

**IMPLEMENTATION OF  
THE REGIONAL DEVELOPMENT STRATEGY  
and  
Monitoring & Evaluation Arrangements**

**Regional Planning Division  
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# IMPLEMENTATION OF THE REGIONAL DEVELOPMENT STRATEGY and MONITORING & EVALUATION ARRANGEMENTS

## 1. Purpose

- 1.1 The purpose of this paper is to provide an overview of the arrangements for the implementation of the Regional Development Strategy (RDS) and to set out areas where indicators and targets should be developed for the purpose of monitoring and evaluation.
- 1.2 The Inter-departmental Steering Group (IDSG) considered the paper at its first meeting on 25 January. It has now been amended in the light of views from departments and presented to the Assembly's Regional Development Committee for consideration.

## 2. The Guiding Approach to Implementation

- 2.1 There are three important principles that run through this paper and guide the implementation of the Regional Development Strategy. The first principle is the importance of a **partnership and participative approach** to the implementation, monitoring and review of the strategy. The second principle emphasises the need for **an outcome-orientated implementation** to deliver the aims and objectives of the strategy. The third principle stresses the need to **learn the lessons** from successful regional and inter-regional development in Europe and elsewhere.
- 2.2 There clearly is a great deal currently being done by other departments, the private sector and the voluntary and community sectors to support the goals and objectives of the RDS. We need to harness these efforts in a mutually supportive manner. Also, we need

to draw together the data that is currently being collected across departments and agencies to help track and measure the performance of the strategy.

### **3. Background and Overview**

3.1 The Regional Development Strategy has been prepared in close consultation with all Departments. It sets out a challenging agenda that will shape the development of Northern Ireland over the next 25 years for the benefit of the whole community. The strategy, which is acknowledged by the Programme for Government as a significant instrument to influence policy development across all Northern Ireland Departments, was formulated on 20 September 2001 following the approval of the Assembly. Essentially, it provides a strategic context within which major investment decisions will be taken.

3.2 The success of the RDS will be judged in two ways. First, it will be judged by the progress on implementing its policies and actions. Second, its performance will be measured by the extent to which it actually influences and shapes the policies of departments.

3.3 The following sections set out how the guiding principles will be put into effect.

### **4. Partnership and Participation**

4.1 The Department wishes to build on the very successful and transparent consultation process that led to the Assembly's agreement of the RDS on 17 September. That process, which included an examination in public, involved all departments, the voluntary and community sector, business, district councils and political representatives. In taking the RDS through the Assembly the then Minister, Gregory Campbell MP

MLA, gave a commitment to build on that process in implementing the RDS. The current Minister Peter Robinson MP, MLA re-iterated that commitment when he formally launched the strategy on 4 December 2001.

- 4.2 The Department wishes to give effect to that commitment in the following ways. First of all, if the strategy is to succeed all key stakeholders must play a positive and active part. Notwithstanding the statutory obligation that all Departments will have to have regard to the RDS, each will need to embrace it as they deliver their own mainstream programmes.
- 4.3 There is also a commitment to develop collaborative partnership arrangements with local strategy partnerships (LSPs), district councils and local key stakeholders. The Department for Regional Development has commenced discussions with clusters of councils and local strategy partnerships to put in place practical arrangements, to assist the Department deliver the RDS.
- 4.4 A key task will be to bring about a convergence of the emerging sub-regional strategies, within the framework of the RDS, in a way that best ensures that agreed priority actions at the local level support the key objectives of the RDS. Conversely, councils and LSPs will have an equally important role in working with Departments to ensure that there are effective responses to the respective sub-regions. The IDSG, in particular, will have an important ongoing role to ensure that departments' strategies are also in broad harmony with the RDS.
- 4.5 In short the Regional Development Strategy provides the spatial development framework within which those actions can occur. It also offers the potential to provide greater coherence to the delivery of programmes and services.

## **5. Learning the Lessons from Elsewhere**

- 5.1 In implementing the Regional Development Strategy it will be important to learn the lessons from other successful regional and inter-regional developments both within these islands, across Europe and elsewhere. Implementation is, as we know, not just about monitoring, important though that is. The implementation of the RDS provides an opportunity to be innovative.
- 5.2 Policy is ever changing and it will certainly change considerably over the next 25 years. It will be important, therefore, to ensure that the RDS is sufficiently flexible enough to adjust in response to change. The implementation of the RDS provides scope to stimulate and influence change in spatial planning. For example, implementation of the strategy can be used to encourage debate around best practice. It can also be used to stimulate and ultimately reflect the emergence of new evidence-based policy that will impact on it.
- 5.3 One of the early pieces of work for the IDSG will be to examine departments' strategies and their respective contributions to the specific goals of the RDS. There will also be an ongoing need to scope emerging policies (particularly in relation to planning) which are likely to impact on the RDS. That exercise might, for example, suggest gaps in key areas where the Department for Regional Development, in conjunction with other departments, might sponsor specific research or policy reviews to support the implementation of the RDS.
- 5.4 Another way of supporting this area might be for the Department, again with the agreement and active support of other Departments, to develop a series of policy symposia based on a number of possible emerging policy themes.

5.5 The symposia might, for example, include:

**Possible subjects for Symposia**

- Housing, employment and transportation
- Decentralising public services
- The challenge of sustainable development
- European best practice in the delivery of integrated transport
- The infrastructure deficit – and PPP
- The experience of European Metropolitan Corridors
- International perspectives on spatial development strategies
- Brownfield development through partnership – experience from Europe and USA
- Land for leisure
- Health

5.6 As well as looking at emerging policy and practice, it is equally important that we adopt current best practice in the key aspects of implementation. The Department is committed to reflecting a best practice approach to each of the constituent parts of the implementation of the RDS. Early progress has already been made with the commencement of a ‘masterclass’ series focusing on the handling of housing issues. The series, which is being co-sponsored with the Department of the Environment, will cover:

**Masterclass Series**

- Urban Capacity Studies
- Managing the release of land for housing through phasing
- Housing densities
- Transportation and land use
- The RDS and Development Plans

5.7 The Department wishes to broaden and deepen this approach which is essentially designed to expose officials, both within DRD and DOE, to the best practice in the United Kingdom, Ireland and Europe.

## **6. Monitoring and Review**

6.1 The Interdepartmental Steering Group, which will be chaired by Peter Robinson, Minister for Regional Development, will have a key role in co-ordinating the efforts of government departments to meet the key targets of the strategy. It is recommended that IDSG establish a small monitoring and review team, comprising officials from each department, to develop further the work on targets which is set out in this paper.

6.2 One of the first actions is to establish, in consultation with others, an appropriate range of outcome measures against which to monitor progress on the implementation. It is important that the targets we propose are linked to our long-term vision and strategic objectives. In addition we have to identify a small number of high-level targets which capture the essence of the change which we wish to see occur.

6.3 In developing targets and indicators to measure progress towards the goals of the strategy we will have to go beyond conventional social and economic indicators – many of the indicators for example are ‘quality of life’ indicators. For example, the key sustainable development indicators for Northern Ireland which DOE will be drawing up from the baseline document ‘Quality of Life Counts’ (DETR July 2000) will be an important component. To assist discussion at IDSG the Department for Regional Development has prepared a proposed monitoring and evaluation framework. This is set out in the following paragraphs.

