



Title of Report:	Correspondence
Committee Report Submitted To:	Council Meeting
Date of Meeting:	27 August 2019
For Decision or For Information	INFORMATION

Linkage to Council Strategy (2019-23)	
Strategic Theme	Leader and Champion
Outcome	Establish key relationships with Government, agencies and potential strategic partners
Lead Officer	Director of Corporate Services

Budgetary Considerations	
Cost of Proposal	
Included in Current Year Estimates	YES/NO
Capital/Revenue	
Code	
Staffing Costs	

Screening Requirements	Required for new or revised Policies, Plans, Strategies or Service Delivery Proposals.		
Section 75 Screening	Screening Completed:	Yes/No	Date:
	EQIA Required and Completed:	Yes/No	Date:
Rural Needs Assessment (RNA)	Screening Completed	Yes/No	Date:
	RNA Required and Completed:	Yes/No	Date:
Data Protection Impact Assessment (DPIA)	Screening Completed:	Yes/No	Date:
	DPIA Required and Completed:	Yes/No	Date:

1. Purpose of Report

The purpose of this report is to present correspondence for Members consideration.

2. The following is listed for noting:

2.1 **NILGA – Key Outcomes Report; Central - Local Government Political Partnership Forum (dated and received 5 July 2019)**

Correspondence has been received from NILGA with The Key Outcomes Report from Forum on Friday 28 June 2019 (attached).

Also received is the template for Councils to complete on issues they wish to be raised at future meetings of the Forum (attached).

The next meeting of the Central – Local Government Political Partnership Forum is scheduled to take place on **Friday 27th September 2019, 10am – 12 noon at the NILGA Offices** in Bradford Court, Castlereagh.

2.2 **Derry City & Strabane District Council – Notice of Motion (dated 9 July 2019 received 11 July 2019)**

Correspondence has been received from Derry City & Strabane District Council detailing a Notice of Motion unanimously passed at a meeting of Derry City and Strabane District Council on 27 June 2019 in relation to recent IPCC (Intergovernmental Panel on Climate Change) report on the impact of climate breakdown (attached).

2.3 **Housing Executive – Regional Services Land and Regeneration Services Rural Strategy and Action Plan Annual Progress Report (dated 7 August 2019 received 13 August 2019)**

Correspondence has been received from the Housing Executive in relation to the “Sustainable Rural Communities” Rural Strategy and Action Plan 2018-2020 Annual Progress Report (attached).

2.4 **Western Health and Social Care Trust (dated 8 August 2019 received 13 August 2019)**

Correspondence has been received from Western Health and Social Care Trust in relation to the Corporate Plan for the Western Trust which was finalised and approved by Trust Board on Thursday 1

August 2019 (attached). The plan is also available on the Trust website: www.westerntrust.hscni.net.

3.0 It is recommended that Council note the correspondence.

Central – Local Government Political Partnership Forum – 28th June 2019

KEY OUTCOMES

The fourth meeting of the *Central- Local Government Political Partnership Forum* took place on Friday 28th June 2019. **This Outcomes Note** is provided by NILGA, the Northern Ireland Local Government Association, to provide immediate update to member Councils and Councillors and MLAs appointed to the Forum.

NB: this is a short summary only and specific contributions will be more fully articulated in the resultant Minutes of the Forum.

4 MLAs were in attendance on 18th January 2019:

Peter Weir MLA, DUP; Fra McCann MLA, Sinn Fein; John Blair, MLA, Alliance; and Roy Beggs MLA, UUP.

With apologies received from the SDLP excepting Councillor Dermot Curran (see below) as MLA / member colleagues were attending the funeral of SDLP founding member, Ivan Cooper.

The following Local Government Members were present:

Ald Mark Cosgrove, Antrim and Newtownabbey Borough Council; Cllr Stephen Dunne, Ards and North Down Borough Council; Cllr Darryn Causby, Armagh Banbridge and Craigavon Borough Council; Cllr Geraldine McAteer, Belfast City Council; Ald Tom McKeown, Causeway Coast and Glens Borough Council; Cllr Ruairi McHugh, Derry City and Strabane District Council; Ald Billy Ashe MBE, Mid and East Antrim Borough Council; Cllr Robert Burgess, Newry Mourne and Down District Council; Cllr Frances Burton, NILGA President / Mid Ulster District Council; Cllr Matt Garrett, NILGA Office Bearer /Belfast City Council; Ald Danny Kinahan, NILGA Office Bearer / Antrim and Newtownabbey Borough Council; Cllr Dermot Curran, NILGA Office Bearer alternate / Newry Mourne and Down District Council; Cllr Billy Webb MBE, NILGA Office Bearer alternate / Antrim and Newtownabbey Borough Council

With *apologies* received for SDLP, Cllr Ian Stuart, Lisburn and Castlereagh City Council; Cllr Christine McFlynn, Mid Ulster District Council; Cllr Martin Kearney, NILGA Office Bearer; and Ald Alan McDowell, NILGA Office Bearer.

Tracey Meharg, Perm Sec, Department for Communities

Sue Gray, Perm Sec, Department of Finance

Central Government Department Representation:

Louise Warde-Hunter, Deputy Permanent Secretary and Nichola Creagh for the Department of Communities;

Alan Bronte, Director of Valuation / Commissioner of Valuation, Land and Property Services, DoF.

Local Government Officer Representation:

SOLACE: David Jackson, Ciara Toner

NILGA: Derek McCallan, Karen Smyth, Lisa O’Kane, Antoinette Kennedy

KEY OUTCOMES & ACTIONS from the Central – Local Government Political Partnership Forum, 18th January 2019

1. **Overview of Forum – Derek McCallan, CEO**: The Central – Local Government Political Partnership Forum is an *interim arrangement* providing a two-tier devolved political scrutiny on critical issues affecting the sector and more widely, until such times the Assembly and the statutory Ministerial Partnership Panel for Northern Ireland is reconstituted.

For this reason, the membership of the Forum is aligned to the statutory Partnership Panel mechanism with Membership inclusive of the 11 Members nominated to the statutory Partnership Panel for the electoral term 2019 – 2023 and the NILGA Office Bearers, together with MLAs from the 5 main political parties as principal policy liaison members during the continuing political impasse.

Secretariat for the Forum will be maintained by NILGA with joint co-ordination on activities with the Department for Communities.

After discussion, members approved the content of the overview and terms, noting also that channels of formal and informal communication were open via NILGA to national governments.

2. **Outcomes from Central – Local Government Political Partnership Forum, 18th January 2019** were noted. Karen Smyth also referred Members to Paper B1 and provided an overview of the meeting which took place between the Department for Infrastructure, PSNI, NILGA and SOLACE on 12th March 2019 to discuss issues arising from the implementation of the Roads (Miscellaneous Provisions) Act (NI) 2010.

It was agreed by all present on 12th March 2019 that there was a need to review the Roads (Miscellaneous Provisions) Act (NI) 2010 legislation; however this cannot be done until a new Minister is in place. Katrina Godfrey, DfI Permanent Secretary, has agreed to put this to the new Minister, when he or she is in place.

3. Keynote Presentation (A) – Louise Warde-Hunter, Deputy Permanent Secretary, Department for Communities:

Key subjects covered by Louise Warde-Hunter in her presentation included the Councillors Code of Conduct, the Central – Local Government relationship and the local government dimension to delivery of the Executive Office’s “Outcomes Delivery Plan”; through the 11 Council Community Plans; Urban Regeneration and the Belfast Region and Derry & Strabane City Deals.

Following a very comprehensive update covering regeneration and city / growth deal investments in most council areas, members had the opportunity to raise directly with Ms Warde-Hunter their concerns and issues with the current Councillors Code of Conduct. Louise Warde-Hunter advised that in November 2015, the Minister in place appointed an Independent Review Working Group. A consultation exercise took place between December 2016 to February 2017 and the DfC has since collated the consultation responses and prepared a Departmental response to be cleared by the new Minister once he or she is appointed. *Members will be forwarded NILGA’s submission to the above-mentioned consultation.*

The Department for Communities will also be taking forward a review of the *Local Government Legislation Framework*. A three-year review and evaluation programme has been proposed and preparatory work is underway – a working group of officers has been set up, inclusive of council officials and NILGA to consider council democratic governance arrangements and the ethical standards framework. There will be engagement with key stakeholders on the issues identified and *recommendations* will be put forward to the incoming Minister. It was also confirmed by the NILGA CEO that the DfC Permanent Secretary had written to NILGA outlining constructive methods and NILGA input, to deal with some of the processes referred to around the Code of Conduct.

ACTION: working group (per above) to have a summary of key comments articulated by Forum members, respecting confidentiality.

4. **Keynote Presentation 2 – Alan Bronte, Director of Valuation, Land and Property Services, Department of Finance:** The importance of rates for Councils and the

Executive was highlighted by Mr Bronte in his presentation;

- *rates (domestic & non-domestic) generate £1.334bn annually*
- *£590m funds District Councils; £744m funds regional public spending*
- *Some 77% of District Council income is from rates revenue*
- *Some 6% of Executive spending is from Regional Rates revenue*
- *Between 39% - 51% of each rate bill goes to District Councils*

Reval 2020 – Land and Property Services has revalued all business properties in Northern Ireland and the new values will be used to calculate rate bills for businesses from April 2020.

Business Rates Review - has been announced by DoF Permanent Secretary Sue Gray. There will be 13-week consultation running from September 2019 to December 2019 and there will be a few **stakeholder events (further detail will follow).**

Discussion on business rates ensued following Mr Bronte's presentation. A key message arising from the discussion was the importance of widening the tax base, spreading the burden more evenly and reviewing reliefs and exemptions. It was also noted that Business rate levels are higher in Northern Ireland than in the rest of the UK and the ROI, putting pressure especially on our smaller businesses. It was also added that Councils should be "*unfettered*" and empowered to have the discretionary ability to vary the proportion of their rate income from domestic and non-domestic rates. This would help Councils who wish to lower non-domestic rates; (a) to benefit our businesses and (b) to act as an incentive for future investment.

It was AGREED that NILGA would arrange a regional consultation specifically for councils during the latter stages of the consultation exercise (late November 2019).

5. Issues to be addressed at future meetings of the Central Local Government Political Partnership Forum

A template has been developed for Councils to communicate issues which they wish to be raised at future meetings of the Central Local Political Partnership Forum. *The template is attached with this Key Outcomes Report.*

6. AONB

NILGA, in Fermanagh and Omagh District Council will be hosting conference “*Changing Places: Planning, Place-shaping and Place-making in Northern Ireland*” in the Killyhevin Hotel on 8th October 2019.

NILGA will also be hosting a “*Border Economy*” Event in Newry Mourne and Down District Council on 3rd December 2019 in the Canal Court, Newry.

NILGA and SOLACE will be delivering the “Future is Local Government” event on 20th February 2020, in the Crowne Plaza, Belfast.

7. Next Meeting

The next meeting of the Central- Local Government Political Partnership Forum will take place on **Friday 27th September 2019, 10am – 12 noon, in the NILGA Offices**, Bradford Court, Castlereagh.

**For attention of Central – Local Government Political Partnership Forum Secretariat
(hosted by NILGA)**

Issues raised at Council to be raised at next / future meeting

Date:

Committee	Comments / Outcome	Proposed Action(s)

Authorised By: Name _____ Council _____

Forwarded to NILGA Secretariat antoinette.kennedy@nilga.org on (date:) _____

NB: Criteria

The criteria that will be applied to ensure that issues brought to the Central – Local Government Political Partnership Forum are strategic, of regional significance and not being furthered through another avenue are as follows:

- Ability to influence Programme for Government
- Relevant to Programme for Local Government
- Strategic Policy Issue of Regional / National significance
- Not being explicitly furthered in another manner, or through an existing mechanism e.g., TBUC Ministerial Board, Council to specific Department / Minister, NILGA collective council lobbying, NI Executive scrutiny committee
- Cost, Impact, Resource issues affecting more than one tier of government

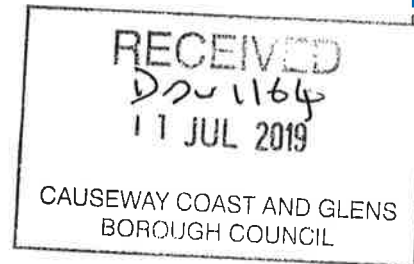
Our Ref: TJ

9 July 2019

Mr David Jackson
Chief Executive
Causeway Coast and Glens Borough Council
Civic Headquarters
Cloonavin, 66 Portstewart Road
Coleraine, BT52 1EY



Derry City & Strabane
District Council
Comhairle
Chathair Dhoire &
Cheantar an tSrátha Báin
Derry Cittie & Strabane
Districk Council



Dear Mr Jackson

At a Meeting of Derry City and Strabane District Council held on 27 June 2019, the following Motion was unanimously passed:

Council notes the recent IPCC (Intergovernmental Panel on Climate Change) report on the impact of climate breakdown and agrees that drastic measures must be taken to mitigate the risks.

Council requests an urgent report assessing the impact of the activities of Derry and Strabane Council on greenhouse gas emissions. Council must aim for Derry and Strabane to move away entirely from fossil fuels and towards renewable energy sources.

Council congratulates the Extinction Rebellion movement and other activists who have recently protested here and across the world to highlight the threat of climate catastrophe. Council supports the global climate strike set for September 20th next.

Council urges other local Councils to follow suit and also declare a Climate Emergency.

Council recognises that trains are the cleanest means of mass transportation available to us. Council calls for and will campaign for the completion of Phase Three of the promised upgrade of the Derry-Coleraine line.

Council agrees to establish a multi-agency team across the council area including government departments, political parties and other relevant agencies to ensure that tackling the causes of climate change is an immediate priority.

Derry

C/o Council Offices
98 Strand Road
Derry
BT48 7NN

Strabane

C/o Council Offices
47 Derry Road
Strabane
BT82 8DY

**John Kelpie MEng., CEng., MStructE.,
MIEI**

Chief Executive
Derry City and Strabane District Council

+44 (0) 2871 253 253
chiefexecutive@derrystrabane.com
www.derrystrabane.com

f Derry City & Strabane District Council
@dcsdcouncil

I would appreciate your consideration in this important matter and would be grateful for a response in relation thereto by 15 July 2019, prior to the next meeting of Derry City and Strabane District Council.

Yours sincerely

A handwritten signature in black ink, appearing to read 'John Kelpie', with a large, stylized initial 'J'.

John Kelpie
Chief Executive

07/08/2019

Dear Sir/Madam,

Rural Strategy and Action Plan third annual progress report.

We are pleased to enclose the "Sustainable Rural Communities" Rural Strategy and Action Plan 2016-2020 third annual progress report.

