusion and enhance community relations. The Minister of Education's statement to the Assembly on the 25 June 2012 announced that Arvalee Special School in Omagh will be taken forward as part of the Lisanelly project.
- Upon the completion of major works already underway across the Further Education estate, the focus of attention will shift beyond 2014/15 to those colleges that have not had significant investment in recent years and where existing facilities are no longer fit for purpose. Future investment will be focussed to deliver a network across the region that is financially and operationally sustainable and to ensure that investment at one location complements existing provision elsewhere.
- Our Universities will receive continued support from the Executive through a capital grant funding stream, allowing them to plan ahead strategically.
- In all areas, work will be taken forward to assess the future strategic estate needs of our education infrastructure and the potential for estate rationalisation to reduce costs, protect access, promote equality of opportunity and improve the quality of service delivered to learners.
- Over the budget period (2011 - 2015), we also plan to invest in:
 - The necessary replacement of the libraries operating system;
 - The replacement of Kilkeel and Lisnaskea libraries;
 - A number of major refurbishments and essential maintenance; and
 - Four new mobile libraries.
- Beyond the budget period (2016 - 2021), subject to funding, we will consider undertaking investment in a new regional library (Belfast Central Library) to improve access to our collection of fine books which forms an important part of our heritage and educational/lifelong learning resource and adds to our tourism offering. The investment would also demonstrate how intelligent layout and design could be used to focus service delivery on the end-user and release efficiencies for reinvestment in other areas.
- We will review future investment in libraries.



Health:

Primary care, public safety and technology, hospitals modernisation

The HSC estate is the largest public sector estate in Northern Ireland. Many of our hospitals are 50 to 60 years old and some mental health facilities are over 100 years old. Almost two thirds of the estate needs investment to bring it up to modern day standards, to address infrastructural risks, to meet sustainability and energy efficiency targets, to address health and safety concerns and to provide an environment in which a modern, efficient health service can be delivered.

- A key driver is the need to put in place the infrastructure required to transform healthcare delivery, providing more treatment and care closer to where people live and work. Where possible, people will be supported to manage independently their treatment and care at home. Facilities will support services encompassing primary care, social work, community based mental health, learning and physical disability, children's care and elderly day-care. This is intended to reduce the need for hospital admissions or long-term residential care.
- Alongside this, investment in acute and local hospitals across the region is required to develop a modern, efficient and patient centred hospital service fit for the 21st century which can optimise the benefits of new treatments, new technologies and modern professional skills leading to improved clinical outcomes.
- Modernisation and reform of our emergency services is essential if we are to maintain the high standards of service and improve performance through better facilities, equipment and technology. Both fire and ambulance services require significant investment to remedy out-dated estate, accelerate fleet modernisation and replacement, and modernise equipment (in particular communications and data transmissions) to achieve maximum benefits for the population served.
- Investment in technology will support and empower healthcare professionals and their support staff in undertaking their work and promote more effective and seamless administration and care delivery across all settings and services. Use of new ICT systems will transform working practices and be a critical agent in delivering top quality healthcare for the future in both healthcare settings and in peoples' homes. It will be a top priority area of activity to be developed over the next decade.

A review of health and social care services, *Transforming Your Care*, was published in December 2011. As part of its remit, the Review team was tasked with making recommendations on the future configuration and delivery of services in hospital, primary care and community or other settings. The Minister has accepted all 99 recommendations. Implementation of these recommendations is likely to impact on capital plans for the sector. In addition, a Health Infrastructure Board has been established to develop a Strategic Implementation Plan in order to progress the required developments in primary, community and secondary care, using where appropriate, a combination of public and private capital.



Key Achievements since 2008

In the last four years, some £825m has been invested in improving the estate that supports our health and social care system. Some of the key infrastructural achievements are set out below.

- Seven new health and care centre facilities have been completed, providing high quality services in a community environment. As an example, the Portadown Health & Care Centre, an award-winning example of healthcare design, opened in March 2010 and includes eight GP practices together with diagnostic and treatment facilities.
- The new Regional Child and Family Adolescent Mental Health facility became fully operational during 2010 and provides a specialist inpatient service for children and young people with mental health problems.
- A new medical imaging centre opened in the Royal Group of hospitals in October 2008. It includes one of only two PET scanners and Cyclotrons on the island of Ireland.
- A new Trauma and Orthopaedics unit at Craigavon Hospital was completed in 2010. The unit provides two additional theatres, a new bed ward, and a full range of therapy and support services.
- The new Lisburn Assessment & Resource Centre offers an accessible, safe and secure environment for 120 trainees who have learning, physical and sensory disabilities and also provides specialist treatment for up to 30 people with more complex needs. The services provided at the centre include social work, behavioural support services and speech and language therapy.
- The first phase of the Ulster Hospital redevelopment was completed and includes a new critical care complex, renal unit, maternity hospital, multi-storey car park, stores and site infrastructure.
- The Musgrave Park Neurology Unit, completed in 2012, is a facility where patients with a neurological condition can have continuing care, respite and assessment/rehabilitation that has positive benefits for both patients and carers. The Unit has a total of 23 beds.
- The south wing development at Altnagelvin was completed and includes accommodation for maternity and neo-natal services, some cancer services, adult acute services, rehabilitation services, cardiac conditions and those suffering from stroke.
- The new Downe Hospital provides a range of services including a day procedure unit, outpatient department, maternity, rehabilitation and diagnostics services as well as accommodating GP and out of hours services.
- Completion of a range of new children's homes in Bangor, Newtownards, Antrim and Newry provides modern accommodation to this client group.
- The Iveagh (Conicar) Treatment & Assessment Unit provides a completely new eight-bedded unit with specialist health and social care for children and young people with learning disabilities with the aim of providing them with a better quality of life within a community setting.
- The Beechall and Shankill Health & Care Centres opened in 2011, providing a full range of services for children, adults, elderly and people with disabilities including nursing, social work, dentistry, speech and language therapy, podiatry and physiotherapy.
- The new South West Acute Hospital in Enniskillen opened in June 2012. The hospital will provide accessible, modern high-quality diagnostic and treatment services for those in the South West of the region.
- Investment continued in addressing the infrastructural risks associated with the older buildings across the estate.
- There has been significant investment in ICT over the period, including the NI Picture Archiving System (NIPACS), Theatre Management Systems (TMS) and GMS Computer Upgrades for GP Surgeries.