## Critical Threshold Indicators

- 6.4 The Panel, which reported on the Public Examination of the draft strategy, recommended having a small number of key indicators that would be central and sensitive enough to give early warning of difficulties with the RDS.
- 6.5 This paper suggests that we should identify a small number of these so called critical threshold indicators as part of the full list of indicators and which would form the basis of the annual monitoring process. An initial list is offered below for illustrative purposes. The Department would welcome views and comments from the Regional Development Committee on this suggested list so that an agreed set can be established.

### Critical Threshold Indicators

- rate of brownfield development;
- levels of housing stress
- average earnings (% with GB/ROI/ Europe);
- levels of basic skills (cf with GB/ROI/ Europe);
- expenditure on infrastructure as % GDP;
- air quality;
- birth/failure/survival rate of companies;
- % labour force with NVQ 3 or above (cf with GB/ROI/ Europe);
- % landfill sites and the proportion of waste going to landfill;
- health indicators (cancer/coronary heart disease/mortality?);
- journey times on the Key Transport Corridor highway routes
- average % of trips by mode per person

## **Targets and Indicators based on the Strategic Planning Guidelines**

- 6.6 The RDS contains important strategic planning guidelines which provide long-term policy directions for the key thematic areas, eg., economic development, housing, transport, and the environment. It is recommended that these guidelines, which also read across to the targets and measures of the PfG, should be the basis on which the performance of the RDS is tracked over time. A possible framework is set out in Annex A.
- 6.7 The guidelines will be supplemented by specific regional policy guidance – on housing, retailing, transportation and land-use and the countryside - prepared by the Department under the Strategic Planning (Northern Ireland) Order 1999. These will be consistent with the Regional Development Strategy and they will have a pivotal role in translating the guidelines into detailed and practical policies that can be implemented and measured.
- 6.8 The purpose of this regional policy guidance will be to amplify the guidelines where appropriate, focus on the development of specific policy areas, set down detailed selection criteria and outline methodologies, processes and tools which will assist in the implementation of the Regional Development Strategy. The regional policy guidance will be material to decisions on individual planning applications and planning appeals and will inform the preparation of development plans, which are the responsibility of the planning authority, the Department of the Environment.

## Drawing the data together

- 6.9 The Department will need to agree with other departments the targets and indicators that are to be used, and the means by which the various datasets are drawn together in a coherent way.
- 6.10 There is, of course, already a significant amount of work completed on the development of measures, targets and indicators for programmes and strategies. For example, key targets and indicators have been prepared to measure the progress of the Programme for Government, and the EU Building Sustainable Prosperity and the EU Peace II Programmes. Also, there is ongoing work to develop targets and indicators to measure progress in specific policy areas, for example, the Northern Ireland Bio-diversity Strategy and the Northern Ireland Sustainable Development Strategy, which are both at an advanced stage within the Department of the Environment.
- 6.11 The drafting of enabling legislation by DOE to permit District Councils to implement policies in the UK air quality strategy will also signal the need for those councils to measure the impact of development on local air quality and effectively manage action plans to improve environmental conditions.
- 6.12 The proposed Regional Transportation Strategy (RTS), issued for public consultation in February 2002, includes an assessment of the impact of transportation proposals on the environment, and the contributions that those proposals make to improve the quality of life of the community as a whole. The RTS will set targets in key areas to deliver transportation objectives. Progress towards achieving these will be monitored and outcomes will be of direct relevance to the annual reporting on the implementation of the RDS.

- 6.13 The Northern Ireland Land Use Database (NILUD) that is being developed by the Department of the Environment Planning Service also represents a major source of information. This contains very important land use information that will be of assistance in the monitoring of the RDS, particularly in respect of measuring progress towards the regional brownfield target.
- 6.14 Clearly, there is little point re-inventing these measures and targets. These data should be used to complement the work in monitoring the RDS. With the agreement of the IDSG, DRD will seek to compile these data, on an open Geographic Information System (GIS) standard, and share it across the public sector and perhaps extended to the private sector. Such an approach offers stakeholders an opportunity to share a consistent and geographic based data set.
- 6.15 It is recognised that there are resource implications in bringing together the data needed to report on the indicators. Our intent has been to avoid excessive data collection beyond that which is essential to allow effective management of the strategy. A view has been put to us that supplying the data needed to populate some indicators may place an additional burden on departments that they are not resourced to meet.
- 6.16 However most departments appear confident that evolving mechanisms to monitor and evaluate their own policies, programmes and projects will answer the need for data to support the high level indicators proposed for the RDS. DRD will maintain an open dialogue with all departments to identify difficulties that are encountered, and to seek solutions as to how these may be tackled, including a phased introduction of indicator reporting commencing with the Critical Threshold Indicators.

## **Participative Monitoring**

- 6.17 The Department wishes to go beyond the conventional monitoring and evaluation arrangements by introducing a 'participatory' element. Participatory Monitoring and Evaluation (PME) is a technique that has been used elsewhere to involve local people (with departments, agencies and policy makers) to decide how progress should be measured and results acted upon.
- 6.18 The participatory monitoring and evaluation technique recognises the limitations of the conventional approach. It also stresses the importance of taking people's perspectives into account and helps focus better on the goal of improving the lives of people. By broadening involvement and analysing change, a clearer picture can be gained of what is really happening on the ground. The Department will bring forward details of how such an approach can be accommodated as part of the conventional monitoring and evaluation framework.
- 6.19 The Department wishes to nurture partnerships with key stakeholders outside the public sector to assist it meet many of the key objectives of the RDS. The development sector (particularly the house builders) has been identified as a key partner in delivering the regional brownfield target of 60%, for the period up to the first review in 2010.
- 6.20 In order to progress this the Department has begun a dialogue with the Construction Employers Federation in the expectation that this forum might seek to draw together a wider Development Forum representing the scope of the industry. The move is designed to initiate a regular dialogue with the forum, once established, and to work with it on land supply and phasing issues as they relate to the achievement of the regional brownfield target.

- 6.21 The Department will consider other key partnerships with which to work in order to deliver the key objectives of the RDS.

### **Review Arrangements**

- 6.22 The Regional Development Strategy will be subject to a review after 10 years to consider if major changes of direction are required in the light of new trends and circumstances. After five years (2005/6) there will be a focused assessment to identify any aspects where 'in course' adjustments might be appropriate. For example the housing allocations will be assessed, as will the regional brownfield target, in light of new housing data and information emerging from the 2001 Census.
- 6.23 The work of the IDSG will be important in advising the Minister for Regional Development whether, in the light of changing circumstances, there is a need to bring forward any adjustments to specific strategic guidelines or policy guidance. If such change were considered appropriate, and subsequent to consideration by the Regional Development Assembly Committee, the Minister may formulate an amending statement.