The Housing Executive has long recognised that there are various housing issues that are specific to people living in rural areas, and that frequently a different approach is required to address these issues. All the actions included under the five objectives in the strategy were developed to ensure that an equitable share of available resources is directed to rural areas and to contribute to achieving our vision for rural housing, which is:

'Vibrant, shared, healthy and sustainable rural communities where everyone has access to decent and affordable housing'.

At the close of year 3, we are pleased to report that work has commenced on all 44 actions. This report summarises our progress to date and highlights our key achievements during 2018/19.

If you require any further copies please contact us at rural.housing@nihe.gov.uk, by telephone on (028) 95982764 or in writing at the above address.

Yours sincerely



Tim Gilpin

Rural & Regeneration Manager (A)





Sustainable Rural Communities

Rural Strategy & Action Plan

Annual Progress Report

2018-2019







Foreword

The third year of the Housing Executive's Rural Strategy and Action Plan "Sustainable Rural Communities" has now been completed and we are pleased to present this Annual Progress Report, which sets out our activities over the past year and highlights our key achievements.

Significantly, on 1st June 2018 the Rural Needs Act (NI) 2016 was introduced. We have embraced our statutory duty under the Act to have due regard to the needs of people in rural areas. Whilst the Housing Executive has long recognised that there are various housing issues that are specific to people living in rural areas, and that frequently a different approach is required to address these issues, we welcomed the introduction of the Act as a positive opportunity to reconfirm our commitment to rural communities and as a chance to review and reinvigorate our approach to meeting their needs.

This new duty sits alongside and reinforces our existing commitment to rural communities through our Rural Strategy and Action Plan. We launched the Strategy back in 2016, following extensive consultation with partners in other departments and agencies, and with community representatives from around rural Northern Ireland. At that time we developed a vision for rural housing:

'Vibrant, shared, healthy and sustainable rural communities where everyone has access to decent and affordable housing'.

All the actions included under the 5 objectives in the Strategy were developed to support the realisation of the vision and to ensure that an equitable share of available resources is directed to rural areas. The Strategy

is broad ranging and cross-cutting with key priority areas included from across the work of the Housing Executive. We are proud of the achievements made to date.

Key achievements during 2018/19 include:

- Some £49.83 million was invested in our rural communities where just under 18 percent of our housing stock is located;
- Work commenced on 129 new build social homes in rural areas helping to address social housing need and regenerate communities – see page 5;
- We helped rural communities in 9 locations across NI to examine the need for new social and affordable housing in their areas – see page 7;
- Approximately £18.1 million was invested in the maintenance and improvement of our rural housing stock – see page 9;
- Some £6.7million of Supporting People funding was provided for accommodation-based and floating support services in rural areas - see page 11;
- Rural community groups were supported through a total investment of approximately £290,000, which included funding for Social Enterprise projects, Community Grants, Community Cohesion funding and capital funding for regeneration projects – see page 15.

We would like to take this opportunity to thank everyone who has been involved in the delivery of the third year of our Strategy. Our Rural Residents'

Forum provides a vital link to rural communities and gives us insight and perspective on issues of importance to people in rural areas. Our Rural Strategy Implementation Panel includes representatives from across the Housing Executive and from external bodies and agencies in order to ensure we maintain a collaborative approach.

We are committed to building on the progress we have made against each of the actions to date. As we go into the final year of the Strategy, we are determined to ensuring that we that we continue to improve our services in rural areas.

**Professor Peter Roberts
Chair**

**Clark Bailie
Chief Executive**



Belcoo Mens Shed

Community Award Winners, Donaghmore



Introduction

The Housing Executive's Rural Strategy & Action Plan 2016-2020, 'Sustainable Rural Communities', was launched in November 2016. The four year Strategy examines housing needs and issues which are specific to our rural customers and sets out how we plan to work collaboratively with rural stakeholders to address these needs and issues between 2016 and 2020.

At the end of the third year, progress continues to be made towards achieving the actions contained within the Rural Strategy. Eight actions are now completed in full and encouraging progress has been made on 35 of the 36 remaining actions. Work on Action 16 has not commenced as, due to competing priorities, we are not in a position to roll out a second phase of the Solar Photovoltaic Programme at present.

This third Annual Progress Report summarises our activities and successes between April 2018 and March 2019, which contribute to the achievement of our 5 key objectives for rural housing:

- 1 To plan for and enable the provision of affordable homes which meet rural housing needs;
- 2 To improve the condition of rural housing stock and reduce fuel poverty;
- 3 To provide housing support to vulnerable people in rural areas;
- 4 To contribute to the development of safe, cohesive and engaged rural neighbourhoods; and
- 5 To work in partnership with others to assist in rural development.

In 2018/19, the Housing Executive invested approximately £49.83 million in rural areas. This investment included a wide range of housing and support services, as well as funding to help to create and maintain vibrant and sustainable communities.



Community networking event

Activity Area	Spend (£m)
Planned Maintenance & Capital Improvement Work*	9.14
Response Maintenance	9.00
Grounds Maintenance	1.45
Private Sector Grants*	13.43
Supporting People**	6.7
Community Development (including Social Enterprise, Community Cohesion and Regeneration funding)	0.29
Investment in New Build	9.82
Total	49.83

*Approximate figure based on (average scheme cost) x (no. of rural completions in 18/19)

**Approximate figure as Floating Support services also cover urban areas.

Objective 1

To plan for and enable the provision of affordable homes which meet rural housing needs

In March 2019, rural applicants made up just under 14% of the total waiting list for social housing and 12.6% of all applicants who are deemed to be in housing stress. These figures are fairly consistent from quarter to quarter and from year to year. This highlights the need to continue to increase social housing stock in rural areas.

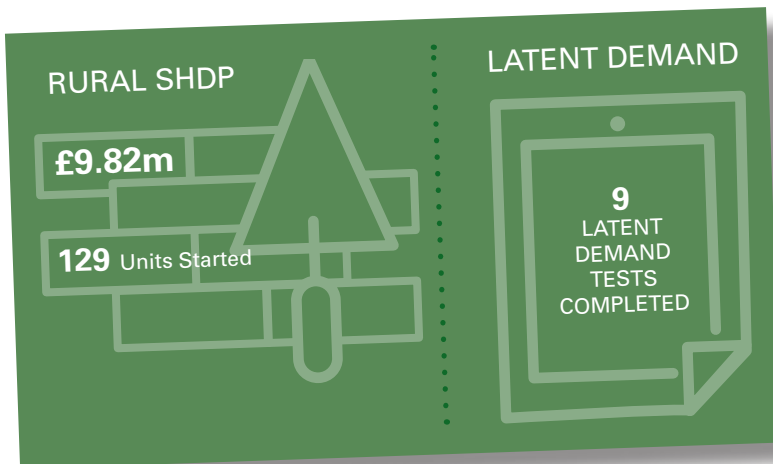
The 7 actions under Objective 1 aim to provide a rural housing enabler service. Though this work we assist rural communities who wish to examine the need for affordable housing in their area and encourage and support housing associations to deliver new housing to address this need.

In 2018/19, we carried out housing need testing in 9 locations and, to date, these tests have led to housing need support being given to 4 social housing schemes. During the year we invested £9.82m into the provision of new social homes in rural areas. This resulted in 129 new homes, including 3 built to wheelchair standard, helping to address housing need and sustain rural communities.

At March 2019, all 7 actions remain on target to be delivered. The key achievements for each action are set out in table 1.

What we do differently for rural areas:

- Housing Need Tests to uncover areas of hidden rural housing need.
- Site identification studies to help housing associations to find sites in areas of unmet rural housing need.
- Working with councils to develop Local Development Plan policies that will support the delivery of sustainable rural housing.
- Include a % target for new rural social housing in the Social Housing Development Programme.



Housing Need Tests were carried out in 9 locations in 2018/19. Housing Need Tests often include a primary school art competition to help to promote the test to families in the area. These are some of the winners this year.

Table 1

	Objective 1 - Actions:	2018/19 Update:
1	Review the current policy and procedures for examining rural housing need during 2016 and thereafter undertake an annual programme of rural housing needs surveys in approximately 5 rural locations.	In 2018/19, we completed housing need tests in Cloughmills, Moneyreagh, Ballycastle, Derrymacash/Derrytrasna, Tamnaherin, Clady, Drumaghlis, Whitecross and Tullylish/Lawrencetown. To date, four new housing schemes have been supported as a result of these tests.
2	Examine the potential to capture information from rural housing applicants which may help determine where housing shortages exist in rural areas.	Information on where customers want to live is captured through their initial interview in order to help them to make choices about which housing option is best for them. We have developed a proposal for how this information could be reported on to help to determine where housing shortages may exist in rural areas, and are investigating an IT system change to allow this.
3	Ensure rural need for social and affordable housing is highlighted to local councils in the annual Housing Needs Assessment and in the Housing Market Analysis.	In 2018/19, we prepared the 2018-2023 Housing Need Assessment figures to guide the preparation of the Social Housing Development Programme and we ensured that any rural areas of unmet housing need were highlighted in the updated Commissioning Prospectus for housing associations. We continue to work with councils on the preparation of their Local Development Plans in order to promote the inclusion of housing policies that support the needs of rural communities. We have a focus on achieving sustainable development.
4	Based on levels of rural housing need, set and monitor a % target for delivery of the Social Housing Development Programme in rural areas and ensure sufficient rural schemes are included to meet this target.	In 2018/19, 129 units of social housing started on site in rural areas, 3 of which were wheelchair units. This was 7.2% of overall delivery (1,786), which fell short of the target of 11.5% of 1,850 units (213 units) that was set at the start of the year. 60 of these units were provided in new build schemes, 31 were Existing Satisfactory Purchases and 38 were Off The Shelf purchases.
5	Highlight to housing providers in the Housing Executive's Commissioning Prospectus those rural locations where social/affordable housing is required.	The third annual Commissioning Prospectus for the period 2019/20 – 2021/22 was published in February 2019. The Prospectus is available on the Housing Executive website and includes rural areas of unmet need where housing association site search activity should be focused.
6	Undertake a programme of site identification studies to support and encourage the provision of rural housing in rural areas where unmet need has been identified.	We undertake an annual programme of rural site identification studies to assist and encourage housing associations to source development sites in areas of consistent unmet rural housing need. 10 studies were completed during 2018/19 and a further 5 are currently underway.
7	Examine the potential to pilot a rural mixed tenure scheme based on other examples of best practice including community self-build.	We continue to promote mixed tenure schemes. DfC is working on a revised definition of affordable housing and a public consultation will be the next step in that process. Following the strong response to the housing need test in Swatragh in 2017/18, which included significant levels of expressed interest in affordable housing, we are currently investigating how a mixed tenure scheme might be brought forward in this location. A planning application has been made for a mixed tenure proposal in the village and we are awaiting the outcome.



Rural Social Housing Starts 2018/19 (Table 2)

Map Ref	Housing Association	Council	Location	Scheme Type	Units
1	Choice	Mid & East Antrim	Ahoghill	NB	16
2	Triangle	Mid & East Antrim	Ahoghill	OS	5
3	North Belfast HA	Ards & North Down	Ballygowan	OS	5
4	Clanmil	Ards & North Down	Ballywater	ES	1
5	Triangle	Newry, Mourne & Down	Belleeks	OS	5
6	Rural	Armagh, Banbridge & Craigavon	Blackwatertown	OS	4
7	Rural	Mid & East Antrim	Cargan	ES	1
8	Rural	Mid & East Antrim	Carnlough	ES	2
9	Rural	Ards & North Down	Carrowdore	ES	1
10	Ark	Newry, Mourne & Down	Castlewellan	ES	1
11	Ark	Newry, Mourne & Down	Castlewellan	OS	1
12	Rural	Derry & Strabane	Claudy	ES	1
13	Rural	Mid & East Antrim	Cullybackey	ES	2
14	Triangle	Antrim & Newtownabbey	Doagh	ES	1
15	Rural	Lisburn & Castlereagh	Glenavy	ES	1
16	South Ulster	Lisburn & Castlereagh	Glenavy	CD&B	23
17	Clanmil	Newry, Mourne & Down	Hilltown	OS	6
18	Choice	Mid & East Antrim	Kells	NB	7
19	Ark	Newry, Mourne & Down	Kilcoo	OS	4
20	Choice	Newry, Mourne & Down	Killeavy	ES	1
21	Choice	Newry, Mourne & Down	Killough	ES	1
22	Rural	Newry, Mourne & Down	Killyleagh	ES	2
23	Rural	Derry & Strabane	Magheramason	ES	1
24	Rural	Fermanagh & Omagh	Maguiresbridge	OS	6
25	Ark	Lisburn & Castlereagh	Moira	ES	5
26	Rural	Derry & Strabane	Newbuildings	ES	2
27	Triangle	Derry & Strabane	Newbuildings	OS	2
28	Choice	Ards & North Down	Portavogie	ES	2
29	Rural	Ards & North Down	Portavogie	ES	1
30	Rural	Newry, Mourne & Down	Saintfield	ES	1
31	Rural	Derry & Strabane	Sion Mills	NB	14
32	Rural	Derry & Strabane	Strathfoyle	ES	4
					129

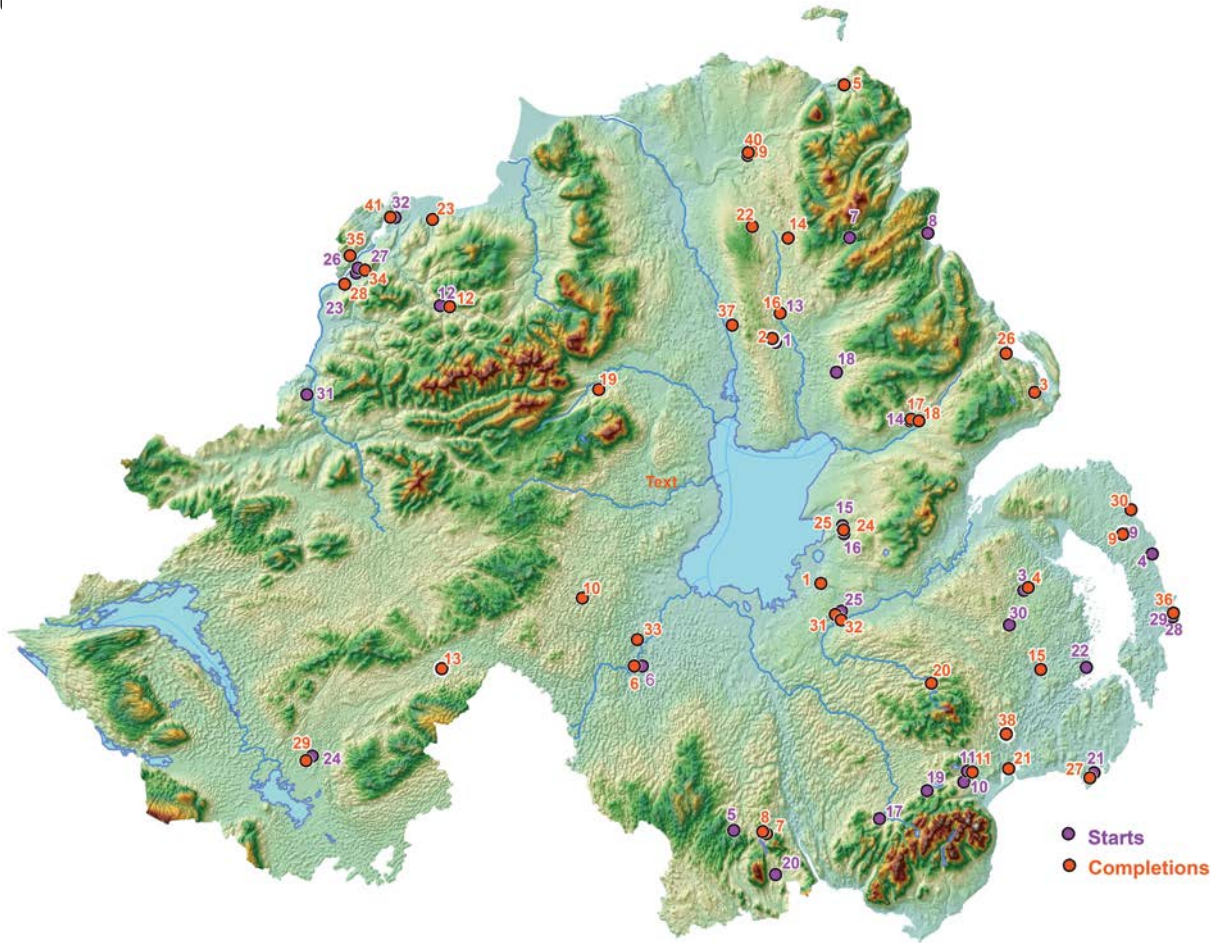
Choice Housing completed the development of 5 new social homes in Castlecaufield in October 2018, they completed construction on 8 new homes in Nixons Corner in July 2018 and completed construction on 16 homes in Glenavy also in July.