Underway

- The continued redevelopment of the Royal Hospital site is on-going with major investment for a Critical Care Unit incorporating an Accident and Emergency Department, Theatres Unit and an Intensive Care Unit.
- A new maternity unit is planned for the Royal site, in close proximity to the Critical Care Unit. Contractors for Phase 1 of the enabling works have been appointed.
- It is hoped that work on a new Regional Children's Hospital, which is currently housed in buildings some of which date back to the 1930s, can commence towards the end of the Budget 2011-15 period.
- Investment is on-going in our Emergency services with a replacement programme underway for essential fleet within NI Fire & Rescue Service and NI Ambulance Service.
- Development of the new Gransha Mental Health Crisis Unit is underway, aimed at providing integrated acute and intensive care inpatient mental health assessment & treatment services for 30 patients. The unit is due to be completed in late summer/early autumn 2012.
- Delivery of a number of health and care centres to underpin the move to primary care as set out in Transforming Your Care has commenced - with work underway on health and care centres in Ballymena and Banbridge.
- The Omagh enhanced local hospital project has begun and will include provision for a local hospital including renal facilities together with accommodation for GPs. Additional investment announced in February 2012 will see this project completed some nine months earlier than previously planned.
- A new A&E and ward block for Antrim Area Hospital will provide additional capacity at that site.
- Redevelopment at the Ulster Hospital is providing improved facilities for a range of services. This project will now be delivered more quickly than previously planned due to the announcement of additional investment in the Budget 2011-15 period.



- Investment continues in key ICT infrastructure and new systems such as Shared Services for HR and Finance provision; NI Electronic Care Record; Major PC Replacement Programme; and Upgrade of HSC ICT Network; all designed to assist in the delivery of modern healthcare.
- Additional capital allocated in February 2012 will allow the next phase of redevelopment at Altnagelvin to progress. This will see two new ward blocks replacing facilities in the existing tower which is no longer fit for purpose.
- A proposed new satellite Radiotherapy Unit at Altnagelvin will operate in conjunction with the Belfast Cancer Centre. The unit is expected to facilitate access for patients from the Republic of Ireland, who will be contributing to the overall cost of the scheme.



Looking Forward

Projects which are planned for the next budget period include:

- Continuing investment to address key infrastructural risks arising in ageing buildings which have not yet been replaced.
- A further programme of primary and community care health centres across the region, shifting the focus from secondary care to primary and community care.
- Improving healthcare provision through investment in more modern equipment, for example, new systems for cancer care.
- Further ICT developments, including new systems for patient care such as allergy and current prescription information, electronic prescribing in hospitals, GP to GP electronic transfer of records etc.



Social:

Regeneration, social housing, culture, arts, sports and inland waterways

The areas in which we all choose to live and work should be attractive and safe – fostering mental and physical wellbeing, creativity and diversity, and tackling disadvantage. Capital investment helps to shape and improve our public spaces and places ensuring that social and affordable housing is available to those who need it most and that there is opportunity for everyone to contribute to a cohesive, peaceful and productive society.

- Regeneration of towns and cities creates economic vitality flowing from re-energised urban centres to deprived neighbourhoods, resulting in improved quality of life for the most disadvantaged. The development of primarily retail led regeneration schemes in town and city centres boosts the economy by creating significant construction jobs in the short term, new jobs directly in the scheme in the longer term and indirectly through enhancing the attractiveness of Northern Ireland for Foreign Direct Investment. In support of these major schemes and to stimulate other private sector investment there is also our investment in high quality public realm including new shared community spaces.
- Outside of the centres, our initiatives consolidate and support efforts to tackle disadvantage and help create confident communities that are able and committed to improving the quality of life in the most deprived neighbourhoods, developing local economic activity and connecting neighbourhoods to the wider economy. Investment improves community facilities and creates safer, attractive and sustainable environments.
- Investment to help individuals and families in housing stress will continue to be important as will investment to address fuel poverty. Continued investment also ensures we are available to help individuals and families with the cost of disabled adaptations and repairs to their homes.
- Co-location of previously separate benefit delivery and job assistance services in a single 'Jobs & Benefits Office' is a leading example of how services can be re-engineered to improve customer experience and generate cost efficiencies. The new service model allows the Executive to provide more than just financial support to those who are affected by the current downturn in the labour market.
- Investment in culture, arts and leisure makes significant and material contributions to key pillars of the Programme for Government, in particular, the economy, including cultural tourism and local economic development, health, education and social inclusion. Investing in our cultural assets, our museums and theatres, helps to create a strong sense of place and belonging, affirming our identity and making Northern Ireland a more welcoming and interesting place to visit. In addition, investment in the libraries estate makes an important contribution to education and lifelong learning. Investing in smaller arts projects is equally important, as they reach deep into our communities, promoting community wellbeing and mental health and have a positive effect on the young and the old alike. Similarly, support for initiatives that encourage and engage young people in sporting and recreation activities helps forge the link between physical and mental wellbeing and the formation of lifelong habits. These in turn make vital contributions to preventative healthcare and can result in savings in health provision in the longer term.



Key Achievements since 2008

Some £1.5 billion has been invested in our social infrastructure over the last four years. Some of the key achievements are set out below.