## **7. Conclusion & Recommendation**

- 7.1 The role of IDSG is to oversee the important process of implementing the Regional Development Strategy. This paper sets out proposed working arrangements and the important work to be done in setting up monitoring procedures and gathering relevant information. The aim is to allow discussion on the arrangements and procedures, which are proposed, and to agree the way forward.

- 7.2 The Regional Development Committee is asked to consider and agree the approach to implementation set out in this paper.

**Regional Planning Division**

**April 2002**

## **REGIONAL DEVELOPMENT STRATEGY AND ITS KEY THEMES**

- Promoting balanced and sustainable regional development
- Reflecting regional distinctiveness
- Strengthening economic opportunities and regional competitiveness
- Enhancing accessibility: Developing the regional strategic transport network
- Making best use of the regional assets in the hubs, corridors and gateways

**The following tables set out the relevant Strategic Planning Guidelines (SPGs) and suggested overall indicators relating to each of the above key themes**

## PROMOTING BALANCED AND SUSTAINABLE REGIONAL DEVELOPMENT (Meeting Housing Need)

Sustainable development is a central objective of the strategy. A strong emphasis is placed on the sensible use of resources and care for the whole environment. There is a need to take a sustainable approach to the future development of Northern Ireland. The aim is to ensure that every town, main and small, continues to generate employment and investment opportunities and to receive new housing development, appropriate to its size and functions, in order to renew itself and maintain its vitality and vibrancy.

Strategic Planning Guidelines	Key Contributors	PFG/PSA References
<p><b><u>SPG-HOU 1:</u> To manage housing growth in response to changing housing need</b></p> <p><b>Supporting Actions</b></p> <ul style="list-style-type: none"> <li>▪ Provide a balanced supply of housing land</li> <li>▪ Review housing projections every 5 years and adjust the housing growth indicators</li> </ul> <p><b>Overall Indicator:</b>  <i>Pro rata progress towards the target of 160 000 houses 31 Dec 1998 - 31 Dec 2015</i>  <i>Pro rata progress towards the respective district allocations 31 Dec 1998 - 31 Dec 2015</i>  <i>Level of second home development as a proportion of District Growth Indicator 2015</i>  <i>Level of unfit housing replacement as a proportion of District Growth Indicators 2015</i></p>	<p>DRD/ DOE/ DSD/ NIHE/ Planning Service/ Private Sector/ Housing Associations</p>	<p><b>2.9 Sub-Priority 7</b></p>

<p><b>SPG-HOU 2:</b> To direct and manage future housing growth to achieve more sustainable patterns of residential development</p> <p><b>Supporting Actions</b></p> <ul style="list-style-type: none"> <li>▪ <b>Make efficient use of land by promoting more housing within existing urban areas and villages</b></li> <li>▪ <b>Adopt a sequential test for the allocation of land for housing in cities and towns</b></li> </ul> <p><i>Overall Indicator:</i>  <i>Proportion of towns and cities for which the sequential test has been adopted</i>  <i>The relative proportion of new housing development in the urban types of – (1) inside urban fabric (2001) (2) inside rest of District towns (main towns) (3) inside rest of other towns &gt; 5000 population (4) inside remainder of settlements</i></p>	<p>DRD/ DOE/ DSD/          Planning Service/          NIHE/Private Sector</p>	<p><b>2.9 Sub-Priority 7</b></p>
<p><b>SPG-HOU 3:</b> To set housing growth indicators to guide the distribution of housing in the Region over the period to 2015, through the development plan process, in accordance with the Spatial Development Strategy</p> <p><b>Supporting Actions</b></p> <ul style="list-style-type: none"> <li>▪ <b>To maintain a balance of growth between the BMA and its hinterland, and the rest of Northern Ireland</b></li> <li>▪ <b>Expand seven towns to meet housing need related to the BMA</b></li> </ul> <p><i>Overall Indicator: Actual housing growth compared to RDS Housing Growth Indicators 2015</i></p>	<p>DRD/ DOE/ DSD/          Planning Service/          NIHE/Private Sector</p>	<p><b>2.9 Sub-Priority 7</b></p>

<p><b>SPG-HOU 4:</b> To promote a drive to provide more housing within existing urban areas</p> <p><b>Supporting Actions</b></p> <ul style="list-style-type: none"> <li>▪ Promoting more housing within existing urban areas</li> <li>▪ Assess potential urban housing sites</li> </ul> <p><b>Overall Indicator:</b>  <i>The actual proportion of new urban housing in settlements &gt; 5000 within urban footprint boundary (2001)</i></p>	<p>DRD/ DOE/ DSD/NIHE/ Planning Service/ Private Sector</p>	<p><b>2.9 Sub-Priority 7</b></p>
<p><b>SPG-HOU 5:</b> To encourage an increase in the density of urban housing appropriate in scale and design to the cities and towns of Northern Ireland</p> <p><b>Supporting Actions</b></p> <ul style="list-style-type: none"> <li>▪ Encourage higher housing density to reduce land take</li> <li>▪ Promote housing developments near to public transport corridors</li> </ul> <p><b>Overall Indicator:</b>  <i>Changes in density of housing in urban areas</i></p>	<p>DRD/ DOE/ DSD/ Planning Service/ NIHE/Private Sector</p>	<p><b>2.9 Sub-Priority 7</b></p>

<p><b><u>SPG-HOU 6:</u></b> To encourage the development of balanced local communities</p> <p><b>Supporting Actions</b></p> <ul style="list-style-type: none"> <li>▪ <b>Provide a housing choice by achieving a mix of housing tenures and housing types (especially social and affordable housing)</b></li> <li>▪ <b>Create quality built environments which contribute to the achievement of safe, complete and balanced communities</b></li> </ul> <p><b><i>Overall Indicator:</i></b> <b><i>Changes in mix of housing tenures and housing types</i></b></p>	<p>NIHE/ Census/ DSD/ DOE/ Planning Service/ DRD/ Housing Associations</p>	<p><b>2.9 Sub-Priority 7</b></p>
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**PROMOTING BALANCED AND SUSTAINABLE REGIONAL DEVELOPMENT (other than housing)**

Strategic Planning Guidelines	Key Contributors	PFG/PSA References
<p><b>SPG-ECON 1:</b> To promote a balanced spread of economic development opportunities across the region focused on the BMA, Londonderry, Craigavon and the urban hubs/ clusters, as the main centres for employment and services</p> <p><b>Supporting Actions</b></p> <ul style="list-style-type: none"> <li>• <b>Maintain strong and vibrant main towns and city centres;</b></li> <li>• <b>Support urban renaissance</b></li> </ul> <p><b>Overall Indicator: <i>The relative economic strengths of the main hubs and the regional cities</i></b></p>	<p>DOE/ Planning Service/ Central Statistics for DRD /DETI/ INI/ Industry/ Chamber of Commerce/ Invest NI/ DSD</p>	<p><b>5.3 Sub-Priority 1:</b></p>
<p><b>SPG-ECON 4:</b> To create and maintain a regional portfolio of Strategic Employment Locations (SELs)</p> <p><b>Supporting Action</b></p> <ul style="list-style-type: none"> <li>• <b>Identify SELs in development plans and protect as key locations</b></li> </ul> <p><b>Overall Indicator: <i>% jobs in planned and accessible employment locations linked to transport corridors</i></b></p>	<p>Industry/ DETI/ INI/ DRD/ DOE/ Planning Service/ Chamber of Commerce/Private Sector/ Invest NI</p>	<p><b>5.7 Sub-Priority 5</b></p>