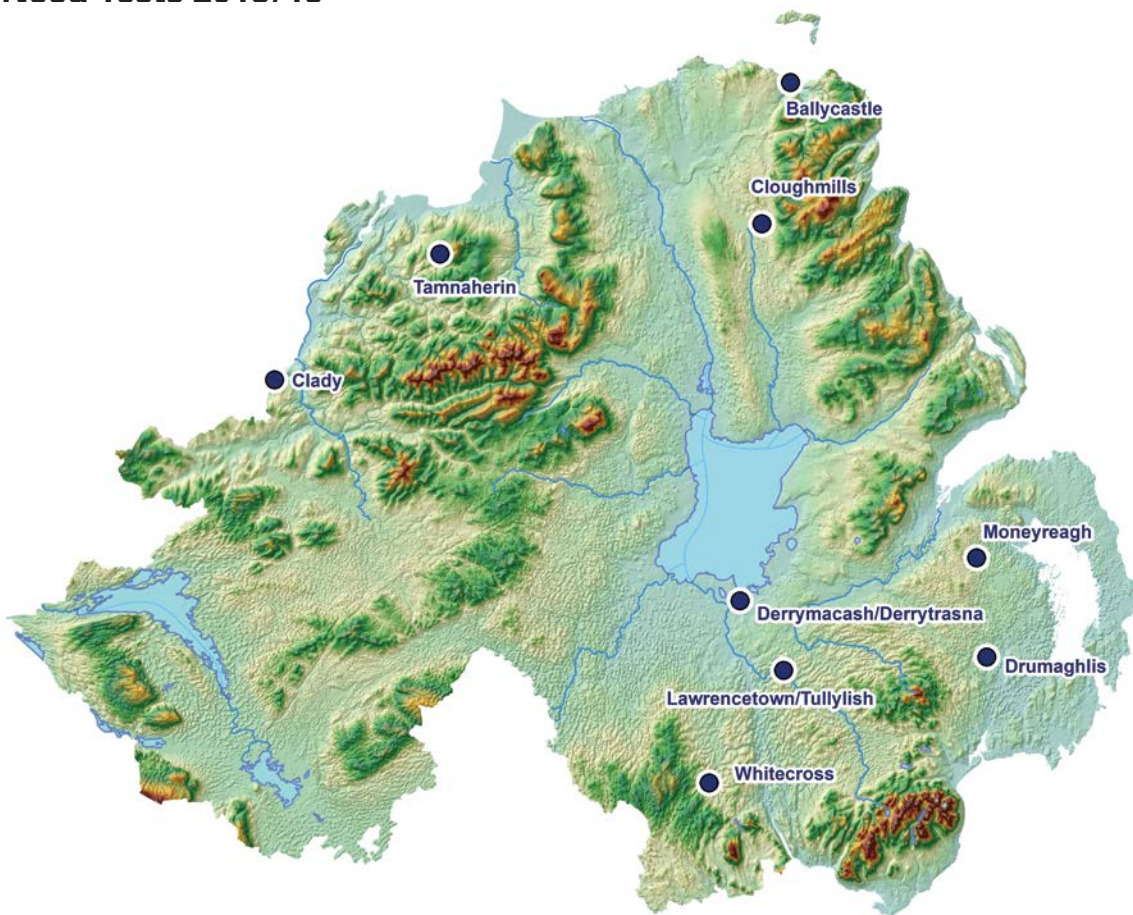
Rural Social Housing Completions 2018/19 (Table 3)

Map Ref	Housing Association	Council	Location	Scheme Type	Units
1	Rural	Lisburn & Castlereagh	Aghalee	ES	1
2	Triangle	Mid & East Antrim	Ahoghill	OS	5
3	Rural	Mid & East Antrim	Ballycarry	ES	1
4	Triangle	Ards & North Down	Ballygowan	RH	1
5	Triangle	Causeway Coast & Glens	Ballyvoy	ES	2
6	Rural	Armagh, Banbridge & Craigavon	Blackwatertown	OS	4
7	Radius	Newry, Mourne & Down	Camlough	OS	5
8	Rural	Mid & East Antrim	Carnlough	ES	2
9	Rural	Ards & North Down	Carrowdore	ES	1
10	Choice	Mid Ulster	Castlecaulfield	NB	5
11	Ark	Newry, Mourne & Down	Castlewellan	OS	1
12	Rural	Derry & Strabane	Claudy	ES	1
13	Choice	Mid Ulster	Clogher	RH	1
14	Triangle	Causeway Coast & Glens	Cloughmills	ES	1
15	Rural	Newry, Mourne & Down	Crossgar	ES	1
16	Rural	Mid & East Antrim	Cullybackey	ES	2
17	Triangle	Antrim & Newtownabbey	Doagh	OS	4
18	Triangle	Antrim & Newtownabbey	Doagh	ES	1
19	Rural	Mid Ulster	Draperstown	ES	1
20	Connswater	Lisburn & Castlereagh	Dromara	ES	1
21	Clanmil	Newry, Mourne & Down	Dundrum	NB	16
22	Clanmil	Causeway Coast & Glens	Dunloy	NB	10
23	Rural	Derry & Strabane	Eglinton	ES	9
24	Choice	Lisburn & Castlereagh	Glenavy	NB	16
25	Rural	Lisburn & Castlereagh	Glenavy	ES	1
26	Rural	Mid & East Antrim	Glynn	ES	1
27	Choice	Newry, Mourne & Down	Killough	ES	1
28	Rural	Derry & Strabane	Magheramason	ES	1
29	Rural	Fermanagh & Omagh	Maguiresbridge	OS	3
30	Connswater	North Down & Ards	Millisle	ES	1
31	Ark	Lisburn & Castlereagh	Moira	ES	5
32	Connswater	Lisburn & Castlereagh	Moira	ES	1
33	Rural	Mid Ulster	Moy	ES	1
34	Rural	Derry & Strabane	Newbuildings	ES	5
35	Choice	Derry & Strabane	Nixon's Corner	NB	8
36	Choice	North Down & Ards	Portavogie	ES	2
37	Apex Housing	Mid & East Antrim	Portglenone	NB	10
38	Radius	Newry, Mourne & Down	Seaforde	NB	10
39	Triangle	Causeway Coast & Glens	Stranocum	OS	4
40	Triangle	Causeway Coast & Glens	Stranocum	ES	2
41	Rural	Derry & Strabane	Strathfoyle	ES	3
					151

Rural St



Housing Need Tests 2018/19



Objective 2

To improve the condition of rural housing stock and reduce fuel poverty

The 10 actions which support Objective 2 are aimed at promoting energy efficiency and facilitating the improvement of rural housing stock. This includes the provision of home improvement grants for private sector home owners and landlords in rural areas, as well as the planned and response maintenance of our own rural housing stock. As the Home Energy Conservation Authority for NI we also provide energy saving advice and support to people in rural areas.

During 2018/19, approximately £18m was invested in the maintenance of our rural housing stock. A further £13.4m was invested in Private Sector Grant funding, contributing to the improvement and increased energy efficiency of rural homes. This year also saw the launch of an exciting new energy efficiency research project "HandiHeat" which will investigate sustainable energy solutions for homes in dispersed rural locations.

At March 2019, 2 actions have been completed and 7 of the 8 remaining actions are on target to be delivered by 2020. The key achievements for each action are set out in table 4.

What we do differently for rural areas:

- Promote available grants at rural housing information events and at the Balmoral Show.
- Ensure that an equitable proportion of energy promotional activities take place in rural areas.
- The Handi-Heat project investigates energy efficiency measures which may be appropriate for rural areas.



The 'Handi-Heat' project is a 3 year, €2m project that will research how we can deliver renewable energy solutions and improve energy efficiency in rural homes across Northern Europe.

We recently installed new kitchens and bathrooms in almost 80 of our tenants' homes in Keady, Poyntzpass and Richhill. Before the work started every tenant had a one to one consultation with our staff to plan the layout of their new kitchen and bathroom as well as to choose their units and tiles.

This £350,000 investment demonstrates the Housing Executive's ongoing commitment to modernise and improve the homes of our rural tenants.

It is being led by the Housing Executive, with support from the Northern Periphery & Arctic Programme (NPA) and the European Regional Development Fund. The project aims to:

- document current home energy policy and practice across Northern Europe;
- develop viable business models, with innovative solutions to tackle energy problems in rural areas; and
- identify opportunities for rural communities to access renewable energy sources and reduce their reliance on fossil fuels.

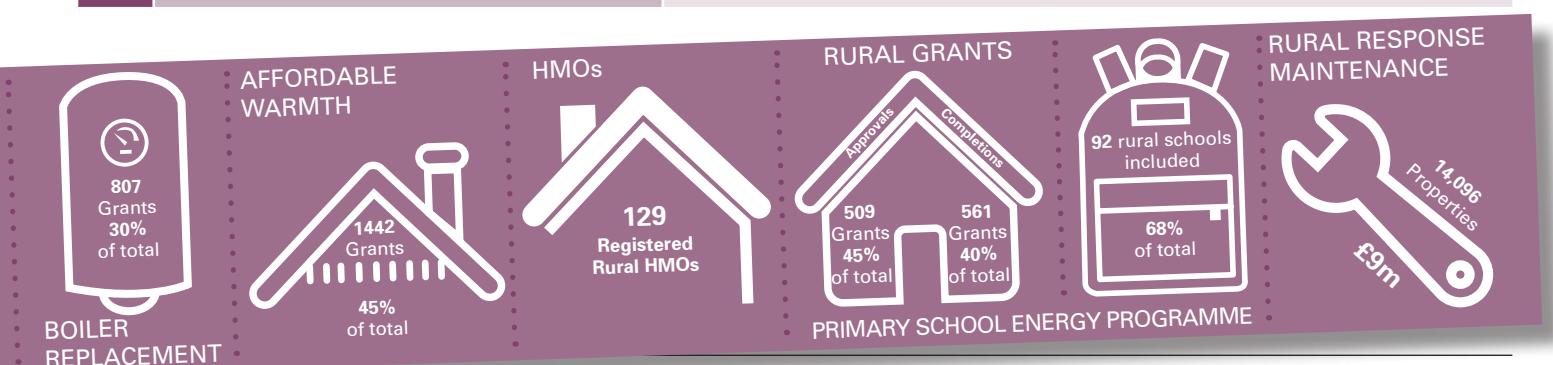
Through the project we will also be carrying out a pilot study that provides 4 - 5 of our rural homes with a renewable energy supply, so we can find out how these measures could benefit our rural tenants.

RURAL PLANNED MAINTENANCE



Table 4

	Objective 2 - Actions:	2018/19 Update:
8	Ensure that Housing Executive planned maintenance programmes deliver investment to rural housing stock in accordance with the new Asset Management Strategy.	By the end of 2018/19 we had completed planned maintenance on 3,720 rural homes, representing 28% of all our planned maintenance completions (13,252). This mainly comprised external cyclical maintenance, double glazing, heating installations and kitchen/bathroom repairs and replacements.
9	Monitor the uptake of Private Sector Improvement Grants in rural areas to ensure that rural home owners receive an appropriate share of grant aid.	In 2018/19, we approved a total of 509 private sector grants in rural areas (45% of total) and 561 grants were completed (40% of total). Approvals included 382 Disabled Facilities Grants, 30 Home Repairs Assistance Grants, 90 Renovation Grants and 7 Replacement Grants. Completions included 354 Disabled Facilities Grants, 38 Home Repairs Assistance Grants, 85 Renovation Grants, 82 Public Health Notice Grants and 2 Replacement Grants.
10	Promote any new and existing Private Sector Improvement Grants which could improve the fabric of housing in rural locations.	Both energy efficiency and mandatory grants (Disabled Facilities) were promoted at rural events in Cloughmills, Derrymacash and Derrytrasna. Grants staff were also available at the Housing Executive stand at the Balmoral Show in May 2018.
11	Monitor the uptake of the Affordable Warmth and Boiler Replacement schemes in rural areas.	During 2018/19, a total of 807 rural properties benefitted from the Housing Executive's Boiler Replacement Scheme, 30% of the overall total. 1,442 rural properties benefitted from the Housing Executive/Council led Affordable Warmth Scheme, 45% of the overall total.
12	Contribute to the Department for Communities (DfC) policy review on support for repair and improvement in the private sector and any revised scheme of assistance which emerges from the review.	The DfC review of the policy on support for repair and improvement in the private sector has not progressed during 2018/19. The Housing Executive remains committed to contributing meaningfully to the review when it recommences.
13	Register and renew registrations of Houses of Multiple Occupation (HMO) identified in rural areas as required.	There are 129 registered rural HMOs. The highest proportion of rural HMOs is in the Mid Ulster District (22) and the lowest is in the Antrim and Newtownabbey Borough (2). Responsibility for HMO registration transferred to councils on 1st April 2019.
14	Monitor uptake of the Housing Executive/ Bryson Energy Oil Buying Clubs scheme in rural areas.	This action was completed in 2017/18. There are 27 Housing Executive/ Bryson Energy Oil buying clubs across Northern Ireland with over 4,000 members. Over 80% of these serve rural areas, for example Bannvale, which serves Ahoghill, Bellaghy, Lavy and Portglenone, and Mournderg Partnership which serves Castledearg, Churchtown and Killiter.
15	Ensure that rural areas are included in the Housing Executive's energy efficiency promotional activities including a target of 35% of the schools programme in rural schools.	In 2018/19, the primary school energy programme visited 135 schools across NI. 68% of these schools were in rural areas.
16	Target at least 15% of the Housing Executive's Solar Photovoltaic (PV) programme in rural areas.	The Housing Executive has evaluated the initial phase of the Solar PV programme and, notwithstanding the benefits that Solar PV provides, due to competing priorities we are not in a position to roll out a second phase at present.
17	Consider alternative sources of energy and innovative technologies which could improve the energy efficiency of Housing Executive stock in rural areas.	The Housing Executive launched its new energy efficiency research project "Handi-Heat" in October 2018. The project aims to identify innovate solutions to tackle energy problems for rural communities and includes a demonstration pilot involving 4-5 Housing Executive homes located in rural Fermanagh. This pilot will evaluate a combination of hybrid and low carbon heating solutions and energy efficiency measures. Within the demonstration properties hybrid boilers, heat pumps, solar photovoltaic and energy storage systems will be installed, alongside value for money insulation measures.