- Work has been taken forward in a number of towns and city centres improving the experience for visitors, shoppers and residents including the opening of the Victoria Square scheme in 2008 which created almost 9,000 jobs in construction and retail. This scheme was awarded the Urban Regeneration Initiative of the Year award at the 2008 MAPIC Retail Awards in Cannes. Major environmental schemes have also been completed in Belfast (Streets Ahead), Newcastle, Lurgan, Portadown, Armagh, Derry~Londonderry (City Centre Public Realm), Coleraine, Kilkeel and Downpatrick. These have generated greatly enhanced footfall, for example by 300% in Newcastle, which in turn has stimulated private sector investment in enhancing retail and leisure facilities.
- Phase One of the 'Belfast Streets Ahead' public realm improvement scheme was completed in September 2011 with £28m invested in improving the attractiveness, safety and access of 14 streets within Belfast City Centre.
- Regeneration in the Laganside area of Belfast has continued with the completion of major residential and commercial developments including The Boat, Obel, Lanyon Towers, The Soloist and Pottinger's Quay. The combined total private investment facilitated by these developments is estimated to be in the order of £260m.
- A major £5.3m restoration programme has recently been completed at the Crumlin Road Gaol. The £3m Gatehouse and Governor's Corridor, completed in October 2011, saw major stone and roof repairs as well as internal works to these two parts of the Gaol. The restoration of these buildings has created much improved facilities for tourists and other visitors to the Gaol. Facilities for visitors now include a comfortable waiting/shop area, a café, facilities for tour guides, office accommodation and a 180 seat conference centre. The £2.3m walls and roofs project, completed in January 2012, involved external restoration of the four accommodation wings of the Gaol. The social clauses built into these two contracts ensured jobs for the long-term unemployed and apprenticeships were created. In addition, work to restore the Circle and Basement Circle at the Gaol was completed in March 2012. These works will facilitate the opening of the Gaol as a visitor attraction and conference facility. This new attraction has the potential to act as a positive catalyst for social and economic regeneration in North Belfast.
- A new Development Corporation, accountable to Ministers, will take forward the development of the Maze Long Kesh (MLK) - a key strategic site for regional economic and social benefit. Studies have been undertaken to identify the social needs of local and wider regional communities and produce options specifying how these needs will be addressed. The regeneration of MLK will deliver the vision and strategic objectives as set out in the MLK Corporate Plan. Work is progressing on the site. A major programme of remediation works is nearing completion. There has been general refurbishment of existing buildings at the gate lodge and other site improvements. Substantial projects for both a peace building and conflict resolution centre and a centre for rural excellence have been proposed and are being developed for approval.
- The opening of the Peace Bridge in Derry~Londonderry in June 2011 is part of a wider peace and reconciliation programme that proactively encourages greater levels of positive engagement between all communities living within the city.



Michael Cooper Photography

- The opening of Ebrington Square in Derry~Londonderry in February 2012 and the refurbishment of one of the buildings on the Ebrington site to provide headquarters accommodation for the Derry~Londonderry City of Culture Company indicates tangible progress in the development of Ebrington and provides a focus for the ongoing preparations for the UK City of Culture 2013 events. The Parade Ground has been transformed into a multi-purpose culture, leisure and performance space, larger than Trafalgar Square, and is the largest hard-surface public space on the island of Ireland. It has the capacity to hold audiences of 15,000. Together, the Peace Bridge and the Parade Ground form two new and very significant shared spaces in the city centre and extend public realm from St Columb's Park in the Waterside to Guildhall Square on the city side.
- By the end of 2010/11 approximately 5,000 social homes were built, supporting those in the greatest need and 1,200 individuals and families will have been helped to buy their own home through the Northern Ireland Co-ownership scheme.
- Twenty-seven Jobs & Benefits Offices have opened and a formal independent evaluation of the first twenty-five offices confirmed on average a 13% reduction in the Jobseekers Allowance register within three months of go-live.
- The Ulster Museum reopened its doors to the public after a significant refurbishment and is now Belfast's busiest attraction and winner of the UK Art Fund Prize. Also in the University area of Belfast, the refurbished and extended Crescent Arts Centre opened its doors to the public in April 2010.
- The redeveloped Tollymore National Outdoor Centre reopened and is an outstanding example of design that embraces green technology.
- There has been £62m investment in sport over the four years to March 2012, much of it at community level, for example, Moyola Park FC, Cookstown Hockey Club, Lower Ormeau Residents' Action Group, with the associated benefits to people on the ground.
- The new Lyric Theatre in Stranmillis was completed in February 2011.
- The new Public Records Office landmark building reached completion and opened to the public in March 2011.



- Construction work at the Metropolitan Arts Centre (MAC) in Belfast's Cathedral Quarter has been completed and the Centre was officially opened in April 2012. This project will enhance and complement arts infrastructure provision in the region.
- Construction has commenced on a new Community Network Centre on the site of the former Templemore Avenue School in East Belfast. Work is also underway on a new, shared Community Resource Centre for the Holywell Trust and partner organisations in Bishop Street, Derry~Londonderry.



Martin McKeown Photography

Underway

- The people of Derry~Londonderry have supported Ilex in creating a new, single Regeneration Plan – “One City, One Plan, One Voice”. This unique and groundbreaking exercise has involved over 1,000 local people - a vibrant and diverse stakeholder group drawn from the community, voluntary, public and private sectors. At the heart of public consultation on the draft Plan is building a stronger and more vibrant economy with increased prosperity for the city and region in ways that ensure the opportunities and benefits from regeneration are targeted at the most deprived groups. The final One Plan was launched in June 2011.
- In July 2010 Derry~Londonderry was awarded the designation UK City of Culture 2013. The Culture Company has been formed and staff have been appointed. In support of the city's preparations for 2013, the Department for Social Development secured £10m for investment in physical and cultural community infrastructure. In addition, a further £4.6m resource funding has been secured for the vital venue to be located at the Ebrington site to stage many of the major events. The golden opportunity that the title affords the city will contribute enormously to the implementation of the One Plan and provides a unique platform for uniting all communities. The dual themes of ‘purposeful enquiry’ and ‘joyous celebration’ will facilitate growth, pride and wellbeing.
- A development agreement for the proposed £360m Royal Exchange retail-led regeneration scheme was entered into in 2009 with a full planning application for the scheme submitted in October 2010. A sea-front scheme in Bangor is expected to go to planning in the near future.
- Designs of the Library Square Public Realm Scheme are being finalised, as are proposals for a mixed use regeneration gateway scheme at the junction of North Street and Millfield in the Northside of Belfast City Centre. The Department for Social Development will go to the market this year to seek development partners (on a site specific or comprehensive basis) for the Northside.
- An Integrated Design Team was appointed in February 2012 to develop proposals for the ‘Belfast Streets Ahead’ phase two public realm improvement project, whilst public realm schemes are currently underway in several other locations, including a £5m investment in Bank Square, Derry~Londonderry. Environmental Improvement Schemes in Dungannon, Portrush, the Stewartstown Road and Anderstown Road in West Belfast are also progressing well.

- The Executive has endorsed funding of up to £110m in support of the development of regional stadiums for the three main ball sports of football, gaelic games and rugby. In taking forward this significant capital investment the procurement process will include the integration of social and environmental objectives to maximise socio-economic returns.
- Construction is currently well underway on the Skainos Project in inner East Belfast which will provide shared space for community transformation and renewal. The Connswater Community Greenway project will bring about the creation of a 9km linear park through East Belfast, reconnecting the communities of East Belfast and restoring the rivers as community assets. Work remains ongoing to progress this project.
- Redevelopment of Dunville and Woodvale Parks in partnership with Belfast City Council is underway. The £4m project will contribute to a wide range of government objectives in terms of stimulating physical, economic and social regeneration within the Greater Shankill and Falls Road areas in Belfast. The redevelopment of the parks will transform and renew open space for community activities and provide improved facilities for youth activity, sport and culture. Dunville and Woodvale parks provide key links to the Falls, Shankill and Crumlin Roads and local infrastructure as well as to other green spaces in the area from the hills above North Belfast through to the City Centre.