<p><b><u>SPG-RNI 3:</u></b> To support the network of service centres based on main towns, small towns and villages in Rural Northern Ireland</p> <p><b>Supporting Actions</b></p> <ul style="list-style-type: none"> <li>▪ <b>Develop a network of strong main towns</b></li> <li>▪ <b>Sustain and consolidate the role of small towns and villages as local rural service centres</b></li> </ul> <p><i>Overall Indicator: % of decentralised public services</i></p>	<p>DOE/ Planning Service/ DRD/ DSD/ DFP/ DCAL</p>	<p><b>5.10 Sub-Priority 8:</b></p>
<p><b><u>SPG-ENV 7:</u></b> To facilitate access to a range of opportunities for recreational and cultural activities</p> <p><b>Supporting Actions</b></p> <ul style="list-style-type: none"> <li>▪ <b>Facilitate access to cultural amenities contributing to the quality of life for all</b></li> <li>▪ <b>Strengthen the network of cultural amenities</b></li> </ul> <p><i>Overall Indicator: % of actively managed recreational open space in each town</i></p>	<p>DCAL/ DOE/ Planning Service/ DRD/ DARD</p>	<p><b>2.11 Sub-Priority 9</b></p>

<p><b><u>SPG-LNW 1:</u></b> To develop a strong North West based on Londonderry</p> <p><b>Supporting Actions</b></p> <ul style="list-style-type: none"> <li>▪ <b>Upgrade strategic transport links to the rest of the region and cross-border</b></li> <li>▪ <b>Enhance education, innovation, research and skills training and develop the Science Park out-centres</b></li> </ul> <p><b><i>Overall Indicator: Relative economic strength of the North West</i></b></p>	<p>Industry/ DETI/ INI/ DRD/ DOE/ Planning Service/ Chamber of Commerce/ Invest NI/ DSD</p>	<p><b>5.3 Sub-Priority 1</b></p>
<p><b><u>SPG-BMA 1:</u></b> To create a thriving Metropolitan Area centred on a revitalised City of Belfast</p> <p><b>Supporting Actions</b></p> <ul style="list-style-type: none"> <li>▪ <b>Improve its international image and maintain its role as the cultural capital</b></li> <li>▪ <b>Maintain the role of Belfast city centre as the primary retail and office location in the Region</b></li> </ul> <p><b><i>Overall Indicators: Rating of Belfast as business/retail location and a city to visit</i></b>  <b><i>Increase in the number of visitors/ increase in length of stay/ change in the number of international standard events held</i></b></p>	<p>DCAL/ NITB/DOE/ Planning Service/ DRD/ Invest NI/ DSD</p>	<p><b>6.9 Sub-Priority 7</b></p>

<p><b><u>SPG-BMA 2:</u></b> To promote an urban renaissance throughout the Belfast Metropolitan Area</p> <p><b>Supporting Actions</b></p> <ul style="list-style-type: none"> <li>▪ Promote urban economic development at key locations, and on suitable sites, throughout the Metropolitan Area</li> <li>▪ Promote the physical renewal of the Belfast Metropolitan Area</li> </ul> <p><i>Overall Indicator: The relative social and economic improvements of Belfast particularly in terms of the most disadvantaged areas</i></p>	<p>DCAL/ NITB/ /DETI/ Invest NI/ DOE/ Planning Service/ DSD</p>	<p><b>5.7 Sub-Priority 5</b></p>
<p><b><u>SPG-ENV 1:</u></b> To conserve the natural environment</p> <p><b>Supporting Actions</b></p> <ul style="list-style-type: none"> <li>▪ Sustain and enhance biodiversity</li> <li>▪ Protect and manage areas designated for their scientific interests</li> <li>▪ Protect, enhance and encourage appreciation of the Region’s landscapes</li> </ul> <p><i>Overall Indicator: The number of new designated landscapes established by the Environment and Heritage Service (For example Areas of Special Scientific Interest, Special Protection Areas, Special Areas of Conservation and Areas of Outstanding Natural Beauty)</i></p> <p><i>% increase in participants in Countryside Management and Environmentally Sensitive Area Schemes</i></p> <p><i>% forests certificated as “Sustainably managed”</i></p>	<p>EHS/ DARD/ DOE/ Planning Service/ National Trust/ DE/ NISRA/ NIHE/ DSD</p>	<p><b>5.11 Sub-Priority 9:</b></p>

<p><b><u>SPG-ENV 2:</u></b> To protect and manage the Northern Ireland coastline</p> <p><b>Supporting Actions</b></p> <ul style="list-style-type: none"> <li>▪ <b>Conserve the coasts of Northern Ireland</b></li> <li>▪ <b>Raise the quality of coastal waters</b></li> </ul> <p><b><i>Overall Indicator: % of coastal waters that are of a poor quality</i></b></p>	<p>EHS/ DARD/ Planning Service</p>	<p><b>5.11 Sub-Priority 9</b></p>
<p><b><u>SPG-ENV 3:</u></b> To conserve the built environment</p> <p><b>Supporting Actions</b></p> <ul style="list-style-type: none"> <li>▪ <b>Safeguard buildings of special architectural or historic interest</b></li> <li>▪ <b>Conserve the character of cities, towns and villages</b></li> </ul> <p><b><i>Overall Indicator: The relative change in the numbers of listed buildings</i></b></p>	<p>EHS/ DOE/ Planning Service/ National Trust/ DOE/ NISRA/ NIHE/ DSD</p>	<p><b>5.11 Sub-Priority 9</b></p>

<p><b>SPG-ENV 5:</b> To respond to the implications of climate change and promote more prudent and efficient use of energy and resources, and effective waste management</p> <p><b>Supporting Actions</b></p> <ul style="list-style-type: none"> <li>▪ <b>Make prudent use of non-renewable resources</b></li> <li>▪ <b>Promote the Waste Management Strategy for Northern Ireland</b></li> </ul> <p><i>Overall Indicator: The proportion of waste that is recycled</i></p>	<p>EHS/ DARD/ DOE/ Planning Service/ DE/ DETI</p>	<p><b>5.11 Sub-Priority 9</b></p>
<p><b>SPG-ENV 6:</b> To create healthier living environments and to support healthy lifestyles</p> <p><b>Supporting Actions</b></p> <ul style="list-style-type: none"> <li>▪ <b>Improve air quality</b></li> <li>▪ <b>Combat and reduce water pollution</b></li> <li>▪ <b>Promote a regional clean-up campaign</b></li> <li>▪ <b>Promote an approach to building development and the use of land which is supportive to the well-being and safety of people</b></li> </ul> <p><i>Overall Indicator: The proportion of rivers that are of poor quality; and the number of days where there is a high level of air pollution</i></p>	<p>EHS/ DARD/ DOE/ Planning Service/ DCAL/ DE</p>	<p><b>5.11 Sub-Priority 9</b></p>