Objective 3

To provide housing support to vulnerable people in rural areas

We recognise that living in a rural area may make it more challenging for people who need additional support or have specific care needs to access key services to meet their needs.

The 9 actions included under Objective 3 are focused on identifying rural homelessness and housing support needs and providing relevant housing support.

During 2018/19, approximately £5.2m of Supporting People funding was invested in accommodation based services in rural areas and a further £1.5m was invested in Floating Support Services.

At March 2019, 2 actions have been completed and the remaining 7 are on target to be delivered by 2020. The key achievements for each action are set out in table 5.

A Focus on Preventing Homelessness - Homelessness Local Area Groups

As part of the Homelessness Strategy 2017–22 Ending Homelessness Together, a number of Local Area Groups were set up to ensure the delivery of the Strategy at a local level. Each group has produced an Action Plan covering the first three objectives of the Homelessness Strategy

- Homelessness prevention
- Sustaining tenancies
- Chronic homelessness

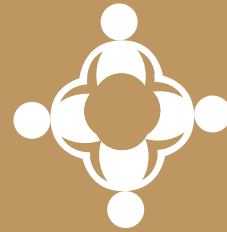
One of the key actions in the Strategy to help prevent homelessness is to improve communication and raise public awareness of the factors that can contribute to making a household homeless. We also want to provide the public with information about agencies and services that can help, and to encourage households to seek help before they reach crisis point.

Homelessness Awareness Week took place in December 2018. During this week, four of the Local Area Groups arranged events in their areas, bringing together a range of speakers from agencies and organisations to share information and forge new partnerships to help to improve services to clients that may find themselves faced with homelessness.

What we do differently for rural areas:

- Provide online access in our local offices to ensure that rural customers affected by a lack of internet coverage/access can manage their Universal Credit claim.
- Undertake research on customer experiences of Welfare Reform to identify rural specific issues.
- Ensure cross-representation between the Rural Residents Forum and the Disability Forum to make sure that the particular challenges facing people with disabilities in rural areas are considered.
- Provide homelessness advice and support at rural housing information events.

Supporting People 97 Accommodation Based Services



1000 people receive floating support



Table 5

	Objective 3 - Actions:	2018/19 Update:
18	Measure and monitor the extent of homeless applicants who wish to be housed in a rural location in order to inform the review of the Homelessness Strategy and to assist in ongoing strategic planning of services.	Our Homelessness Strategy 'Ending Homelessness Together', published in April 2017, provides strategic direction for how homelessness will be addressed from April 2017 to March 2022. At the end of March 2019, 2,236 of the 19,629 applicants registered as Full Duty Applicant were on the waiting list for a rural area (11.4% of the total registered as homeless).
19	Ensure that the 'housing options' approach including the new policy, procedures and associated training take account of housing support issues which are specific to rural areas.	An advice note has been issued to all staff to explain the importance of identifying and capturing rural housing needs during Housing Options discussions with our customers.
20	Promote the availability of homelessness advice and support services in rural areas.	In line with our Homelessness Strategy we have implemented a multimedia approach to promoting the availability of homelessness advice and support. Homelessness Local Area Groups have been established across NI. These groups continue to forge new partnerships, with local councils now represented on the South Antrim and Mid & East Antrim Group, the Causeway Group and the Mid Ulster Group. Homelessness Services guides are being produced in all areas and we have updated our website with improved homelessness information and advice. E-learning has been delivered to all staff, and all staff have been provided with information cards as a first stage in the roll out of homelessness awareness training to all sectors. During 2018/19, homelessness information and advice was also provided at events associated with our rural housing need tests.
21	Carry out an exercise to gather information on existing Supporting People services by client group so as to identify potential gaps in rural areas and examine best practice elsewhere to address these.	GIS mapping indicates that 97 accommodation based services are located in rural areas and floating supported is provided to approximately 1,000 people who live in rural areas. This GIS mapping continues to be developed to display services thematically for future planning. The Supporting People Plan for 19/20 identifies the need to address gaps in floating support for older people and younger people in a range of locations, some of these have a rural element.
22	Develop Outcomes Framework for all Supporting People services to include an update on rural dwellers where appropriate.	This action completed in 2017/18. These outcomes focus on customer experiences of all long/short term services. These experiences are captured on a regional basis and so include rural customers. This work will inform the future commissioning of services.
23	Examine the potential to fund a rural community based service aimed at older people.	The Supporting People Plan for 19/20 identifies the need to further explore the opportunities for the remodelling of floating support. There are a range of policy and practical considerations to progressing this which are under investigation at this time. Rural opportunities for remodelling will be considered alongside urban options.
24	Monitor assessment and provision of housing for wheelchair needs and provision for complex needs on a rural-urban basis.	Accessible housing is a key enabler for people with a disability, allowing them to live in within their own homes and communities if they choose to do so. At the end of March 2019, there were 87 rural applicants on the waiting list who require wheelchair standard accommodation. This is 17.5% of the total (497). There were 1,007 rural applicants who have complex needs, 16.3% of the total (6,183). 2 rural social new build wheelchair standard units were completed in 2018/19.
25	Ensure cross-representation between the Rural Residents Forum and the Disability Forum to ensure that the particular challenges facing people with disabilities in rural areas are considered when scrutinising new policies and services.	One member of the Rural Residents Forum also sits on the Disability Forum which ensures that information from both forums is exchanged. RRF members are also represented on the central and local housing forums and inter-agency groups which helps to ensure that rural issues can be shared and discussed at every tier in the engagement process.
26	Monitor the development of pending Welfare changes and mitigations on Housing Executive activities to determine if any changes are required as a consequence.	Universal Credit is now live across Northern Ireland and it must be claimed online. It is recognised that tenants in rural areas may be particularly affected by lack of internet access. Therefore computers have been provided in our local offices to give customers internet access to allow them to manage their UC claim. Ongoing communications work and signposting is underway with local offices and community groups, including via the Central Housing Forum which has rural representation. Work is also continuing on researching customer experiences of Universal Credit and wider Welfare Reforms and developing organisational responses to issues, where appropriate. Rural residents have been represented in all sampling for Welfare Reform related projects to date and Universal Credit Customer Journey Research- Rural Impacts is planned for the 2019/20 Research Programme which will focus specifically on rural residents.

Objective 4

To contribute to the development of safe, cohesive and engaged neighbourhoods

We recognise that some of our rural communities have to deal with complex social issues that can impact on quality of life. The Housing Executive is committed to working with these communities to help them to build capacity, build relationships and create safe and inclusive neighbourhoods which improve the outlook for all residents.

The 8 actions included to support Objective 4 are focused on ensuring that we recognise and address the particular needs of our rural housing communities, and that we can help them to address local issues with local solutions.

At March 2019, 1 action has been completed and the remaining 7 are on target to be delivered by 2020. The key achievements for each action are set out in table 6.

What we do differently for rural areas:

- Work with the Rural Residents' Forum to ensure that rural issues and perspectives are considered when developing and reviewing Housing Executive policies, strategies, plans and services.
- Undertake rural research projects with the Rural Residents' Forum and Rural Community Network.
- Ensure that rural areas receive an equitable share of our funding/support programmes.

Apex Housing Association are delivering their most recent rural Housing for All scheme in Eglinton. Housing for All developments are shared neighbourhoods where diversity is welcomed and people of all backgrounds live, work, learn and play together in a safe and welcoming environment.

New residents all sign up to a Good Neighbour Agreement and, working with a Local Advisory Group, a five year Good Relations Plan is put in place to ensure that the development is embedded in the local community. The plan also supports the development of good relations between the new residents and throughout the wider community.



Two primary schools in Arroy are taking part in an exciting careers programme "Miniversity" thanks to Community Cohesion funding. Pupils at Arroy Primary School and St Olcan's Primary School will be encouraged to engage with digital technology in a fun way, and learn about different careers they may wish to pursue. This excellent programme will inspire the future growth and development of the next generation in this rural Co. Antrim area.

HOUSING FOR ALL



1 of 5

Housing for All schemes located in a rural area

COMMUNITY COHESION



39 Rural Projects funded

£111k

Table 6

	Objective 4 - Actions:	2018/19 Update:
27	Promote and develop the role of the Rural Residents' Forum in the rural proofing of new and revised Housing Executive policies and strategies.	The Rural Residents Forum is advised of any NIHE policies/strategies which are out for consultation and compile a response where appropriate. The Forum have also been promoted throughout the Housing Executive as a key consultee for policy owners when fulfilling our duty of due regard to rural needs under the Rural Needs Act NI 2016.
28	Undertake at least one rural research project a year with the Rural Residents' Forum and Rural Community Network.	Following on from their research into the shortage of new build social housing in rural areas in 2017/18, the Forum has produced a bespoke leaflet on latent demand/housing needs tests aimed at promoting the tests to rural residents and community groups. This has been shared in district offices, council offices, at housing need events and will also be distributed at upcoming rural events, such as the Balmoral Show.
29	Ensure that at least one young person from a rural area is included in the shadow housing forum.	Our Community Cohesion Unit is keen to encourage the involvement of our hard to reach customers, including young people, in our housing forums. In 2018/19, 8 members of the Northern Ireland Youth Forum agreed to sit on a steering group which will work to establish a shadow housing forum. The Steering Group will decide in which direction the youth members of the Shadow Housing Forum will enter and engage with the HCN. At least 1 member will be from a rural area.
30	Ensure that rural areas are considered for funding/support programmes stemming from the Housing Executive's Community Cohesion Strategy including: At least 4 rural estates in the BRIC 2 programme; At least 10 rural projects funded as part of an Estate Based Strategy.	The BRIC Programme is now closed. Community Cohesion continue to work with the groups who had been in receipt of BRIC funding to offer support through other Cohesion funding streams. A total of 39 rural projects were on the Community Cohesion funding programme in 2018/19, including 7 in Derry/Strabane, 4 in Causeway Coast and Glens, 14 in Mid-Ulster, 1 in Ards & North Down, 3 in Fermanagh/Omagh, 1 in Armagh, Banbridge and Craigavon, 7 in Newry, Mourne and Down, 1 in Mid & East Antrim and 1 in Belfast (Hannahstown).
31	Consider how the Housing Executive can provide support to agencies and departments in the delivery of 'contested space' interventions in a rural context.	The Housing Executive continues to take part in the 'Beyond Belfast' forum administered by Rural Community Network. This inter-agency forum seeks to raise awareness of interface issues in rural areas, to remove barriers and to encourage the appropriate use of contested spaces.
32	Ensure that rural housing schemes are considered for the TBUC shared new build programme, subject to eligibility criteria.	TBUC has now been renamed as Housing For All. 1 rural Housing For All scheme from 2017/18 is now complete (Garvaghy Road, Portglenone). 2 Rural Housing for All schemes from 2017/18 are progressing onsite - Coolnafinney, Eglinton (14 units) and Downpatrick Street, Crossgar (20 units). Of the 5 Housing For All schemes that went on site in 2018/19, 1 is in a rural area. This is Lismore Park Sion Mills (14 units). It started onsite in June 2018. Our Community Cohesion team are working with the Development Programme Group to identify potential Housing For All schemes for 2019/20. 12 have been shortlisted so far and are subject to further investigation. 1 of these is in a rural area.
33	Promote the availability of advice and support services which deal with community safety in rural areas.	In 2018/19, Community Safety projects were funded in Antrim & Newtownabbey, Newry Mourne and Down, Mid & East Antrim and Mid Ulster council areas. These included: <ul style="list-style-type: none">• Good Morning Down, a telephone befriending and support service for older people across the former Down Council area;• Antrim & Newtownabbey 4 Tier Home Security Scheme, a flexible tailored approach to meet the specific crime prevention and community safety needs of individuals and situations;• Mid and East Antrim Agewell Partnership; and• Mid Ulster Agewell Partnership. Community Safety Warden Schemes supported by the Housing Executive in conjunction with PCSPs are also operational in Newry, Mourne & Down, Antrim & Newtownabbey, Mid & East Antrim, City of Derry & Strabane and Fermanagh & Omagh council areas. Community Safety initiatives were promoted in the February edition of our Rural Matters magazine and at the Balmoral Show.
34	Ensure that at least one rural community is included in the pilot demonstration project aimed at increasing digital inclusion.	This action completed in 2016/17. Several tenants in Fermanagh/Enniskillen are continuing with the Digital 4 Change project to carry on the momentum and to ensure connectivity with each other.

Objective 5

To work in partnership with others to assist in rural development

The Housing Executive has a long history of working with partners in councils, other funding bodies and community groups to support the regeneration of neighbourhoods. The six actions included under Objective 5 recognise that the need for regeneration within rural communities extends beyond the provision of housing, to funding and support aimed at empowering rural communities to undertake projects that address wider social well-being, and improve their quality of life now and into the future.

During 2018/19, approximately £180,000 was invested in the development of our rural communities, this included Social Enterprise funding, Community Grants and capital funding.

At March 2019, 2 actions have been completed and the remaining 4 are on target to be delivered by 2020. The key achievements for each action are set out in table 7.