Looking Forward

- To stimulate investment and economic activity, public realm schemes will be taken forward in five deprived areas of Belfast, eleven regional towns, and areas in Derry~Londonderry, Limavady and Strabane. Schemes in Antrim, Carrickfergus, Newry, Lurgan (phase 2) and Lisburn have been approved and work will commence in 2012.
- The Department for Social Development (DSD) is leading a public sector and university steering group to maximise the regeneration and community development opportunity arising from the development of the University of Ulster's Belfast Campus at York Street.
- The regeneration of key strategic sites such as MLK, Ebrington Barracks and Fort George in Derry~Londonderry, and the Crumlin Road Gaol will continue to act as drivers for economic and social regeneration.
- The Social and Affordable Housing Development, Decent Homes, Warm Homes and Disabled Adaptations programmes will continue to be delivered, sheltering and supporting those who are in the most need.
- Investment is being made to complete important projects already underway including the 50 metre pool, and a number of projects in sport, museums and arts.
- Significant investment to address regional stadia needs will be progressed and, in addition, support will be provided to sports initiatives that give rise to increased participation at a community level and target under-represented groups.
- Funding will also be provided to meet some pressing statutory, health and safety and essential maintenance requirements in different sectors.

Looking ahead to the second phase of the ISNI, beyond the budget period, it is aimed to accelerate deferred investment in key sectors and projects which make significant contributions to the key pillars of the Programme for Government. Subject to funding, this would include major investment in:

- Museums – at both the Ulster American Folk Park in Omagh and at the Ulster Folk and Transport Museum at Cultra and continuous improvement at the Ulster Museum, with the potential to generate substantial growth in tourism and income.
- Sport – in stadia safety to ensure the viability of sports grounds and safety of the public and in further community based programmes to contribute to improved health and preventative health interventions.
- Arts – in maintaining and improving the arts infrastructure to improve wellbeing, access to learning opportunities and cultural activities for local people and tourists.
- Inland Waterways and Fisheries – in the inland waterways, canals and fisheries network and infrastructure to contribute to increased tourism and community wellbeing.
- Waterways - detailed environmental and engineering studies and a business case are in preparation, under the auspices of a consortium of two government departments and four councils, to provide evidence on the social and economic value of regenerating the Lagan Corridor from Belfast Harbour to Lough Neagh, including the re-opening of the former Lagan Navigation to boat traffic. The proposals will incorporate an urban-rural regeneration project encompassing a population of almost quarter of million people. The proposals will incorporate opportunities for community well-being; individual physical and mental well-being; the conservation and preservation of the built and natural environment; access to learning opportunities; and the development of tourism and business opportunities for businesses along the 27 mile long corridor.
- Waterways - planning permission has been sought for the Clones – Lough Erne section of the Ulster Canal. An inter agency group has been established to consider and report on funding options for the Ulster Canal. The project, if completed, would provide a significant rural investment and regeneration opportunity and together with the Lagan Canal recreate an extensive all island inland waterway network of over 600 miles.

Environment:

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

We have a responsibility to current and future generations to protect and enhance our environment and to conserve the rich diversity that our natural and built heritage possesses.

- Investment in drinking water and wastewater infrastructure needs to continue so that raw water abstractions are managed sustainably, with the current high levels of drinking water quality maintained. Wastewater collection and treatment assets require further enhancement so that out of sewer flooding events are reduced, overflows of sewage to the environment are restricted to protect river and bathing water quality, and so that continuous discharges of treated wastewater effluent are in accordance with long term environmental needs. This investment will enable compliance with EU Legislation and provide necessary foundations for economic development.
- Waste going to landfill is a significant contributor to greenhouse gas emissions due to the methane released by decomposition. It is also a waste of valuable resources which could be reused or recycled and which could contribute to the economy. Through the Rethink Waste Campaign and related fund, more efficient use of resources is being promoted to accord with the EC “Waste Hierarchy” which places emphasis on waste prevention, reuse and recycling. Nonetheless, local government will still require significant new infrastructure to enable it to meet statutory targets for diversion of waste for landfill.
- The development of our society has been fundamentally influenced by rivers and the sea. The opportunities for water, food and ease of transport provided by rivers and the sea has given rise to many of our urban areas being situated close to rivers or along the coastline and, as a consequence, they may be at risk from flooding. While government investment in flood protection measures has reduced the likelihood of flooding to people and property, a significant element of risk remains. It is estimated that 1 in 18 properties are at risk from flooding from rivers or the sea, with about a third of these benefitting from some form of defence. Human activity potentially reducing the natural water retention within catchments and the predicted impacts of climate change will increase the likelihood and adverse impacts of flooding. Government plays a central role in flood risk management through the development and implementation of both policy and structural interventions, including the provision of freely available information on the scale and nature of flood risks and taking forward a planned approach to manage the risk as set out in the EC Floods Directive. The risk from reservoirs is also considered to be significant although it is not currently the subject of regulation.





Key Achievements since 2008

Since 2008, approximately £1 billion has been spent on environmental infrastructure and measures. Some of the key achievements are:

- Northern Ireland Water has brought forward plans for more than 300 improvement programmes. Two programmes that stand out in delivering real improvements are the Belfast Sewers Project and the Water Mains Rehabilitation Programme.
- The Belfast Sewers Project was completed in Spring 2010 and represents a total investment of over £160m in upgrading the city's sewer network and constructing a large diameter tunnel. These measures have not only reduced the pollutant loading on the river Lagan by 85% but will also reduce instances of flooding in the inner city.
- The Water Mains Rehabilitation Programme represents an investment of £80m in upgrading and improving our water mains. To date, Northern Ireland Water has laid more than 1,000km of mains as part of this programme. The upgrades have helped to improve the quality, reliability and flexibility of water supply across the North while also reducing leakage.
- In addition, investment has been provided through two large Public Private Partnership Projects to deliver improvements to drinking water quality and waste water treatment. The Omega Waste Water PPP Project is delivering improved treatment standards for 20% of the total waste water received by Northern Ireland Water. The Alpha Water PPP Project is delivering new treatment facilities for over 50% of drinking water.
- This investment means that we now enjoy drinking water quality that is as high as it has ever been. We have also increased investment on the waste water side where compliance with required environmental standards has increased and is now higher than it has ever been.
- Local councils have come together to form three Waste Management Groups and are now in the process of procuring Strategic Waste Infrastructure facilities. While there has been a degree of slippage at project level, the programme overall remains on track to achieve its objectives for landfill diversion in 2013 and 2020.
- In 2010/11, Rethink Waste Fund grants totalling £4.38m were allocated to councils to fund a total of 44 capital projects. In 2011/2012, grants totalling £1.49m were allocated to fund 26 projects. Additionally, the Rethink Waste Fund allocated revenue grants to the community and voluntary sector, private sector and councils of £240k for seven projects in 2010/11 and £566k for 11 projects in 2011/12.
- Rivers Agency completed the Flood Management Policy Review. Government's response to the review, "Living with Rivers and the Sea", was published in August 2008, setting out a flexible policy framework for the delivery of flood risk management for the next ten years and beyond.

- In 2008 Rivers Agency also developed and published the 'Strategic Flood Map (NI) Rivers & Sea' on the internet illustrating the areas that have flooded in the past and those which are estimated to be prone to flooding in the future. In 2011 the strategic flood map was updated and now includes information on the risk of surface water flooding.
- As a first step in the implementation of the EU Floods Directive, Rivers Agency transposed the Directive through The Water Environment (Floods Directive) Regulations NI (2009). The Preliminary Flood Risk Assessment was completed in December 2011 in line with the EU legislative deadline.
- The number of properties at significant risk was reduced by 334 by constructing flood alleviation schemes.
- Considerable work has also been undertaken to ensure that existing river and sea defences and the culvert network continued to perform effectively thereby helping to maintain the protection to people and property from flooding.
- Rivers Agency has established a Bill Team to develop reservoir safety legislation.
- Rivers Agency has engaged with key stakeholders on the policy development which will inform the Reservoir Bill. Public consultation ended on 1 June 2012.





Underway

- Upgrades to a number of waste water treatment works are currently underway together with new trunk mains, a programme of investment in small treatment works, a significant mains rehabilitation programme and work to address unsatisfactory discharges from the sewerage system and reduce leakage.
- Rivers Agency will continue to implement the EU Floods Directive within the defined timescales.
 - By December 2013, we will have completed the development of the detailed flood hazard and risk maps for the areas identified as being at significant flood risk.
 - By December 2015, Rivers Agency will have completed the Flood Risk Management Plans.
- The construction and maintenance of flood and sea defences to protect people and alleviate damage to property is one of the Rivers Agency's primary functions. Within the available funding, priority will also be given to culverts in need of repair to help avert failure and thereby help ensure public safety. Drainage infrastructure works will also be provided to help ensure that the flood risk to new and existing development is managed.
- It is intended to introduce the draft Reservoirs Bill to the Assembly by March 2013 with a view to completing the legislative process by March 2014.
- Each of the three Waste Management Group projects has completed key phases of the Preparation Stage, with the first project scheduled to reach contract award within the current financial year.
- In 2012/13, to date, Rethink Waste Fund grants totalling £1.76m have been offered to councils to fund a total of nine capital projects. Additionally, six projects by the community and voluntary sector, private sector and councils have also been approved for revenue grant funding totalling £0.24m.

Chris Hill Photography / NITB



Looking Forward

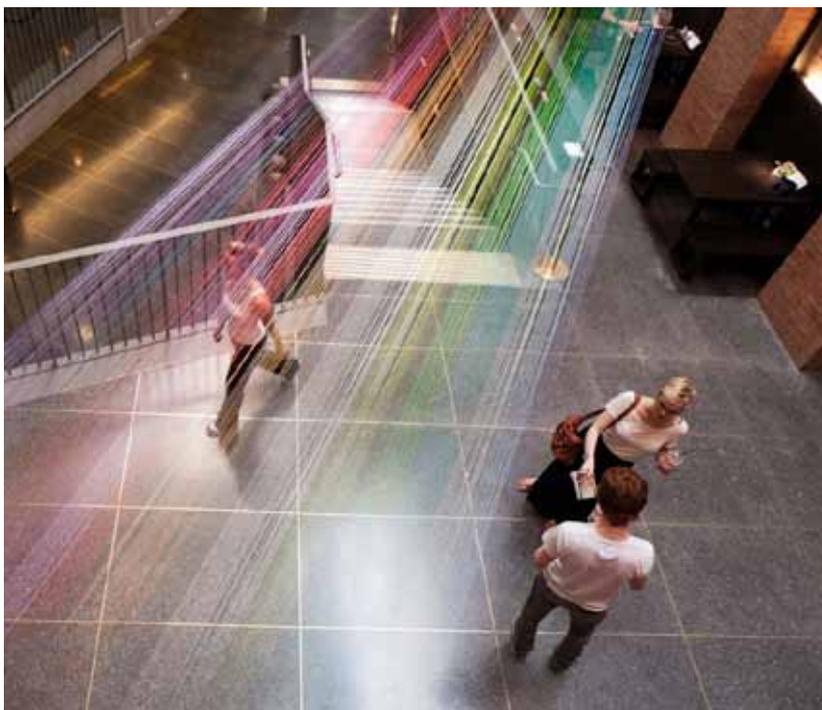
- We will continue to provide project support to local authorities to change the way we manage waste, by increasing recycling, diverting residual waste from landfill, and enabling more sustainable technologies to be introduced that recover energy from the waste treatment process.
- Capital works schemes to alleviate flooding and provide drainage outlets for future development will continue to be delivered as funding allows.
- DARD will deliver Flood Risk Management Plans for the region detailing objectives and measures for managing the risk of flooding from all significant sources as part of the EC Floods Directive.
- We will invest over £1.6bn under the Strategy in our water and sewerage networks. This will allow us to maintain high standards of drinking water. It will address the challenges of effective waste water treatment necessary to meet the rising standards for river and bathing water quality, reduced leakage and our obligations under the Water Framework Directive.

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 shaping a competitive private sector economy supported by efficient public services.