<p><b><u>SPG-ECON 7:</u></b> To promote a sustainable approach to the provision of tourism infrastructure</p> <p><b>Supporting Actions</b></p> <ul style="list-style-type: none"> <li>▪ Take a sustainable approach to tourism development</li> <li>▪ Diversify the visitor opportunities to extend the season</li> </ul> <p><i>Overall Indicator: % increase of contribution that tourism makes to the economy</i></p>	<p>NITB/ Invest NI/ Planning Service</p>	<p><b>5.8 Sub-Priority 6</b></p>
<p><b><u>SPG-TRAN 3:</u></b> To integrate land use and transportation</p> <p><b>Supporting Actions</b></p> <ul style="list-style-type: none"> <li>▪ Introduce car parking policies which discourage public long-stay parking in urban centres</li> <li>▪ Utilise planning obligations or other mechanisms to ensure that developers contribute more fully to transport infrastructure costs</li> <li>▪ Develop land use patterns contributing to a better range of travel choices for all, and reduce the demand for travel</li> <li>▪ Encourage the use of travel plans</li> <li>▪ Apply parking standards and any road user charging policy</li> </ul> <p><i>Overall Indicators:</i>  <i>% development plans demonstrating integrated transport and land use priorities</i>  <i>Average trip length per person</i>  <i>% increase in public transport</i></p>	<p>Translink/ DOE/ Planning Service/ DRD/ Transport Unit/ DRD Regional Transport Programme</p>	<p><b>5.3 Sub-Priority 1</b></p>

<p><b><u>SPG-RNI 1:</u></b> To maintain a working countryside with a strong mixed use rural economy</p> <p><b>Supporting actions</b></p> <ul style="list-style-type: none"> <li>▪ Facilitate the development of rural industries, businesses and enterprises in appropriate locations</li> <li>▪ Expand rural tourism in a sustainable manner</li> </ul> <p><b>Overall Indicator:</b> <i>To monitor and review rural employment/ unemployment patterns</i></p>	<p>DARD/ EHS/ DOE/ Planning Service/ NITB</p>	<p><b>5.10 Sub-Priority 8</b></p>
<p><b><u>SPG-RNI 2:</u></b> To create and sustain a living countryside with a high quality of life for all its residents</p> <p><b>Supporting Actions</b></p> <ul style="list-style-type: none"> <li>▪ Encourage the development of balanced rural communities by promoting housing choice and affordable housing in rural areas</li> <li>▪ Support the development of long established rural communities</li> </ul> <p><b>Overall Indicator:</b> <i>The change in the level of affordable housing in rural areas Accessibility to services/amenities</i></p>	<p>DARD/ EHS/ NIHE/ DOE/ Planning Service/ DRD/ DSD</p>	<p><b>5.10 Sub-Priority 8</b></p>

<p><b><u>SPG-RNI 5:</u></b> To continue to create and sustain an attractive and unique rural environment in the interests of the rural community and the Region as a whole</p> <p><b>Supporting Actions</b></p> <ul style="list-style-type: none"> <li>▪ Monitor urban and rural housing development patterns to guard against unbalanced development</li> <li>▪ Control development in areas</li> </ul> <p><b>Overall Indicator:</b>  <i>Change in the number of permissions granted for rural housing, particularly for single dwellings</i>  <i>Change in the number of new single dwellings in the countryside</i>  <i>Change in the proportion of new single dwellings in the countryside as compared with total new dwellings</i></p>	<p>DARD/ EHS/ DOE/          Planning Service/ DRD/</p>	<p><b>5.10 Sub-Priority 8</b></p>
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## REFLECTING REGIONAL DISTINCTIVENESS

The strategy seeks to reflect the distinctive settlement pattern in the region and the strong local identities associated with particular sub-regions, towns and rural areas, and to respect the high quality landscapes of Northern Ireland. The creation of quality living environments supportive to the development of balanced local communities is a key feature of the strategy.

Strategic Planning Guidelines	Key Contributors	PFG/PSA References
<p><b>SPG-HOU 6:</b> To encourage the development of balanced local communities</p> <p><b>Supporting Actions</b></p> <ul style="list-style-type: none"> <li>▪ <b>Provide a housing choice by achieving a mix of housing tenures and housing types (especially social and affordable housing)</b></li> <li>▪ <b>Create quality built environments which contribute to the achievement of safe, complete and balanced communities</b></li> </ul> <p><i>Overall Indicator: Changes in mix of housing tenures and housing types</i></p>	<p>DSD/ NIHE/ DOE/ Planning Service/ NISRA/ Private Sector/ Housing Associations</p>	<p><b>2.9 Sub-Priority 7</b></p>

<p><b>SPG-ENV 4:</b> To foster a stronger community spirit and sense of place in relation to local development proposals in urban and rural areas by the use of the Local Development Guidelines</p> <p><b>Supporting Actions</b></p> <ul style="list-style-type: none"> <li>▪ Re-use older buildings and previously developed land</li> <li>▪ Develop multi-modal systems of urban and rural transport to enhance accessibility</li> <li>▪ Provide community greenways</li> </ul> <p><i>Overall Indicator: Increased community participation and community planning in the development plan process</i></p>	<p>DOE/ Planning Service/ DSD/ NICVA</p>	<p><b>2.10 Sub-Priority 8</b></p>
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<p><b>SPG-SRC 3:</b> To foster development, which contributes to better community relations, recognises cultural diversity, and reduces socio-economic differentials within Northern Ireland</p> <p><b>Supporting Actions</b></p> <ul style="list-style-type: none"> <li>▪ <b>Foster patterns of development supportive to community cohesion</b></li> <li>▪ <b>Facilitate the removal of existing physical barriers between communities</b></li> <li>▪ <b>Implement multi-agency partnerships at a local level to reduce the impact of socio-economic differentials</b></li> <li>▪ <b>Progress the work of the Cultural Forum</b></li> </ul> <p><i>Overall Indicator: Development of local integrated strategies to meet local needs and reduce socio-economic differentials</i></p>	<p>DSD/Depts/Voluntary orgs/district councils/DCAL/ DE</p>	<p><b>2.10 Sub-Priority 8</b></p>
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## STRENGTHENING ECONOMIC OPPORTUNITIES AND REGIONAL COMPETITIVENESS

Economic development is central to the spatial strategy that aims to support further economic progress and increased levels of growth, employment and tourism. The objective is to maximise the economic potential by capitalising on the use of the regional resources including land, buildings, infrastructure and labour skills, and with a particular focus on areas of social need. The strategy aims to accommodate the levels of growth in GDP anticipated in Strategy 2010.