What we do differently for rural areas:

- Provide a match funding programme to support the delivery of the 2014-2020 NI Rural Development Programme (RDP).
- Provide Rural Community Awards to recognise and reward the valuable work of rural community groups.
- Ensure that rural areas receive an equitable share of funding/support programmes.



The Housing Executive offers financial assistance in the form of Community Grants up to £5,000 to help resident and community groups to carry out a range of projects that promote health and wellbeing, bring people together, encourage volunteering and improve shared spaces.

We recently gave Derrytresk Community Group a Housing Executive Community Grant to run a 2 day first aid course in their local community centre. The funding was used to bring in a qualified first aid instructor to provide training for 12 local residents.

The parents, sports coaches and local youth club staff who took part all found the training to be invaluable and are now more confident in responding to an emergency situation.

We provided Rural Development Programme match funding to the Peninsula Healthy Living Partnership to develop a new boardwalk and community trail in Cloughey Co. Down. The works, which completed in 2018/19, aimed to improve the accessibility of the coastal area for the benefit of everyone who lives in or visits the village, with a particular focus on making the area accessible for people with limited mobility.

COMMUNITY GRANTS

£ **£42,000** to fund projects in rural areas

RURAL COMMUNITY AWARDS

6 Awards Presented

8 groups received a total of **£130k** RDP MATCH FUNDING



Table 7

	Objective 5 - Actions:	2018/19 Update:
35	Ensure that the issues facing rural communities are raised to local councils through the Community Planning process.	This action completed in 2016/17. During the development of community plans, we highlighted rural housing need and the need to ensure that each plan was fully rural proofed. Each council now has an adopted community plan and, as a strategic partner, we are involved in the implementation of relevant actions.
36	Promote and monitor the uptake in rural areas of Housing Executive community funding initiatives including: <ul style="list-style-type: none"> • Community Grants; • Social Enterprise Funding; • Social Enterprise Agreements. 	In 2018/19, 2 social enterprise grants were awarded to people in rural areas. The Social Enterprise Team are currently preparing a new Social Enterprise Strategy, which they hope to launch in Autumn 2019. In preparing the strategy they are engaging with a wide range of stakeholders and interested parties including through our Housing Community Network, our Rural Residents Forum, area managers, and local offices. In 2018/19, approximately £42,000 of Community Grant funding was awarded to support projects in rural areas. This was 17.3% of all Community Grant funding awarded.
37	Develop and implement a match funding programme to support the delivery of the 2014-2020 NI Rural Development Programme (RDP).	Through our RDP match funding initiative we support the delivery of Basic Services and Village Renewal projects across rural NI. During 2018/19, a total of £130,000 was invested in 8 capital projects that support the development and regeneration needs of rural communities.
38	Monitor the delivery of the 'Heritage in Housing' initiative in rural areas.	The initial 3 year Heritage in Housing match funding project has now completed. The scheme included 4 rural properties in Portaferry and Richhill. We intend to offer a further Heritage in Housing match funding scheme in 2019/20. The THI Areas will be Armagh, Carrickfergus, Donaghadee and Lurgan.
39	Promote and administer the annual 'Rural Community Awards' competition.	The Rural Community Awards competition offers three different awards, with two categories for each award. These are the Rural Community Spirit Award, Cleaner and Greener Rural Community Award and Sustainable Village of the Year Award. The 2018 Rural Community Awards competition was launched at the Balmoral Show in May and the winners were presented with their awards at a community networking event in October 2018.
40	Monitor and promote the use of surplus Housing Executive land and property in rural areas for community based projects which will promote health and well-being and/or facilitate social enterprise.	Housing Services' Community Lettings policy will continue to facilitate rural communities' development and local initiatives, where practicable. Currently there are approximately 203 community lets and 46 NIHE commercial properties let to community groups across Northern Ireland. 13 of these units are located in rural areas.

The winners of our 2018 Rural Community Awards were presented with their prizes at our Fermanagh and Omagh rural community networking event in October 2018.



Monitoring & Communication

The four actions included under this theme have been identified as being necessary to support the monitoring and communication of the Rural Strategy. At March 2019, 1 action has been completed and 3 actions are on target to be delivered by 2020. The key achievements for each action are set out in table 8.

This year we published two editions of our Rural Matters magazine, which highlights key projects and initiatives carried out in rural areas as well as providing advice and guidance. We were also pleased to have a stand at the annual Royal Ulster Agricultural Society Balmoral Show again this year. The Show gives us an opportunity to reach out to people in rural areas to explain the range of services that the Housing Executive offers and to answer any queries they may have.

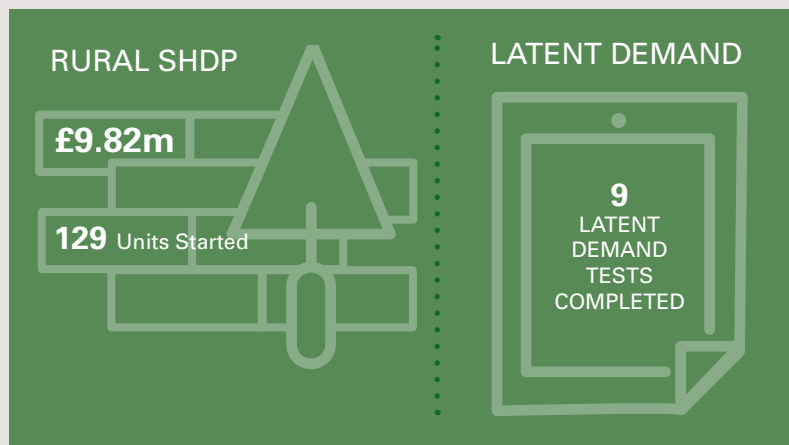


Table 8

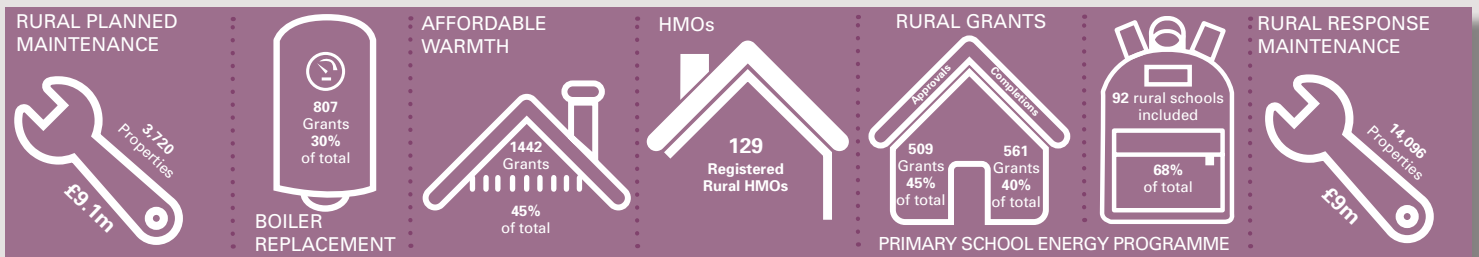
	Monitoring and Communications-Actions:	2018/19 Update:
41	Publicise the work undertaken by the Housing Executive in rural areas, including publication of 'Rural Matters' twice a year and production of an Annual Progress Report.	The 1st 2018/19 edition of Rural Matters was circulated at the Balmoral Show in May 2018 and the 2nd edition was published in February 2019. The Year 2 Rural Strategy Annual Progress Report was published in September 2018. Both publications are available on our website www.nihe.gov.uk
42	Monitor and report on the views of rural tenants on the services provided to them by the Housing Executive.	The Continuous Tenants Omnibus Survey indicates that overall satisfaction for the NIHE in rural areas is 90% compared to 86% in urban areas.
43	Liaise with DAERA to revise the policy and procedures for rural proofing to reflect the provisions of the Rural Needs Bill.	The Rural Needs Act came into force for the Housing Executive on 1st June 2018, with the first monitoring report due in September 2019. In 2018/19, we developed and delivered a bespoke face to face training package which was targeted to nominated staff who are involved in policy writing and service development across the Housing Executive. In accordance with our duty of due regard, during the year we carried out Rural Needs Impact Assessments of 33 policies, strategies, plans and services. A central database has been designed to record and monitor all policies, strategies and services which have been rural needs impact assessed on an on-going basis, and to make sure that we can fulfil our reporting requirements for DAERA.
44	Liaise with other jurisdictions across the UK to share learning/experiences of rural housing/regeneration initiatives.	The Rural and Regeneration Manager attended the International Centre for Local and Regional Development conference in Dundalk in April 2018 to discuss rural housing and planning issues. The Rural and Regeneration Unit were also represented at the Rethinking Social Housing series of seminars to lend a rural NI perspective to the discussions. These seminars were hosted by the Chartered Institute of Housing and fed into a UK wide report which explored fundamental questions about the future of the sector.

2018/19

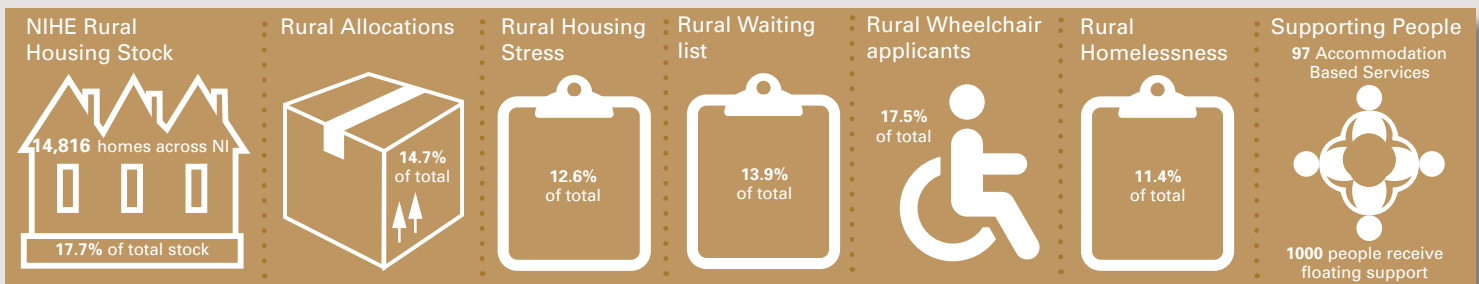
Objective 1



Objective 2



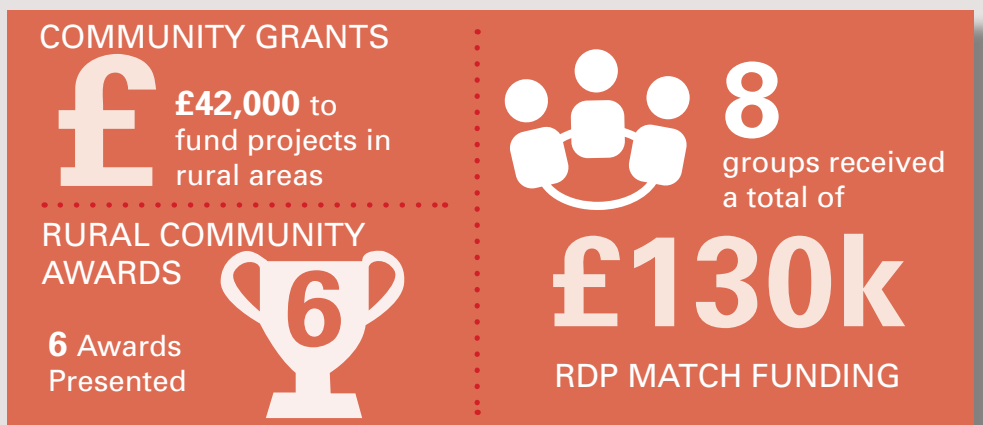
Objective 3



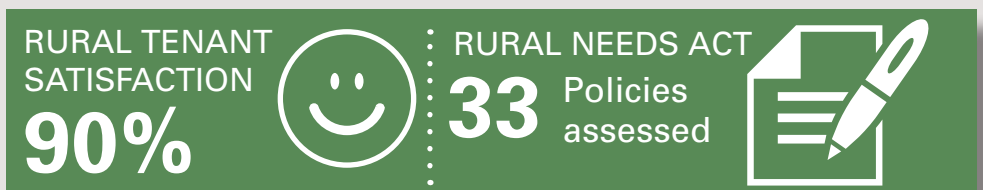
Objective 4



Objective 5



Monitoring and Communication



Embracing all our neighbours



If English is not your first language and you need help with interpreting & translation the Housing Executive can provide free services on request, please ask for further details at your local office.

MANDARIN

如果英语不是你的母语，并且你需要帮助来进行口译和文字翻译，那么Housing Executive可以根据请求而提供免费的服务，请在你当地的办公室询问进一步的详情。

CANTONESE

如果英語不是你的母語，並且你需要幫助來進行口譯和文字翻譯，那麼Housing Executive可以根據請求而提供免費的服務，請在你當地的辦公室詢問進一步的詳情。

POLISH

Jeśli język angielski nie jest Państwa językiem ojczystym i potrzebują Państwo pomocy w zakresie tłumaczeń ustnych i pisemnych, Housing Executive oferuje bezpłatne usługi tłumaczeniowe na życzenie. O szczegóły prosimy pytać biuro lokalne.

PORTUGUESE

Se o Inglês não for a sua língua materna e precisar de ajuda com tradução e interpretação, o Executivo de Habitação pode providenciar serviços gratuitos mediante solicitação, pode obter mais informações no seu escritório local.

LITHUANIAN

Jei anglų kalba nėra jūsų gimtoji kalba ir jums reikia pagalbos dėl vertimo žodžiu ir raštu, jums pageidaujant Housing Executive gali suteikti nemokamas vertimo paslaugas; dėl išsamesnės informacijos prašome kreiptis į vietinį skyrių.

RUSSIAN

Если английский не является вашим родным языком и вам требуется помощь с устным и письменным переводом, Жилищное управление может предоставить по запросу бесплатные услуги переводчика. За более подробной информацией обратитесь в ваш местный офис.

SLOVAK

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Housing Executive

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Western Health and Social Care Trust

8 August 2019

Mr David Jackson
Causeway Coast and Glens Borough Council
Cloonavin
66 Portstewart Road
Coleraine
BT52 1EY

Dear Mr Jackson

Corporate Plan for Western Trust

I enclose a copy of the new Corporate plan for the Western Trust. The Corporate Plan has been finalised and was approved by Trust Board on Thursday 1 August 2019. The plan is also available on the Trust website: www.westerntrust.hscni.net

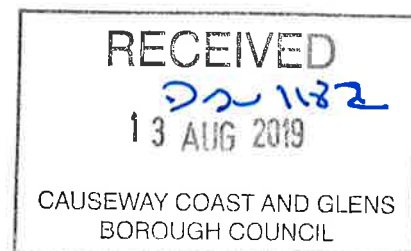
This plan covers the period 2019-21 and supersedes the last two years of the previous Western Health and Social Care Trust Corporate Plan 2017/18 to 20/21. The plan set out our strategic direction and priorities for the next two years and takes account of the regional strategic vision as set out in Health and Wellbeing 2026: Delivering Together, the draft Programme for Government Framework 2016-21, the Making Life Better Public Health Framework and local government Community Plans. In this plan, we set our shared purpose and our commitments to our local populations and our staff.