- By providing financial support, suitable infrastructure and advice, we can assist our indigenous businesses to make further investments – increasing innovation, R&D and capability development – and also encourage new Foreign Direct Investment by overseas-owned companies.
- Tourism has become one of our most important growth areas and with continued support for nine destination areas and other tourism schemes we can continue to improve the offering, attract more visitors and benefit from the major events and occasions that will be taking place.
- Investment support can help to diversify the rural economy and so protect the rural environment and its communities by modernising the agricultural sector as a whole. 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.
- The Agrifood sector has outperformed many other sectors during the recent difficult economic climate, with the numbers employed in Agriculture, Forestry and Fishing and in Food and Drinks Processing increasing in recent years. The potential for further growth of this sector is recognised in the Economic Strategy and the Programme for Government.
- In an era of tighter public funds it is important that there is a focus on the efficient delivery of public services. This can be facilitated by better analysis of how customers access and require services.



Photographs: Donal McCann Photography



Key achievements since 2008

Some £525m has been spent supporting our productive infrastructure and helping to improve the efficiency of our public services. Some of the key achievements were:

- Over £97m of financial assistance has been offered by Invest NI to companies, which along with other forms of support, has leveraged planned investment of £2.8bn.
- There is significant progress in the delivery of the five world class tourism signature projects (Titanic, Causeway Coast and Glens, Saint Patrick Christian Heritage, the Walled City of Derry~Londonderry, and the Mournes).
- The Titanic Signature Building opened on 31st March 2012, in time to mark the centenary of the Titanic's maiden voyage. It is estimated that this iconic building will attract up to 400,000 domestic and overseas visitors on an annual basis.
- The wider authentic Titanic and maritime heritage product is in place. The Belfast Barge, Northern Ireland's only floating visitor attraction, has been refurbished and contains an interpretative visitor exhibition on Belfast's maritime heritage and Galley café. External restoration of the Nomadic has been completed and internal works are ongoing. Thompson Dock and Pump-house have been refurbished and the internal and wider interpretation of the dock is complete. Work on the dock's caisson gate is ongoing and once complete will facilitate access to the dock floor.
- The Giant's Causeway Visitor Centre opened to the public on 3 July 2012 and the Park and Ride facility from Bushmills to the Giant's Causeway is now in operation. The National Trust has welcomed over 25,000 visitors through the doors of the visitor centre since opening. The new centre includes bespoke interpretation, audio guide availability, guided walking tours, new coastal walking paths, a retail facility and café and Tourist Information Centre. The official launch of the new centre is expected to be mid autumn 2012.
- In terms of the wider Causeway Coastal Route a number of key visitor sites and attractions have benefited from a recent investment by the Northern Ireland Tourist Board (NITB) and partners. This £5m investment includes a number of capital infrastructure and visitor interpretation projects which are complete, enriching the Causeway Coastal Route visitor experience. Enhancements include improved visitor access, landscaping, events space, bespoke interpretation and public art.
- Good progress has been made on the Derry~Londonderry Walled City Signature Project. Since 2008, a Conservation and Management Plan was produced, the visitor signage and interpretation project is in place throughout the city, and the visitor attraction enhancement scheme is complete. The Business and Cultural Animation Programme has been carried out and the Playhouse Theatre, Tower Museum, St Columb's Cathedral and the First Presbyterian Church built heritage and restoration projects have been completed.

- St Patrick Christian Heritage driving route has been completed with signs installed on the 92 mile trail. There has been a range of interpretation, infrastructure and public realm improvements carried out at Grey Abbey, Struell Wells, Inch Abbey, Nendrum Monastic Site, the St Patricks Centre, Down Cathedral, Down Arts Centre, Armagh Cathedral and the Registry Office.
- The Farm Nutrient Management Scheme (FNMS) provided £121m of grant aid to assist over 3,900 farmers with the costs of modernising effluent management infrastructure. By 30 June 2012 the NI Rural Development Programme 2007-13 had committed letters of offer worth over £60m to help improve agri-food industry competitiveness, farm modernisation, and the quality of rural life. Under the European Fisheries Fund, £5.1m in grant funding has been committed to help the sector modernise and improve competitiveness, to improve facilities at fishery harbours, to reduce discards through improvements in gear selectivity and to improve fuel efficiency.
- The Biomass Processing Challenge Fund has supported the adoption of renewable energy technology through the installation of biomass boilers and anaerobic digesters.
- By 31 March 2012 we had invested over £1.5m in measures designed to address rural poverty and social inclusion, and £2.5m to deliver increased rural access to Next Generation Broadband.
- The creation of Enterprise Shared Services - brigading IT Assist, Network NI, Records NI, Account NI, HR Connect and the Centre for Applied Learning, established a single delivery organisation to provide common platforms for key Finance, IT and HR shared services across the Northern Ireland Civil Service and various Arms Length Bodies (ALBs).





Looking Forward

- Invest NI will continue to support the manufacturing and internationally tradeable services industry sectors, by supporting high-added value projects from existing and prospective Invest NI clients. The support will be in varying forms including Selective Financial Assistance, the provision of venture capital, support for R&D and innovation, and the provision of publicly owned land in areas where there is demonstrable market failure. Invest NI will continue to seek to ensure that businesses, both local and foreign-owned, are not constrained in pursuing export-focused growth plans by the current instability within the property market. Specifically Invest NI will ensure focused availability of serviced sites for qualifying companies at main regional hubs as defined in the Regional Development Strategy.
- DARD will continue to invest in a range of capital grants to third parties, including measures tackling poverty, improving the quality of rural life, adapting the fishing fleet, improving industry competitiveness and the environment. This will be made via the 2014-2020 NI Rural Development Programme and the European Fisheries Fund. We will continue to support investment in renewable energy technology by the land based sector. DARD also needs to continue to invest in its accommodation, IT infrastructure and plant, vehicles and machinery.
- DARD has begun a project to relocate its headquarters out of Belfast, into a rural location. It is envisaged that the project will be completed in around 2016.
- The department will complete the DARD Direct strategic office network offering a comprehensive service to its rural customers.
- Invest to save measures will be implemented in the public sector, improving the service delivery model whilst releasing funds for investment into other areas of need.
- DFP plans to continue investment in public sector infrastructure, including IT systems and accommodation, in order to both maintain existing services and, where funding allows, to enhance those services.