Strategic Planning Guidelines	Key Contributors	PFG/PSA References
<p><b>SPG-ECON 1:</b> To promote a balanced spread of economic development opportunities across the Region focused on the BMA, Londonderry, Craigavon and the urban hubs/clusters, as the main centres for employment and services</p> <p><b>Supporting Actions</b></p> <ul style="list-style-type: none"> <li>• <b>Maintain strong and vibrant main towns and city centres;</b></li> <li>• <b>Support urban renaissance</b></li> </ul> <p><i>Overall Indicator: The relative economic strengths of the main hubs and the regional cities</i></p>	<p>Industry/DETI/INI/DRD/DOE/ Planning Service/ Chambers of Commerce/ Invest NI/ DSD</p>	<p><b>5.3 Sub-Priority 1</b></p>

<p><b><u>SPG-ECON 2:</u></b> To exploit the economic development potential of the key transport corridors</p> <p><b>Supporting Action</b></p> <ul style="list-style-type: none"> <li>• <b>Identify and safeguard a number of large industrial sites, up to 40 hectares (strategic employment locations)</b></li> </ul> <p><b><i>Overall Indicator: The number of new Strategic Employment Locations linked to corridors</i></b></p>	<p>Industry/DETI/INI/DRD/DOE/ Planning Service/ Chamber of Commerce/ Invest NI</p>	<p><b>5.7 Sub-Priority 5</b></p>
<p><b><u>SPG-ECON 3:</u></b> To promote the regional gateways as economic development opportunities</p> <p><b>Supporting Actions</b></p> <ul style="list-style-type: none"> <li>• <b>Develop the potential of the Port of Belfast, Belfast Harbour Lands, Belfast City Airport</b></li> </ul> <p><b><i>Overall Indicator: The increase in numbers and volume of trade coming through the gateways</i></b></p>	<p>Industry/DETI/INI/DRD/DOE/ Planning Service/ Chamber of Commerce/Harbour Commissioners/ Invest NI</p>	<p><b>5.3 Sub-Priority 1</b></p>

<p><b><u>SPG-ECON 4:</u></b> To create and maintain a regional portfolio of Strategic Employment Locations (SELs)</p> <p><b>Supporting Actions</b></p> <ul style="list-style-type: none"> <li>• <b>Identify SELs in development plans and protect as key locations</b></li> </ul> <p><b><i>Overall Indicator: % jobs in planned and accessible employment locations linked to transport corridors</i></b></p>	<p>Industry/DETI/INI/DRD/DOE/ Planning Service/ Chamber of Commerce/ Invest NI</p>	<p><b>5.7 Sub-Priority 5</b></p>
<p><b><u>SPG-ECON 5:</u></b> To undertake or where appropriate, facilitate a programme of infrastructure improvements essential to business needs</p> <p><b>Supporting Action</b></p> <ul style="list-style-type: none"> <li>• <b>Improve and maintain the Regional Strategic Transport Network</b></li> </ul> <p><b><i>Overall Indicator: Reduced delay whilst travelling on the RSTN</i></b></p>	<p>DRD/DETI/INI/NIE/Private Sector/ Invest NI</p>	<p><b>5.3 Sub-Priority 1</b></p>

<p><b><u>SPG-ECON 6:</u></b> To improve employability through lifelong learning and personal development</p> <p><b>Supporting Actions</b></p> <ul style="list-style-type: none"> <li>• <b>Maintain a well developed network of schools and colleges</b></li> <li>• <b>Support childcare provision to assist employment opportunities</b></li> <li>• <b>Meet the educational and training needs of the Region</b></li> <li>• <b>Implement the Unlocking Creativity Strategy</b></li> </ul> <p><b>Overall Indicators: Increase in employability of people</b>  <b>Numbers actively seeking academic and professional qualifications</b>  <b>Average age of people in employment</b></p>	<p>DE/DEL/Private Sector/Colleges/ DCAL/ DARD</p>	<p><b>4.6 Sub-Priority 4</b></p>
<p><b><u>SPG-ECON 7:</u></b> To promote a sustainable approach to the provision of tourism infrastructure</p> <p><b>Supporting Actions</b></p> <ul style="list-style-type: none"> <li>▪ <b>Take a sustainable approach to tourism development</b></li> <li>▪ <b>Diversify the visitor opportunities to extend the season</b></li> </ul> <p><b>Overall Indicator: % increase of contribution that tourism makes to the economy</b></p>	<p>Private Sector/ DOE/ Planning Service/ DRD/NITB/District Councils/Tourism organisations/ Invest NI</p>	<p><b>5.8 Sub-Priority 6</b></p>

<p><b><u>SPG-ECON 8:</u></b> To establish a world-wide image for Northern Ireland, based on positive images of progress, and attractive places to visit</p> <p><b>Supporting Actions</b></p> <ul style="list-style-type: none"> <li>• Facilitate development of infrastructure eg develop Tourism Gateways</li> <li>• Enhance ‘first impression points’ and environmental image</li> </ul> <p><i>Overall Indicators: % growth and relative spend of visitors Change in the average length of stay by visitors Change in the number of “returning” visitors Changes in the satisfaction levels expressed by visitors</i></p>	<p>Private Sector/NITB/DRD/ Planning Service/ Invest NI/ DCAL/ DARD</p>	<p><b>6.9 Sub-Priority 7</b></p>
<p><b><u>SPG-ECON 9:</u></b> To protect and enhance a varied range of tourism development opportunities</p> <p><b>Supporting Actions</b></p> <ul style="list-style-type: none"> <li>• Protect and enhance land-based visitor amenities and develop them to world class standards</li> <li>• Protect and enhance water-based visitor amenities</li> <li>• Promote cultural and historic attractions</li> <li>• Sustain and enhance the traditional seaside resorts</li> <li>• Enhance key touring opportunities</li> </ul> <p><i>Overall Indicator: Tourism earnings and the employment growth in the tourism industry</i></p>	<p>Private Sector/Waterways Ireland/NITB/ DCAL/ EHS/ Planning Service/ Invest NI/ DARD</p>	<p><b>5.8 Sub-Priority 6</b></p>

<p><b><u>SPG-ECON 10:</u></b> Identify major tourism development opportunities for the private sector to develop “destination resort” complexes in Northern Ireland, based on distinctive tourism themes</p> <p><b>Supporting Actions</b></p> <ul style="list-style-type: none"> <li>• <b>Develop a series of multi-purpose complexes based around strategic natural resources</b></li> </ul> <p><b><i>Overall Indicator: Number of new major, natural resource based tourism developments</i></b></p>	<p>Private Sector/NITB/ Planning Service/ Invest NI/ DCAL</p>	<p><b>5.8 Sub-Priority 6</b></p>
<p><b><u>SPG-ECON 11:</u></b> To promote the region as a centre for cultural, business and sports tourism</p> <p><b>Supporting Action</b></p> <ul style="list-style-type: none"> <li>• <b>Build up the network of opportunities for tourism development based on the two main cities of Belfast and Londonderry</b></li> <li>• <b>To win the City of Culture bid 2008</b></li> </ul> <p><b><i>Overall Indicators: Growth in visitor numbers/spend per visitor in cultural, business and sports tourism</i></b>  <b><i>Increased length of stay by visitors</i></b>  <b><i>Change in the number of “returning” Visitors</i></b>  <b><i>Changes in the satisfaction levels expressed by visitors</i></b></p>	<p>NI Event Company/ Planning Service/ NITB/DCAL/Imagine Belfast</p>	<p>2.11 Sub-Priority 9</p>

## ENHANCING ACCESSIBILITY: DEVELOPING THE REGIONAL STRATEGIC TRANSPORT NETWORK

The strategic transport network has a huge role to play in achieving the regional goals relating to social progress, economic development and sustainable development. The network of transport corridors provides the skeletal framework for the future development of the whole region. The pattern of future growth will depend on the shape of the strategic transport network and by the potential for achieving greater public transport usage. The Regional Transportation Strategy and a Belfast Metropolitan Transport Plan are vital in guiding the upgrading of the strategic transport network.