We look forward to working with you as we implement the plan over the next two years.

Yours sincerely

TERESA MOLLOY
DIRECTOR OF PERFORMANCE & SERVICE IMPROVEMENT

Enc



Building Our Shared Purpose

 Western Health
and Social Care Trust

a **great** place to



start life



live well



work



grow older

with **COMPASSIONATE CARE**
transformation - pathfinder
delivering value

Corporate Plan 2019 – 2021

(Supersedes the final two years of the Corporate Plan 2017/18 – 2020/21)

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CHIEF EXECUTIVE FOREWORD

This Corporate Plan covers the period 2019 – 2021 and supersedes the last two years of the previous Western Health and Social Care Trust Corporate Plan 2017/18 to 2020/21.

The Plan sets out our strategic direction and priorities for the next two years and takes account of the regional strategic vision as set out in Health and Wellbeing 2026: Delivering Together, the draft Programme for Government Framework 2016-21, the Making Life Better Public Health Framework and local government Community Plans.

In this Plan, we set out our shared purpose and our commitments to our local population and our staff. Over the past year, through a process of extensive engagement and listening we have come to a shared understanding of our purpose expressed through four key ambitions underpinned by a commitment to ensuring compassionate care in all we do.

We want the Western Trust area to be a...

- Great Place to Start Life
- Great Place to Live Well
- Great Place to Grow Older
- Great Place to Work

In taking these forward we are committed to working with you, not simply to treat periods of acute illness or react to crisis but, to adopt a more holistic and proactive approach to health and wellbeing in order to achieve better outcomes and improve your quality of life.

In order to drive forward this ambition, we will promote a culture of collective leadership and will enable and empower our staff to deliver high quality, continually improving, compassionate care and support. We also want to constantly improve how we deliver care and our improvement programme continues to expand through local projects, discovery groups and the development of the Trust as a Flow Coaching Academy.



Dr Anne Kilgallen
Chief Executive

In 2018, we reviewed our governance arrangements and we have made some changes which we believe will enhance the robustness and effectiveness of our governance and risk management systems.

It has to be recognised that, in common with the wider health and social care system, we are facing significant financial challenges. Over the next three years we will be taking forward a programme of work which aims to return us to a financially sustainable position and ensure that we are delivering best value to you with the resources available to us.

We also realise that working across systems and organisational boundaries will be critical to improve the health of our population and deliver safe, accessible and affordable services and increasingly we are providing services not just for our own population but for others across Trust boundaries and jurisdictions both in Northern Ireland and ROI.

We can't do this without you and we are committed to involving and engaging with our service users, carers and public and to embedding a patient and public involvement (PPI) culture so that it becomes an intrinsic part of how we do our business.

ABOUT THE WESTERN TRUST

Where we live and our population

Health and Social Care Trusts
In Northern Ireland



- Population size: 300,000
Area: 4,842Km2 / Rurality
- Annual Budget – Approximately £680 million
- Approximately 12,000 staff
- Life Expectancy at birth (WHSCT):
 - o Male 78.3 years
 - o Female 82 years
- Healthy Life Expectancy (NI figures only)
 - o Male 59.1 years
(most deprived areas 50.6 years)
 - o Female 60.9 years
(most deprived areas 52.7 years)

Our Changing Population Needs

- Our older population is growing with a 27% increase predicted in those aged 65-84 years and a 39% increase in the 85+ age groups by 2028.
- In contrast, the under 16 population is decreasing but there are increasing numbers of looked after children
- 1 in 4 people live in poverty.
- 5 of the top 10 most deprived areas are in the Western Trust.
- 10 of the top 20 areas with poorest access to services are in Fermanagh and Omagh.
- 60.5% of hospital admissions in the Western Trust are in the level 1 and 2 deprivation categories, ie most deprived, the highest proportion in Northern Ireland.

Our Facilities

We deliver services to our population from:

- o 7 hospitals
- o 11 health centres and clinics
- o 8 children’s homes
- o 30 day centres
- o 8 residential homes and 1 hostel
- o 6 training centres
- o 12 administration hubs
- o As well as directly into thousands of people’s homes.



Our Services

Each year we handle approximately:

- 100,000 inpatient and day case admissions
- 20,000 operations
- 220,000 outpatient appointments
- 120,000 emergency department attendances
- 300,000 imaging tests
- 20,000 renal dialyses
- 4,000 births

Each year we provide support to people in our communities through approximately:

- 1,800 residential and nursing home placements
- Domiciliary care services to 4,500 people in their home
- £4.5 million annual spend on community equipment
- 245,000 community allied health professional contacts (eg physiotherapy, occupational therapy)
- 17,000 social work contacts
- 390,000 community nursing and health visitor contacts
- 7,000 mental health assessment referrals

HEALTH PROFILE OF THE WESTERN TRUST

Despite high levels of deprivation, the population of the Western Trust shows equivalent or better health outcomes than the Northern Ireland average, except for:

- Respiratory conditions, i.e. asthma and chronic obstructive pulmonary disease (COPD).
- Mental health is considerably worse than the NI average, particularly due to anxiety and depression.
- More people are likely to suffer pain and discomfort than for Northern Ireland as a whole.
- There is a higher number of children in need as a proportion of our population.

Alcohol

- 13% of adults in the Trust drink above the weekly limit compared to 18% in NI overall
- 3.2% young people drink alcohol a few times a week – lowest in NI
- 801 per 100,000 are admitted due to alcohol
- 17.9 deaths per 100,000 due to alcohol

Smoking

- The number of adults who smoke has reduced from 28% in 2013/14 to 15% in 2017/18. The NI average is 18%.
- In contrast 26.7% of young people smoke – the highest in NI



Obesity / Overweight

- 60% of adults are obese or overweight compared to NI overall 64%
- 25% of children are obese or overweight compared to NI overall 26%



Screening Uptake Levels in the Western Trust 2017-18

	WHSCT Area	NI Average
Breast cancer screening uptake among females aged 50-70	77.8%	76.2%
Cervical cancer screening up-take among females aged 25-64 (2015)	77.6%	76.4%
Bowel cancer screening uptake among females and males aged 60-74	61.7%	61.3%
Abdominal Aortic Aneurysm screening	81.2%	83.3%

The incidence of chronic conditions is rising and this is likely to continue as our older population continues to increase.

Chronic Obstructive Pulmonary Disease

- In the Western Trust:
- Prevalence: 22.45 per 1000 (NI = 20.78), increased from 18.1 in 2011.
 - Respiratory related deaths and admission per 100,000
 - o Deaths - 40 (NI = 34)
 - o Admissions - 2119 (NI = 2074)

Diabetes

- Since 2005 the number of people diagnosed with diabetes in Northern Ireland has increased by 79%
- Currently in the Western Trust there are approximately 15,000 patients with diabetes - 9 in 10 of these have Type 2

Dementia

- In the Western Trust:
- 2,565 people are on dementia register - increased from 1772 in 2011
 - 7.8 per 1000 population have dementia (NI - 7.1) - increased from 5.5 in 2011 (NI - 5.9)

Limiting Longstanding Illness

- 33% of people said their condition impacts on their ability to carry out day to day activities compared to 32% NI overall

Mental Illness

- 3,254 people in the west are on the mental health register, WHSCT (NI- 17,849)
- Approximately 1 in 5 are on prescription medication for mood and anxiety

Frailty

- 9.26 per 1000 patients aged 50+ are on the osteoporosis register (NI - 8.52)
- 1/3 of over 65's will have 1 fall per year

VALUES AND BEHAVIOURS

As part of the HSC (Health and Social Care) Collective Leadership Strategy, work has been undertaken to develop a common set of values and behaviours across the whole of the HSC to give greater regional consistency. These have now been agreed and are set out below and will guide the everyday behaviour of all our staff.

<p>What this means We work together for the best outcome for people we care for and support. We work across Health and Social Care and with other external organisations and agencies, recognising that leadership is the responsibility of all.</p> <p>What this looks like in practice</p> <ul style="list-style-type: none"> • I work with others and value everyone's contribution • I treat people with respect and dignity • I work as part of a team looking for opportunities to support and help people in both my own and other teams • I actively engage people on issues that affect them • I look for feedback and examples of good practice, aiming to improve where 	<p>What this means We commit to being the best we can be in our work, aiming to improve and develop services to achieve positive changes. We deliver safe, high quality, compassionate care and support.</p> <p>What this looks like in practice</p> <ul style="list-style-type: none"> • I put the people I care for and support at the centre of all I do to make a difference <ul style="list-style-type: none"> • I take responsibility for my decisions and actions • I commit to best practice and sharing learning, while continually learning and developing <ul style="list-style-type: none"> • I try to improve by asking 'could we do this better?'
<p>What this means We are sensitive, caring, respectful and understanding towards those we care for and support and our colleagues. We listen carefully to others to better understand and take action to help them and ourselves.</p> <p>What this looks like in practice</p> <ul style="list-style-type: none"> • I am sensitive to the different needs and feelings of others and treat people with kindness • I learn from others by listening carefully to them • I look after my own health and well-being so that I can care for and support others 	<p>What this means We are open and honest with each other and act with integrity and candour. We deliver safe, high quality, compassionate care and support.</p> <p>What this looks like in practice</p> <ul style="list-style-type: none"> • I am open and honest in order to develop trusting relationships • I ask someone for help when needed • I speak up if I have concerns • I challenge inappropriate or unacceptable behaviour and practice • I try to improve by asking 'could we do this better?'



STRATEGIC DRIVERS

The strategic direction and priorities outlined in this Plan are aligned to regional policies and strategies, in particular:

Health and Wellbeing 2026: Delivering Together

Health and Wellbeing 2026: Delivering Together was launched in October 2016 and sets out a 10-year approach to transforming health and social care in Northern Ireland. It also highlights the importance of involving our local population in the planning and delivery of our services.



Making Life Better 2012-2023

Our priorities have also been shaped by the Making Life Better Framework 2012-2023 which seeks to reduce health inequalities and support people to make healthier and better informed life choices.

Draft Programme for Government 2016-21

In the draft Programme for Government for Northern Ireland 2016-21, the Northern Ireland Executive sets out the outcomes it wants to achieve in order to improve wellbeing for all by tackling disadvantage and driving economic growth. Four outcomes in the draft Programme for Government specifically relate to health:

- We enjoy long, healthy, active lives
- We give our children and young people the best start in life
- We care for other and we help those in need
- We have high quality public services



Community Plans

We are also working in collaboration with our local Councils to support delivery of ambitious community plans aimed at improving the health and wellbeing of our local population.



OUR STRATEGIC PRIORITIES

Our single overarching focus over the coming years is to deliver on the quadruple aim as set out by the then Minister for Health in Health and Wellbeing 2026 – Delivering Together.

These four aims, as represented below, are key to improving the health and wellbeing of our population and achieving the Minister’s ambition that we all lead long, healthy and active lives.



In support of Health and Wellbeing 2026 - Delivering Together, we have drawn up a wide-ranging and challenging programme of work to be taken forward over the next three years. This is comprised of three main strands – transformation, pathfinder and financial recovery – and is expected to deliver the following outcomes:

- High quality and safe services
- Services that are financially sustainable and effective
- Delivery of contracted activity and performance targets
- Supported by a skilled and effective workforce

OUR PRIORITIES

Transformation

Health and Wellbeing 2026: Delivering Together provides with a clear 10-year roadmap to take forward the work to transform Health and Social Care Services in Northern Ireland and was developed in response to the report *Systems Not Structures: Changing Health and Social Care* by an Expert Panel led by Professor Bengoa.

A wide-ranging transformation programme is underway across the Northern Ireland Health and Social Care service targeted at supporting improvements and changes for the future in order to build capacity in communities and in prevention,

provide more support in primary care and reform our community and hospital services.

Within the Western Trust we will be taking forward a range of transformation initiatives including:

- the establishment of multi-disciplinary teams in GP practices in primary care to provide direct access to physiotherapy, mental health and social work support
- an Our Hearts Our Minds rehabilitation programme for people with or at risk of cardiovascular disease
- development of a therapeutic

home based intermediate care team able to respond rapidly to patient need and focusing on recovery and independence

- expansion of ambulatory care models and 7-day working to improve patient flow, and a Northern Ireland-wide transformation of social work practice to ensure a regional approach across child protection and welfare services.



Financial Recovery

For many years, we have been dealing with a growing financial challenge and we have found it increasingly difficult to deliver on annual savings targets.

In 2018/19 we will report a deficit in our accounts of £24.4m. We have

worked closely with the Department of Health on our financial position and they have agreed to support us over the next 36 months as we work to achieve an improved and sustainable financial position for the Trust. Over this period, through a

programme we are calling **Working Together... Delivering Value**, we will work together to continuously improve the care we give and achieve financial sustainability by ensuring that our services represent best value for the people who depend on us.

A horizontal banner for the 'DELIVERING VALUE Programme'. On the left is the HSC Western Health and Social Care Trust logo. The main text 'DELIVERING VALUE Programme' is in large, bold, blue and yellow letters. To the right, it says 'Safe - Effective - Accessible Affordable Services'. Below this is a blue line with four circular nodes, representing a timeline. The text 'Financial Recovery' is written in large blue letters across the bottom of the banner. At the very bottom, it says 'eliminate waste • improve efficiency • support quality care for our patients and service users'.

Pathfinder

We have embarked on a Pathfinder project to take an honest look at health and social care delivery across Fermanagh and West Tyrone, to see how we can do things differently to ensure the current and future needs of the community are properly met.

We are committed to delivering on the ethos of co-production through personal and public involvement (PPI), by undertaking an extensive programme of Community engagement and through the appointment of seven Experts by

Experience to the programme's workstreams.

The initiative will also be informed by an in-depth population health needs analysis in conjunction with the Public Health Agency and will take cognisance of important regional reviews, such as the Power to People Report arising from the Department of Health Review of Adult Social Care. The Pathfinder Initiative is committed to identifying the long term health and social care needs of the population of Fermanagh

and West Tyrone for the 10 years period to 2029, developing deliverable proposals and a costed implementation plan for the sustainable delivery of health and social care services in the Fermanagh and West Tyrone area.