Justice:

Police, prison, probation, courts & tribunals, forensic science, youth justice, public prosecution

Our focus is on protecting the public and reducing offending, whether through identifying young people at risk of offending and providing appropriate support to divert them, and “designing out” crime in public spaces and neighbourhoods. Investment in infrastructure will support delivery and provide a springboard for further collaboration with voluntary and community sector partners.

Key Achievements since April 2010

The devolution of justice on 12 April 2010 brought this sector into the Executive’s Investment Strategy for the first time.

Underway

Capital investment within the justice community is already underway to support the delivery of these critical front line services.

- Approval has been secured to build a joint services training college at Desertcreat near Cookstown to cater for the Police, Fire and Rescue and Prison services. This investment will prepare staff for real-life scenarios where co-operation and co-ordination are vital to deliver a high quality service. The £200m individual capital training needs of the three services have been combined into this project costing up to £138m. Work is expected to commence in 2013, with the college opening in 2015.
- The Department is conducting a consultation exercise on the Northern Ireland Prison Service’s Outline Estate Strategy. The Strategy sets out proposals for the development of the prison estate over the next ten year period to 2022. It has been developed to meet the accommodation needs of the prison population and also to support delivery of the Prison Service’s core aim of improving public safety by reducing the risk of reoffending through the management and rehabilitation of offenders in custody.
- Approval has also been secured for the construction, at a cost of £15m over the Budget 2011-15 period, of a new laboratory facility for the ‘high care’ services that the Forensic Science Agency provides.



Looking Forward

Future planned investment will cover:

- The new joint services training college at Desertcreat.
- Investment of £12m in modern, high-care facilities for Forensic Science NI.
- The continuing redevelopment and modernisation of the prison estate. This includes a number of priority areas for the prison service including developing firm proposals for improved women's facilities and the modernisation of Maghaberry prison.
- A Court Estate Strategy will continue to be developed to achieve a modern, fit-for-purpose, court and tribunal estate. Further work on how to deliver and prioritise this within the wider objectives and constraints of the justice system is being pursued.
- Consideration on how best to meet the estate development needs of the wider criminal justice system will be informed by a comprehensive assessment of needs and opportunities now that these areas are under the control of the Executive.



4. Funding Infrastructure

Context

As an Executive, the majority of the funding we rely on to develop the region's infrastructure comes from the UK Government in the form of the annual 'Block Grant'. The outcome of the Coalition Government's cuts means that, over the next four years, the amount we receive through the Block Grant is planned to fall by over 34% between 2010/11 and 2014/15. This is a major concern to us, particularly in light of commitments given pursuant to the St. Andrews Agreement. The downturn in private sector construction demand is already negatively impacting on this key sector of our local economy – and a reduction now in public works would compound the situation. For these reasons, we will continue to press for all the resources we believe necessary to support this Investment Strategy. However, whilst we may not be able to achieve the record levels of capital investment achieved in the last three years – some £1.6bn to £1.7bn in each year – the levels of investment the Executive has been able to commit in the Budget up to 2015 remain relatively high.

Alternative funding options

We are actively exploring all options to achieve the levels of investment we believe necessary to transform the region and promote economic recovery. We are pursuing an alternative finance solution to accelerate the delivery of health care facilities which has the potential to leverage circa £500m of capital expenditure for the benefit of citizens across the region. In roads, we anticipate taking forward schemes worth up to £390m and funded using alternative finance over the period of this Investment Strategy. These are some examples and more work will be done to maximise our investment options.

All funding options will be considered in a manner that protects the public interest, protects frontline services to users, facilitates greater efficiency and offers genuine long-term value for money. We are determined not to delay affordable investments that can improve the productivity and quality of essential public services and deliver jobs when alternative means of bringing forward these benefits remain within reach.

Working with the private sector

As an Executive, we are committed to working with business and social enterprise where appropriate in order to share the burden of investment to transform our infrastructure.

Our private sector already owns and operates some of our most vital civil infrastructure, in particular, the grocery distribution network relied upon by us all to deliver high quality and affordable food on demand – with modern and convenient stores financed without recourse to public money. But the list goes on. Airports, energy interconnectors, community pharmacies, opticians, GP surgeries, childcare centres and, increasingly, a host of online service providers are only some of many ‘everyday essentials’ that are operated successfully by a diversity of providers outside the public sector. These providers raise finance for investment and operate services that must offer value to consumers as a prerequisite for commercial survival.

Our voluntary and community sector has shown its value over recent decades, working alongside the public sector to design and deliver cost-effective services valued by users.

So we know that private and social enterprise has the ability and experience to help us. All this innovation and well-pool of resource is now called upon to keep the momentum of investment going in the face of the cuts to our Budget.

Under this Investment Strategy, departments will work to identify opportunities for partnerships where private and social enterprise can help us to transform essential services – bringing additional funding and new perspectives on delivery. Such arrangements will be based on increasing efficiency, a thorough assessment of what works and value for money. Capital investment can also be supported by accessing the funding that is available through European programmes and, where appropriate, we will seek to derive the maximum benefit possible from these funding sources. We are determined to drive up productivity rather than cut the availability or quality of frontline service. New technology, new investment and the best ideas from across our community will be an important way to deliver what our people need and deserve in a time of less public money.

We will also be required to actively engage with institutional investors in order to attract inward investment into public-private infrastructure. A number of the most developed regions have recently created ‘infrastructure banks’ in order to attract investors and we will consider this matter further in the coming period. We will work to ensure that we secure our fair share of such investment.

We will consider the potential of alternative funding models, where appropriate, to accelerate investment in key areas such as regeneration and in the provision of housing solutions accessible to those on low incomes.

Asset Management

Realising the value of surplus and underutilised assets

Public sector organisations are constantly evolving in response to operational pressures and to meet the changing needs of users. As this happens and new investment is made, older assets can become surplus to requirement or underutilised. The running cost of property is already one of the major expenses in our budget, so holding on to property that is not required to deliver policies diverts money away from frontline services and must be tackled urgently.

As part of this Investment Strategy, therefore, all departments and their sponsored bodies will develop comprehensive asset management plans for the strategic management of the public estate under their stewardship identifying clear plans for greater efficiency and creation of value. This will be supported by the creation of a single central asset register which has been developed to capture all asset management data and information. The Executive has established an Asset Management Unit which will support departments in the delivery of these plans.