Strategic Planning Guidelines	Key Contributors	PFG/PSA References
<p><b>SPG-TRAN 1:</b> To develop a Regional Strategic Transport Network based on key transport corridors, to enhance accessibility to regional facilities and services</p> <p><b>Supporting Actions</b></p> <ul style="list-style-type: none"> <li>▪ <b>Develop and maintain the identified RSTN to enhance accessibility on an integrated basis for all users, including freight.</b></li> <li>▪ <b>Contribute to the creation of an integrated sustainable transport network</b></li> <li>▪ <b>Examine access to regional gateways and cross-border links to improve connections from the 5 key transport and 4 link corridors</b></li> <li>▪ <b>Provision of planned major highway works on the RSTN</b></li> <li>▪ <b>Upgrade the Westlink to reduce congestion and to facilitate transport efficiency</b></li> </ul> <p><i>Overall Indicators: Monitor and review implementation of the key target of the Regional Transportation Strategy</i>  <b>Journey times between nodes on the Key Transport Corridor routes</b></p>	<p>DRD/ Translink</p>	<p><b>5.3 Sub-Priority 1</b></p>

<p><b>SPG-TRAN 2:</b> To extend travel choice for all sections of the community by enhancing public transport</p> <p><b>Supporting Actions</b></p> <ul style="list-style-type: none"> <li>▪ Promote the development of public transport routes</li> <li>▪ Promote sustainable transport usage in main towns</li> <li>▪ Strengthen the regional bus network and the regional rail system</li> <li>▪ Promote the number of buses meeting requirements of Disability Discrimination Act (1995)</li> <li>▪ Quality Bus Corridors operating on main radial routes in BMA</li> <li>▪ Compliance with Translink Passenger Charter 2001</li> <li>▪ Promote bus based park and ride schemes</li> <li>▪ Examine options in rural areas for enhancing services and improving accessibility</li> <li>▪ Further develop commuter rail services in the BMA</li> <li>▪ Examine the scope for promoting greater rail use for freight</li> </ul> <p><i>Overall Indicators: Monitor the % of modal shifts</i>  <i>% of population within walk-in distance of regular public transport services</i></p>	<p>DRD/ Translink/          Planning Service</p>	<p><b>5.3 Sub-Priority 1</b></p>
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<p><b><u>SPG-TRAN 3:</u></b> To integrate land use and transportation</p> <p><b>Supporting Actions</b></p> <ul style="list-style-type: none"> <li>▪ <b>Introduce car parking policies which discourage public long-stay parking in urban centres</b></li> <li>▪ <b>Utilise planning obligations or other mechanisms to ensure that developers contribute more fully to transport infrastructure costs</b></li> <li>▪ <b>Develop land use patterns contributing to a better range of travel choices for all, and reduce the demand for travel</b></li> <li>▪ <b>Encourage the use of travel plans</b></li> <li>▪ <b>Apply parking standards and any road user charging policy</b></li> </ul> <p><i>Overall Indicators:</i>  <i>% development plans demonstrating integrated transport and land use priorities</i>  <i>Average trip length per person</i>  <i>% increase in public transport</i></p>	<p>Translink/ DOE/          Planning Service/          DRD/ Transport          Unit/ DRD Regional          Transport          Programme</p>	<p><b>5.3 Sub-Priority 1</b></p>
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<p><b>SPG-TRAN 4:</b> To change the regional travel culture and contribute to healthier lifestyles</p> <p><b>Supporting Actions</b></p> <ul style="list-style-type: none"> <li>▪ Develop campaigns for raising public awareness of the need to reduce the adverse environmental impacts of car use</li> <li>▪ Develop and promote park and share sites at key nodes</li> <li>▪ Manage the transportation system more comprehensively</li> <li>▪ Develop a Road Safety Strategy and progress towards long-term casualty reduction targets</li> <li>▪ Encouraging more walking and cycling (increased trips in line with NI Cycling/Walking Strategy)</li> <li>▪ Promote sustainable transport access to education/health care establishments</li> <li>▪ Encourage the development and implementation of Travel Plans</li> <li>▪ Promote an integrated approach to reducing car use</li> <li>▪ Take into account and seek to meet the needs of people with impaired mobility</li> <li>▪ Introduce traffic calming measures in residential measures</li> <li>▪ Strengthen traffic law enforcement procedures</li> </ul> <p><i>Overall Indicators:</i>  <i>Car ownership (cars per 1000 population) compared with other regions</i>  <i>CO2, NOx, SO emissions compared with other regions</i>  <i>Fatalities/injuries per 1000 population</i>  <i>Average % of trips by mode per person</i></p>	<p>DRD/ DOE/          Planning Service/          Translink/ DE</p>	<p><b>3.5 Sub-Priority 3</b></p>
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<p><b><u>SPG-RNI 4:</u></b> To create an accessible countryside with a responsive transport network that meets the needs of the rural community</p> <p><b>Supporting Action</b></p> <ul style="list-style-type: none"> <li>▪ <b>Upgrading the Regional Strategic Transport Network</b></li> </ul> <p><i>Overall Indicator: % increase in demand responsive transport initiatives as a means of increasing rural accessibility</i></p>	<p>DRD/ DARD/ National Trust</p>	<p><b>5.10 Sub-Priority 8</b></p>
<p><b><u>SPG-BMA 3:</u></b> To develop and enhance the Metropolitan Transport Corridor Network</p> <p><b>Supporting Actions</b></p> <ul style="list-style-type: none"> <li>▪ <b>Create an integrated Metropolitan Transport Corridor Network</b></li> <li>▪ <b>Prepare transport corridor plans</b></li> </ul> <p><i>Overall Indicator: (more work required to develop appropriate indicator)</i></p>	<p>DRD/ Translink/ DOE/ Planning Service</p>	<p><b>5.3 Sub-Priority 1</b></p>

<p><b><u>SPG-BMA 4:</u></b> To improve the public transport service in the Belfast Metropolitan Area</p> <p><b>Supporting Actions</b></p> <ul style="list-style-type: none"> <li>▪ Development of a comprehensive BMA Bus Network</li> <li>▪ Promote the development of park and ride schemes at key locations within the BMA and its hinterland</li> </ul> <p><i>Overall indicators: Average commute time/ Average traffic speeds/ incidence of delays</i>  <i>% increase of public transport users</i>  <i>Any changes in the level of satisfaction with the service</i></p>	<p>Translink/ DOE/ Planning Service/ DRD</p>	<p><b>5.3 Sub-Priority 1</b></p>
<p><b><u>SPG-BMA 5:</u></b> To manage travel demand within the Belfast Metropolitan Area</p> <p><b>Supporting Actions</b></p> <ul style="list-style-type: none"> <li>▪ Prepare a comprehensive Travel Demand Management Strategy for the BMA</li> </ul> <p><i>Overall Indicator: Monitor % modal shifts</i></p>	<p>DOE/ DRD/ Translink</p>	<p><b>5.3 Sub-Priority 1</b></p>

## MAKING BEST USE OF THE REGIONAL ASSETS IN THE HUBS, CORRIDORS AND GATEWAYS

Achieving sustainable development involves making good use of past investment in the physical and social infrastructure of the hubs, corridors and gateways. The gateways are key economic development opportunities. Improved connections to corridors will add to the clustering of economic development to create strong magnets for regional growth.