OUR STRATEGIC PRIORITIES

The infrastructure to support this

The Trust is committed to deliver the objectives of the Northern Ireland Civil Service Executive Asset Management Strategy and will do so through its Estates and Property Asset Management (PAM) strategies. These aim to maintain an asset base that is effectively risk managed and capable of supporting priorities while also delivering value for money in our asset investments. We will work to optimise our space utilisation and identify opportunities to improve the efficient use of our properties and estate, supported by the Department of Health where this requires the disposal of under-utilised assets.

We intend to ensure that our infrastructural investment and Estate Strategy align with public service transformation, service developments and changes arising from Health and Wellbeing 2026 – Delivering Together and relevant Departmental policies.

This brings an increasing focus on service delivery within primary care and community settings bringing different disciplines together to enhance community capacity. This will require different approaches to how we work and to support this we will need to enhance and upgrade many of our community facilities as well as supporting primary care infrastructure developments including Lisanaskea.

Alongside this, we will also ensure that our estate remains safe in terms of compliance with existing and developing statutory standards, is relevant in terms of service delivery and is of a satisfactory maintenance standard.

Our Ambitions

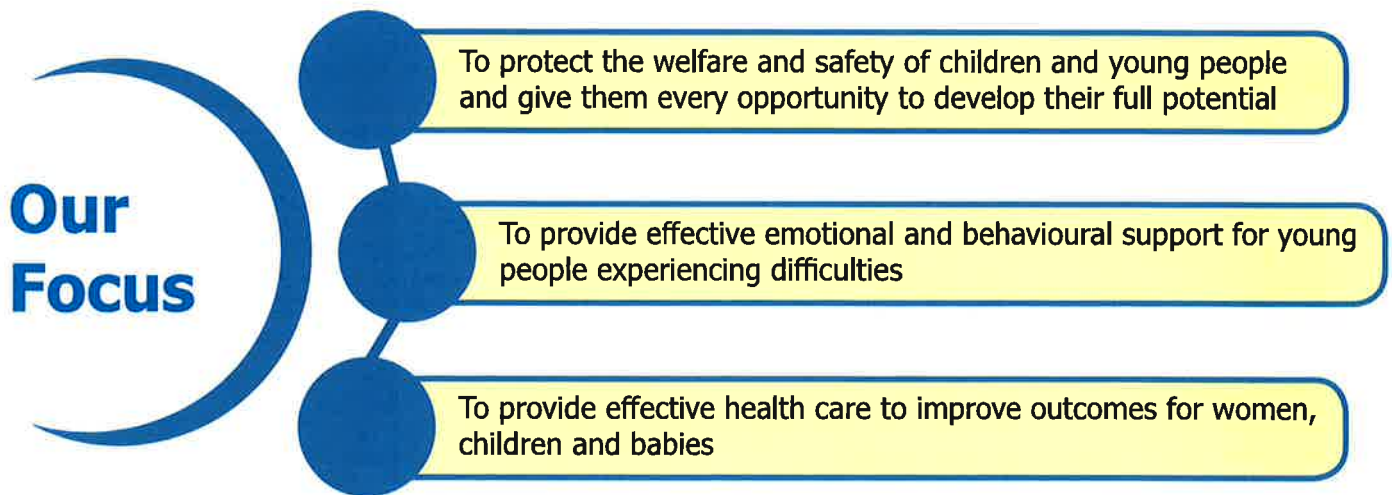
Over the past year, we have conducted a process of engagement with our staff and have listened to their views. As a result of this we have come to a shared understanding of our purpose expressed through four key ambitions aimed at making the Western Trust a:

- Great Place to Start Life • Great Place to Live Well • Great Place to Grow Older • Great Place to Work



OUR AMBITIONS

Great Place to Start Life



The actions we will take:

As part of our Delivering Value programme, over the next 36 months we will transform and maximise how we currently utilise our resources in the hospital and community and how we utilise our relationships with other agencies in order to:

- Seek to strengthen the relationship-based pathway within our family and child care services. The approach will be based on 3 principles – Relationships, Co-production and alignment with the regional structure.
- Implement Signs of Safety by March 2020 as part of our programme of transformation.
- Implement the model of attachment practice (MAP) throughout looked after children services by March 2021.
- Seek to deliver the desired outcomes of the Maternity Strategy in order to give every baby and family the best start in life; ensure, effective communication and high-quality maternity care; support women to be healthier at the start of pregnancy, provide effective, locally accessible, antenatal care and a positive experience for prospective parents; ensure safe labour and birth care with improved experiences for mothers and babies; and appropriate advice, and support for parents and baby after birth.
- Support implementation of the Strategy for Paediatric Healthcare Services Provided in Hospitals and in the Community (2016 – 2026) to ensure that children and young people thrive and that every child will be treated in the most appropriate setting, with access to appropriate care according to their needs.
- Progress the roll out across the Trust of family nurse partnerships, a strength based approach to supporting teenage parents, in order to secure maximum health and wellbeing outcomes for young parents and their families.
- Implement Healthy Child, Healthy Future.

OUR AMBITIONS

Great Place to Start Life

The outcomes we expect:

- Safety and stability for our children and young people
- Provision of a therapeutic environment for each looked after child
- Families are supported to stay together and in their communities;
- All children in our care are enabled to achieve the best outcomes.
- A greater cohesion of children's services working together and sharing expertise and information related to the children/young people and families referred to our services.
- Improved access to antenatal and postnatal care and support.
- The Health Visiting Service will fully implement a child and family public health service.
- Avoidance of paediatric hospital admissions where appropriate and reduced use of emergency departments



The measures we will use:

- Number of looked after children
- Number on child protection register
- Reduction in placement moves
- Improved access to CAMHS or Community Paediatric services
- Increase in the initiation and duration breastfeeding rates and increase in percentage of babies exclusively breast fed at six months.
- Improved compliance with target health visiting contacts and improvements in Level 2-4 early intervention activity
- Reduced % of children who have an unplanned overnight admission to hospital.

Our Children and Young People Profile

- Our younger population is decreasing. Currently 25% are aged 0-18 decreasing to 23% by 2030
- 1 in 3 children live in poverty
- GCSE's – 70% achieved 5 A*-C (incl Maths & English)
- At end of March 2018, 79% of care leavers aged 16-18 were in education, training or employment.
- 3.2% of young people in Trust area drink alcohol a few times a week – lowest % in NI
- 26.7% of young people in Trust area smoke every day – highest % in NI
- 3.7% of infants are born to mothers aged 40+
- Breastfeeding rate on discharge is lowest in NI at 41%
- 1 in 4 children are overweight or obese – 21% at Primary 1 and 32% at Year 8
- 9.3% of babies are small for their gestational age.

Our Challenges

- Increasing number of children on Child Protection Register
- Increasing numbers of looked after children
- Increase in demand for CAMHS service
- Increase in obesity in pregnancy – 23.4% of mothers were classified as obese at booking in appointment
- 13.28% of mothers smoke in pregnancy
- Caesarean section rates – 31.5% in 2017/18
- Growth in gestational diabetes - 8.7% of mothers in 2017/18
- Increase in demand for autism services
- Recruitment challenges across a range of services, eg psychology, health visiting, medical staff, midwifery and nursing.

OUR AMBITIONS

Great Place to Start Life

Our People - a great place to start life

Emma – Aged 16 months

Emma's mother smokes and has alcohol issues. Emma was born with very low birth weight, spent several weeks in NNICU and has respiratory problems.

There are some concerns about her development. She is getting ongoing support for her medical needs from the community paediatric team and they have been referred for step 2 support through the Family Support Hub.

Sean – Aged 15

Sean has a severe learning disability affecting his mental and physical development. He attends a special school and wears splints to help with his mobility. Sean is a looked after child and has had several placement changes. He needs a stable family environment in which he can be looked after until he is grown up and it is hoped his current placement will become long-term. The process for preparing for transition to adult LD services has commenced with multi-agency involvement to ensure that his support needs will continue to be met.

Mark – Aged 7

Mark has a poor diet and is prone to chest infections. He likes playing outside but doesn't have anywhere to go after school. His dad is often sick and in bed. He attends school but his behaviour is often disruptive.

Mark's teacher is concerned about him and has referred him for an educational needs assessment, which has been delayed and he may require input from the CAMHS team.

Social Services have also become involved with the family and he is receiving support from Extern.

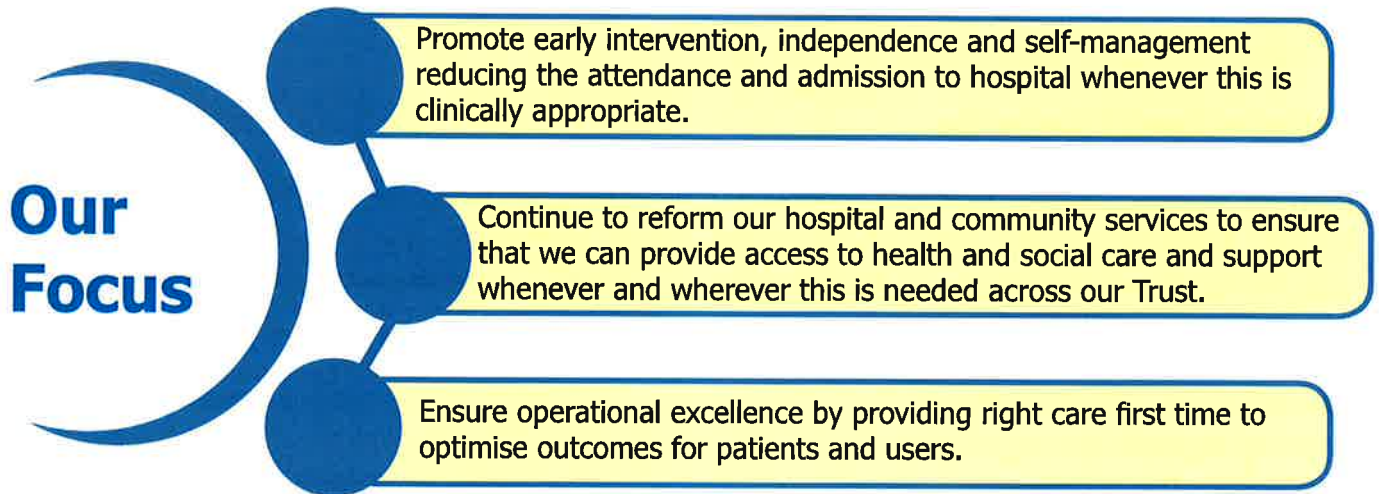
Tracey – Aged 14

Tracey is currently living in a residential unit after the breakdown of several foster care placements. Although she attends school, she frequently leaves during the day. There have been incidences of staying out at night leading to police involvement and there are signs of alcohol and drug misuse. Tracey is receiving therapeutic support from her social worker to help her deal with the issues affecting her behaviour.



OUR AMBITIONS

Great Place to Live Well



The actions we will take:

As part of our Delivering Value programme, over the next 36 months we will transform and maximise how we currently utilise our resources in the hospital and community and how we utilise our relationships with other agencies in order to:

- Remodel our pathway for planned general surgery by March 2021 as part of our Working Together Delivering Value programme.
- Complete an in-depth review of the self-directed support (SDS) process and its implementation by March 2020 also as part of our Working Together Delivering Value programme.
- Continue to seek opportunities to maximise how we use our resources in the hospital and community to develop alternative pathways to support people with long term conditions
- Review and reform the pathway for mental health primary care liaison services by March 2021.
- Grow the Trust's psychological therapeutic capacity at all levels by March 2021 in order to address current recruitment and skills availability challenges.
- Develop services to meet the needs of the learning disability population based on a PPI model of work
- Complete an independent review of supported living by March 2020.

OUR AMBITIONS

Great Place to Live Well

The outcomes we expect:

- Improved patient journey for general surgery.
- Reduced hospital admissions / re-admissions rates
- Resilient and responsive psychological therapies services.
- Patients will benefit from early assessment and intervention enabling them to flourish.
- Identified needs within the learning disability population can be met.
- Availability of a community infrastructure to support and maintain people in their own home and as far as possible avoid admission to hospital.
- Achieving an efficient, effective transition and flow across community and hospital services across life span.



The measures we will use:

- Reduction in waiting times for surgery and reduced readmissions following surgery.
- Improved theatre utilisation
- Reduction in hospital cancellations on the day
- Reduction in follow up review appointments.
- Admission and readmission rates for identified long term conditions
- Performance against access targets
- Numbers receiving direct payments/ SDS against the regional target
- Number of people in supported living accommodation
- Reduction in waiting times to access psychological therapies and primary care liaison.
- Reduction in inappropriate referrals.

Our Population Profile

- 62% are aged 16-64
- 22% have a long term health condition that limits day to day activities.
- 78% rate their health as good/very good.
- 11% provide unpaid care
- 22% are smokers
- 20% of adults classified as obese
- 13% drink above alcohol guidelines
- 22% are on mood and anxiety medication
- 2% are registered with Chronic Obstructive Pulmonary Disease (COPD) Register and 5% with Diabetes.
- 1886 people are known to have a learning disability and 7420 to have a physical disability
- On average, life of expectancy of women with a learning disability is 18 years shorter and 14 years shorter for men than for women and men in the general population
- 45% of adults meet recommended activity levels of at least 150 minutes per week.
- Serving other populations outside our own Trust, such as the Northern Trust and ROI.

Our Challenges

- Workforce challenges in nursing, medical staff, psychology and social care workers
- Increasing pressure on hospital services, particularly unscheduled care
- Increase in incidence of long term chronic conditions
- Growing waiting times to access outpatient, diagnostic, day case and inpatient services and mental health assessment and treatment.
- Need for significant reform in how and where care is delivered
- Ability to ensure equity of investment in the face of increasing demand
- Rurality of Trust geography
- Impact of high level of deprivation on the health and wellbeing
- Growing pressures on aging carers
- Capacity in primary care to meet the needs of people with lifelong conditions and complex needs.

OUR AMBITIONS

Great Place to Live Well

Our People - a great place to live well

Maureen – Aged 39

Maureen is a single mum of 3 young children. She has smoked since early teens and has recently been diagnosed with COPD, tires easily and struggles to manage the symptoms with family responsibilities. She is new to the area, doesn't really know her neighbours or community and depends on her family. She is receiving support from the community respiratory team and a started attending her local stop smoking group.

James – Aged 22

James is living with his mum following breaking up with his partner. Since he has returned home he has started drinking more frequently and also started taking a lot of recreational drugs. James has started to miss work and is spending a lot of time alone. He has recently attended the GP who has prescribed antidepressants and he is also receiving support from an addiction nurse within the drug and alcohol team.

Thomas – Aged 42

Thomas has a learning disability and currently lives at home with his elderly parents who are his main carers. However, this is becoming increasingly challenging for them and alternative support is now required to enable him to remain at home and continue to access services and social activities within the community. A meeting has been scheduled with his social worker to commence an SDS assessment to determine how his needs can be met.