As an integral part of their plans, departments will identify those assets that are no longer required or underutilised and set out how they intend to realise value for reinvestment in priority areas under this Investment Strategy. Such facilities and sites can be reused by other public bodies or, where appropriate, the value inherent in our assets can be unlocked and used to bring about additional capital investment. Although current market conditions are not favourable for an extensive programme of asset disposals, potential opportunities for sales or other innovative approaches will be considered, taking account of value for money considerations.

Commercialisation

Public assets that are required for ongoing service delivery can, in some cases, be used to generate additional income from non-core activities. Under this model, the assets remain firmly in public ownership, so the value derived for the public purse is sustainable and long-term in nature.

Work has already been undertaken by public bodies to pilot these ideas. The results are encouraging.

Forest Service has developed legislation and a commercialisation plan to generate additional income by partnering with leisure providers and renewable energy providers. This value will materialise through unlocking opportunities to generate additional revenue, enhance leisure provision and reduce public costs. These new opportunities will be carefully planned so that they integrate across all aspects of the Agency's business.

Similarly, the Agri-Food & Biosciences Institute (AFBI) is a public body that undertakes vital scientific work that underpins our thriving world-class agri-foods sector. AFBI is being supported in the marketing, licensing and commercial exploitation of its extensive intellectual property and this has resulted in AFBI's commercial revenues increasing significantly. This extra income can then be reinvested in developing AFBI's scientific capabilities and capacity.

We believe that more potential exists. Under this Investment Strategy all departments will be supported to assess commercialisation potential in their area and, where significant potential is found, to develop and implement appropriate commercialisation opportunities, within their overall asset management plans, to help fund core service delivery.

Delivery

The Executive has implemented a series of initiatives to ensure that the Investment Strategy is delivered in an efficient, cost effective and timely manner.

Co-ordination and strategic matters

Co-ordination between the public, private, voluntary and community sectors is a vital aspect of effective infrastructure planning and delivery. Some larger projects and programmes with multiple stakeholders may require the establishment of temporary specialist delivery vehicles - these are typically small resource units within departments that provide common support services to projects. These delivery units assist with the planning and delivery of departments' projects and at the same time aim to transfer private sector knowledge and skills into the public sector.

Procurement

It is important that the Executive gets value for money through efficient procurement. Procurement structures and processes are in place to ensure this is achieved. The Executive will continue to refine public procurement policies and processes, including opportunities to increase access to opportunities for small and medium sized enterprises and maximise the economic and social benefits for the local community, whilst taking account of the principles governing public procurement.

The Executive will take forward specific actions to improve policy and processes around framework agreements and contracts, opportunities to bid, tendering and delivery. It will also explore the potential added value of setting targets for achieving further efficiencies from public procurement, to include a monetary value and baseline for savings. The Executive will also review the lessons learned from recent challenges to procurement decisions and consider how to improve processes.

Delivery Tracking

In line with the principle of open and transparent government, the Executive will keep citizens and industry informed about current and planned projects. To assist with this, the Executive launched an online information website at www.isni.gov.uk to monitor programme delivery and provide up-to-date information on projects in the pipeline. This is unique in the public sector because it combines data on projects that have been delivered with information on projects that are in progress and projects that are still in the early stages of planning. It means the public and industry has a great degree of foresight into public sector investment in a format that is easy to access and understand. Recognising the particular challenges facing the construction industry, a function has been specifically designed to provide updates on all contracts, and the stage of procurement of each. Individuals can subscribe to create reports and receive regular updates on projects or other areas of interest.

Individuals in government departments and agencies who are responsible for delivering the projects are required to update information on their own projects on a monthly basis. The Executive will continue to ensure that the information on the Investment Strategy Portal is as accurate as possible at all times. The Portal will continue to be refined and developed over time to ensure it continues to meet the needs of the industry and the general public. Additional fields will be added to the Delivery Tracking System to record the social clauses outputs.

In addition to the project updates on the Portal, the Executive will publish an annual statement on progress implementing the Investment Strategy, with a particular focus on outcomes.



Appendices



Appendix 1

Written Submissions Received

Armagh City and District Council
Arc 21
Arts Council for Northern Ireland
Ballymena Borough Council
Belfast City Council
Carrickfergus Borough Council
Castlereagh Borough Council
Catherine Bertrand
CBI Northern Ireland
Chartered Institution of Highways and Transportation NI Branch
Coleraine Borough Council
Colleges Northern Ireland
Committee for the Office of the First and deputy First Minister
Construction Employers Federation (CEF)
Cookstown District Council
Derry City Council
Disability Action
Dungannon and South Tyrone Borough Council
Early Years
Economic Advisory Group
Equality Commission for Northern Ireland
Freight Transport Association
George Thorley
Ilex URC
Imtac
Institute of Directors (Northern Ireland)
Invest NI
Joint response from Derry City Council, Donegal County Council, Letterkenny Town Council, Monaghan County Council, Omagh District Council and Strabane District Council, as well as cross-border organisations
Lisburn City Council
Northern Ireland Chamber of Commerce
Northern Ireland Co-Ownership Housing Association Limited
Northern Ireland Committee Irish Congress of Trade Unions (ICTU)
Northern Ireland Local Government Association (NILGA)
Northern Ireland Public Service Alliance (NIPSA)
Northern Ireland Federation of Housing Associations (NIFHA)
Northern Ireland Water
RICS Northern Ireland
Sinn Fein
SOLACE Northern Ireland
South Eastern Health and Social Care Trust
Sustrans
Traditional Unionist Voice
Ulster Unionist Party
UNISON Northern Ireland
Utility Regulator

Appendix 2

Set out below is a departmental analysis of the investment allocations for the next ten years. The funding will be used by departments to take forward capital programmes and projects that help us to deliver the policy objectives and priorities in our Programme for Government.

Gross Capital Allocation (includes anticipated capital receipts) £ms	2011/12 to 2014/15	2015/16 to 2020/21	ISNI Total
DARD	96	121	217
DCAL	160	278	438
DE ††	512	1,232	1,744
DEL	128	180	308
DETI	197	282	479
DFP	72	128	200
DHSSPS †††	943	1,970	2,913
DOE	23	36	59
DRD †	1,715	2,458	4,173
DSD	934	1,103	2,037
OFMDFM	48	34	82
DOJ	290	385	675
OTHER (small departments)	11	8	19
TOTAL	5,129	8,215	13,344

† includes an indicative £390m of alternative finance in the period 2015 - 2021

†† includes an indicative £200m of alternative finance in the period 2015 - 2021

††† includes an indicative £500m of alternative finance in the period 2015 - 2021