Strategic Planning Guidelines	Key Contributors	PFG/PSA References
<p><b>SPG-TRAN 1:</b> To develop a Regional Strategic Transport Network based on key transport corridors, to enhance accessibility to regional facilities and services</p> <p><b>Supporting Actions</b></p> <ul style="list-style-type: none"> <li>▪ <b>Develop and maintain the identified RSTN to enhance accessibility on an integrated basis for all users, including freight.</b></li> <li>▪ <b>Contribute to the creation of an integrated sustainable transport network</b></li> <li>▪ <b>Examine access to regional gateways and cross-border links to improve connections from the 5 key transport and 4 link corridors</b></li> <li>▪ <b>Provision of planned major highway works on the RSTN</b></li> <li>▪ <b>Upgrade the Westlink to reduce congestion and to facilitate transport efficiency</b></li> </ul> <p><b>Overall Indicators: Monitor and review implementation of the key targets of the Regional Transportation Strategy</b>  <b>Journey times between nodes on the Key Transport Corridor routes</b></p>	<p>DRD/ Translink</p>	<p><b>5.3 Sub-Priority 1</b></p>

<p><b><u>SPG-ECON 2:</u></b> To exploit the economic development potential of the key transport corridors</p> <p><b>Supporting Action</b></p> <ul style="list-style-type: none"> <li>• <b>Identify and safeguard a number of large industrial sites, up to 40 hectares (strategic employment locations)</b></li> </ul> <p><b><i>Overall Indicator: The number of new Strategic Employment Locations linked to corridors</i></b></p>	<p>Industry/DETI/INI/DRD/ DOE/ Planning Service/ Chamber of Commerce/ Invest NI</p>	<p><b>5.7 Sub-Priority 5</b></p>
<p><b><u>SPG-ECON 8:</u></b> To establish a world-wide image for Northern Ireland, based on positive images of progress, and attractive places to visit</p> <p><b>Supporting Actions</b></p> <ul style="list-style-type: none"> <li>• <b>Facilitate development of infrastructure eg develop Tourism Gateways</b></li> <li>• <b>Enhance 'first impression points' and environmental image</b></li> </ul> <p><b><i>Overall Indicators: % growth and relative spend of visitors</i></b>  <b><i>Change in the average length of stay by visitors</i></b>  <b><i>Change in the number of "returning" visitors</i></b>  <b><i>Changes in the satisfaction levels expressed by visitors</i></b></p>	<p>Private Sector/ NITB/DRD/ Invest NI/ DCAL/ DARD/ Planning Service</p>	<p><b>6.9 Sub-Priority 7</b></p>

<p><b><u>SPG-LNW 2:</u></b> To strengthen the role of Londonderry as the regional city and hub for the North West</p> <p><b>Supporting Actions</b></p> <ul style="list-style-type: none"> <li>▪ Continue to regenerate the City of Londonderry</li> <li>▪ Strengthen the position of Londonderry as the transport hub of the North West</li> </ul> <p><i>Overall Indicator: Prominence of Londonderry within the Regional Development Strategy and the Republic of Ireland's National Spatial Strategy</i></p>	<p>DOE/ Planning Service/ DRD/ DSD/ DARD/ DCAL/ NT/ NITB/ Invest NI</p>	<p><b>5.7 Sub-Priority 5</b></p>
<p><b><u>SPG-SRC 1:</u></b> To strengthen and extend European and world-wide linkages</p> <p><b>Supporting Actions</b></p> <ul style="list-style-type: none"> <li>▪ Build international networks</li> <li>▪ Strengthen the position of Northern Ireland on the world tourist map</li> </ul> <p><i>Overall Indicator: The increase in the number of visitors and volume of trade from outside the United Kingdom</i></p>	<p>DRD/ Planning Service/ NITB/ DETI/ Invest NI/ DCAL/ DARD</p>	<p><b>6.7 Sub-Priority 5</b></p>

<p><b>SPG-SRC 2:</b> To increase links with neighbouring regions and capitalise on trans-regional development opportunities</p> <p><b>Supporting Actions</b></p> <ul style="list-style-type: none"> <li>▪ Tap the potential of the Belfast to Dublin development corridor</li> <li>▪ Develop Londonderry as the hub for the North West corner</li> </ul> <p><i>Overall Indicator: Investment in the main north/south and east/west routes compared with the levels of cross border trade</i></p>	<p>DRD/ Planning Service/ NITB/ DETI/ Invest NI</p>	<p><b>6.3 Sub-Priority 1</b> <b>6.5 Sub-Priority 3</b> <b>6.6 Sub-Priority 4</b> <b>6.7 Sub-Priority 5</b></p>
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## GLOSSARY

- **CRITICAL THRESHOLD INDICATORS** – A set of 8/10 key indicators that are to form the basis of the annual monitoring process, and will provide an indication of the success of the strategy.
- **HIGH-LEVEL TARGETS** – Targets to determine whether the objectives are being delivered and will represent the overall indicators that are evident in the annex table. These high-level targets will be the source of the Critical Threshold Indicators mentioned above.
- **INDICATORS** – To establish whether the objectives are being met and to monitor progress with the implementation of the RDS.
- **KEY INDICATORS** – These form part of the Critical Threshold Indicators, which are to act as the basis of the annual monitoring process.
- **OUTCOME MEASURES** – To monitor progress on the implementation of the RDS.
- **PROGRAMME FOR GOVERNMENT** - A programme incorporating the Executive's agreed budget linked to policies and programmes, which is subject to approval by the Assembly, after scrutiny in Assembly Committees.
- **REGIONAL STRATEGIC TRANSPORT NETWORK** – The RSTN is made up of the rail system, five key transport corridors, four link corridors, and the Belfast Metropolitan Area transport corridors, along with the remainder of the trunk road network.
- **STRATEGIC OBJECTIVES** – These are set out by the Strategic Planning Guidelines and are classified under several topic areas.
- **STRATEGIC PLANNING GUIDELINES** – These provide long-term policy directions from a spatial perspective in the form of strategic objectives, set out by topics, each with an accompanying range of measures.
- **TARGETS** – A desired goal or a position established from time to time as an aiming point. These are set in order to measure progress in specific policy areas and to check progress towards the implementation of the RDS