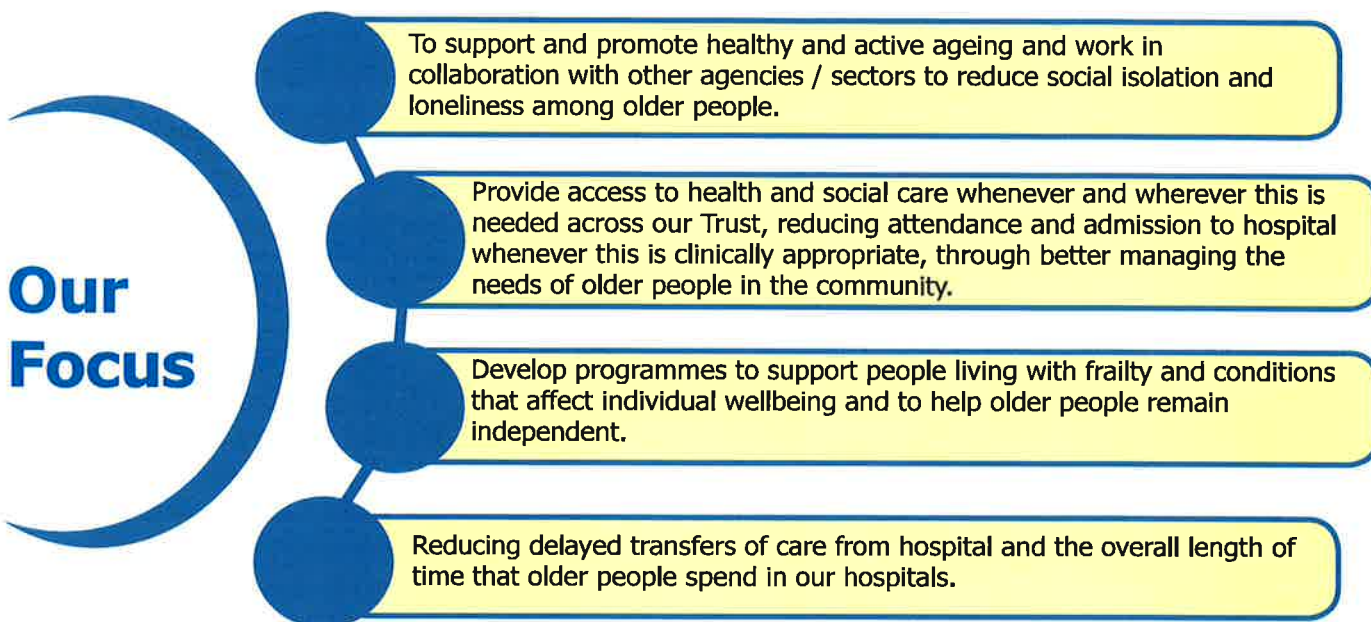
Mavis – Aged 54

Mavis is in a sedentary job and is not very active. She has struggled with her weight for years and has recently been diagnosed with Type 2 diabetes. As part of her treatment programme, she has to make lifestyle changes and she is struggling to achieve this. She has regular appointments with the diabetic multi-disciplinary team and has been offered a place on the Desmond education programme for people with diabetes.



OUR AMBITIONS

Great Place to Grow Older



The actions we will take:

As part of our Working Together Delivering Value and Transformation programmes, over the next two years we will maximise how we currently utilise our resources in the community and how we utilise our relationships with other agencies in order to:

- Analyse and address where variation exists across our homecare services and simplify access to our services through standardising our decision making to one point of entry as part of our Delivering Value programme by March 2021.
- Align resources we have in the community to meet people's needs for recovery and care at home, including:
 - The development and implementation of a service model that encompasses the core components of home-based intermediate care by March 2020 as part of the transformation programme;
 - Implementation of a Trust-wide early supported discharge and rehabilitation service for people who have had a stroke by March 2020.
 - Expansion of our acute care at home service by March 2020.
 - Responding to the Pathfinder ambition in Fermanagh and West Tyrone through fulfilling the objectives agreed in the first year of delivery.
- Develop a separate frailty pathway by March 2021 as part of our transformation programme maximising opportunities to utilise quality improvement methods to inform our work as this is an area of focus through our Flow Coaching Academy programme.

Throughout this programme of work we will clarify with our older people population what we can expect from each other by engaging and listening to older people across our communities. We will involve them in our improvement work such as our flow coaching frailty big room project and will utilise key areas of work such as the Pathfinder initiative to better understand and respond to what matters to local people. This will enable us to actively co-produce and design future services in partnership with older people and those important to them. Alongside this, we will take cognisance of the recommendations arising from the Commissioner for Older People's Report and CPEA Review and any other important reviews or decisions in this area of care.

OUR AMBITIONS

Great Place to Grow Older

The outcomes we expect:

- Older people are healthier and live independently for longer in their place of choice
- Older people are more connected with those around them
- Older people spend less time in hospital and receive more care and treatment in the community when it's needed.

The measures we will use:

- 65+ admission and length of stay rates
- 65+ admissions due to a fall rates
- 75+ admission rates for frailty and associated conditions
- Number of 65+ reporting good quality of life and satisfaction with level of independence
- Percentage of 65+ regaining full independence following rehabilitation / reablement intervention
- Average LOS in nursing home care
- Domiciliary care waiting list
- Percentage of social work caseloads supported outside institutional care settings



Our Older People Profile

- 30% increase in > 65 population expected over the next 15 years
- > 65's account for 16% of our population but 42% of HSCNI spending.
- Over 2 million domiciliary care hours are delivered annually across our Trust.
- Over 3000 people are living with dementia across our Trust area, with the number expected to treble by 2051.
- 3730 of the over 65 population are claiming carers allowance
- 5570 older people are claiming housing benefit
- 350 people are admitted to our hospitals each year following a stroke
- One third of people over 65 will have at least one fall per year
- 800 people aged over 50 have a diagnosis of osteoporosis.

Our Challenges

- Increasing ageing population
- Increasing demand for hospital care often for older people with complex needs across more than one condition
- Increasing demand for care at home (residential, nursing home, domiciliary)
- Availability of nursing and residential care home beds to meet demand, particularly dementia nursing beds.
- Variability in domiciliary homecare in all settings, for example, we cannot provide carers to every part of the Trust
- Delayed discharges / increasing hospital lengths of stay
- Social isolation and loneliness
- Rurality of our Trust geography
- Growing prevalence of people living with a dementia diagnosis

OUR AMBITIONS

Great Place to Grow Older

Our People - a great place to grow older

Kate – Aged 79

Kate lives independently in Lisnaskea. She has no children and her husband passed away last year. She was recently admitted to hospital after a fall resulting in her breaking her leg. Kate is keen to get home, however cannot manage on her own as her mobility is very poor. She has been referred for Reablement to support a return to independence.

Mary and Michael – Aged 69

Mary was diagnosed with dementia 4 years ago. She is cared for by her husband Michael and as her condition deteriorates this is impacting on his health and he is struggling to manage. Following an assessment Michael will now be able to avail of short breaks, respite and daily homecare support and family members have agreed to provide some additional help.

John – Aged 86

John is frail and has had a number of falls resulting in hospital admission. He currently lives with his wife aged 80 who is his primary carer with some domiciliary care support but she is finding it increasingly difficult to cope. They live in a very rural area. John wants to continue living at home. A personalised assessment has now commenced to identify how their needs can be met.

a great place to



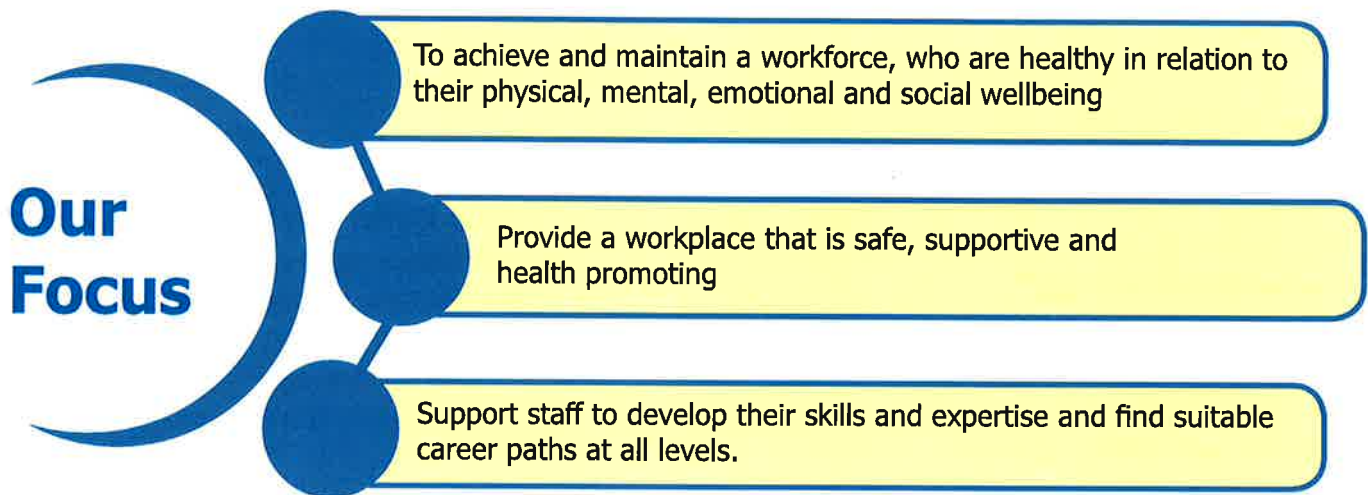
grow older

Hugh – Aged 82

Hugh was admitted to hospital 12 weeks ago and is now medically fit for discharge. However he is not able to return home and requires a nursing home placement. He has been offered placements in two different homes which have been turned down by the family. He is therefore still in hospital awaiting a suitable placement. Until a suitable placement can be found, Hugh has been moved to a stepdown bed.

OUR AMBITIONS

Great Place to Work



The actions we will take:

As part of our Delivering Value programme, over the next two years we will seek to create an environment in which excellent, high-quality care can continue to be provided. We will do this by enhancing our skills development, career pathways, development of new roles and investment in the wellbeing of our workforce supporting them to do what they do best. We will:

- Ensure implementation of our Staff Health and Wellbeing Strategy 2019-22 and provide senior leadership commitment to creating a supportive workplace culture, policies and practices that protect, promote and improve the health and wellbeing of all staff
- Develop collective leadership capabilities at all levels and create a collective leadership culture across the organisation that empowers our staff to deliver high quality and effective services
- Embed the revised Health and Social Care values and behaviours throughout the organisation
- Recognise that people have different needs and obligations outside of work, whilst balancing service needs
- Implement the actions contained in the Health and Social Care Workforce Strategy 2026
- Recognise training needs and provide high quality training and development opportunities that are accessible for all staff
- Ensure effective workforce planning to have optimum numbers of appropriately skilled people working in every setting and in every specialty.

OUR AMBITIONS

Great Place to Work

The outcomes we expect:

- Better physical and psychological health of staff
- Better workplace for staff
- Better skilled workforce

The measures we will use:

- Number of health and wellbeing sessions delivered to staff
- Absence rates
- Referrals to Occupational Health
- Vacancy rate
- Staff Survey results
- Participants in management development and leadership programmes



Our Workforce Profile

- Approximately 12,000 employees
- 80.61% of staff are female / 19.39% are male
- 92.33% are in permanent posts
- 7.67% are in temporary posts
- 35.66% work less than 35 hours
- 1834 staff hold bank contracts
- 452 staff with more than 30 years of service
- 6.07% sickness absence 2017/18
- 2594 referrals to Occupational Health 2017/18

Our Challenges

- Sickness absence levels with mental health and musculoskeletal issues being the largest contributing factors
- Organising ourselves to deliver HSC transformation and modernisation
- Workforce sustainability – difficulties recruiting and retaining staff across a range of professions, particularly nursing, medical and psychology
- Reliance on agency and locum staff
- Ageing workforce and succession planning
- Increase in state pension age
- Ability to release staff for training and development
- Meeting flexible working demand

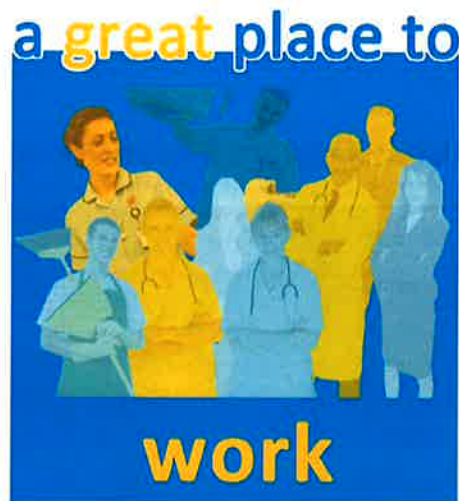
OUR AMBITIONS

Great Place to Work

Our People - a great place to work

Janet - Aged 49 **Personal Secretary**

Janet leads a very sedentary lifestyle both at work and at home. Her weight has been increasing steadily over recent years and she now finds any physical effort a struggle. She also suffers from chronic back pain leading to periods of absenteeism. She has been referred to physiotherapy by Occupational Health and has also joined the Trust's Choose to Lose weight management programme.



Chloe – Aged 29 **AHP Band**

Chloe recently applied for a promotion within her team and was unsuccessful. After receiving some feedback from the panel she is looking for opportunities to attend training within the organisation to develop skills to support her progressing. Her Assistant Director has now nominated her to attend the Trust's GROW staff development programme.

James - Aged 38 **Senior Manager**

James manages a large team with high levels of sickness and staff vacancies. He is suffering from work related stress and having difficulty sleeping which is impacting on his ability to do his job effectively and his general health and wellbeing. His manager has suggested coaching sessions and he has also attended Management of Attendance training and arranged for the HR Directorate Support Team to work with him.

Data & Statistical Information Sources

- Northern Ireland Statistics and Research Agency Website. (NISRA)
 - o NISRA 2016 based Population Predictions
 - o NISRA Health and Social Care Data, 2016
 - o NISRA Disease Prevalence (Quality Outcomes Framework)
 - o Multiple Deprivation Measures 2017
- Health Inequalities Annual Report 2018, NISRA
- Census 2011 Population Statistics for the Western Health and Social Care Trust
- Public Health Agency – Director of Public Health Core Tables 2017 (published December 2018)
- Making Life Better Profile for the Western Health and Social Care Trust
- Health Survey Northern Ireland 2017-18, Department of Health
- Health Survey NI (DoH 2010/11)
- Public Health NI 2018
- Delegated Statutory Functions Report 2017/18
- NHS Digital 2017
- HSC Staff Survey 2015

Corporate Plan 2019 – 2021

(Supersedes the final two years of the
Corporate Plan 2017/18 – 2020/21)



Western Health
and Social Care Trust

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