



Department for
Infrastructure

An Roinn

Bonneagair

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Infrastructure

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Department for Infrastructure

Business Plan 2026-2027

// IT ALL STARTS HERE



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Foreword from the Minister

I have now been in post as Minister for Infrastructure for over a year and during that period have been constantly reminded of how Infrastructure is key to creating the type of society we all want to live in. Throughout this time, I have had the pleasure of meeting a wide range of people who have a genuine interest in growing our economy, protecting our environment and delivering for everyone here.

Infrastructure lies at the very heart of everything we do in the North, and the importance of the infrastructure my Department maintains has once again been highlighted by the effects of recent weather events on our road network and river levels.

The remit of my Department is extensive with staff from the Department and its Arm's Length Bodies (ALBs) providing key public services, 24 hours a day, seven days a week. Staff are out on the front line during extreme weather events whether that be gritting the roads during periods of cold weather or providing assistance during periods of intense rainfall.

Road maintenance is a topic that I have sought to prioritise given the impact that the quality of our roads has on everyday life. While I'm pleased to have been able to protect funding in a difficult financial position, there is more

to be done to turn the curve. I'm prioritising changes supported by new technology and efforts to increase the roads workforce. Only by improving my Department's ability to respond quickly and effectively to potholes and other defects will we make a difference that can last.

One of the key areas of work for me over the last year has undoubtedly been finding solutions to rectify the decades of underinvestment in our wastewater network, and I have been working in partnership with key water stakeholders to find innovative ways to unlock this wastewater capacity by finding localised solutions. We are all aware of the continued need to invest in our wastewater network. Following the additional funding I secured last year which will help release wastewater capacity to enable around 3,000 new connections for the Derry area, I am determined to continue to work with NI Water to find local solutions to these issues while also delivering on the three-pronged approach. I will continue to seek all opportunities at the Executive for additional capital money. I also plan to move forward with voluntary developer contributions, which will allow developers, should they wish to do so, to contribute to local wastewater networks to support much-needed housing development.

At the same time, I will continue progressing the Water, Sustainable Drainage and Flood Management Bill which is currently at Committee Stage and provides enabling powers for my Department to regulate for Sustainable Drainage Systems (SuDS) in new housing developments. Alongside the Bill, I will be consulting on proposed new SuDS regulatory arrangements covering their design, approval,

adoption and maintenance. Over the period ahead, my Department will continue to advance the flood alleviation works in Portadown which will reduce the risk of river flooding to over 380 homes. Work will also continue on the development of a flood forecasting centre, with the outline business case due to be completed in the coming months.

I am also committed to increasing investment in active travel across the North and recognise its benefits to the lives of people who want greater choice in how they travel, particularly for shorter, everyday journeys. This year has seen progress made in a number of projects including the delivery of schemes in Lagmore Avenue, West Belfast Greenway Phase 1, as well as the commencement of the £430k active travel scheme for Cookstown.

Looking ahead, I intend to bring forward more active travel schemes and consultants have already been commissioned to advance a further six projects for the Department, including schemes at Sydenham, Maydown and Newry as well as continuing to provide grant funding to local councils to support the delivery of greenways and other active travel initiatives.

Road Safety remains a key commitment of mine. Last year sadly saw 56 people killed on our roads. Every death on our roads is a profound loss to the community and to families of those who have sadly passed away, and that is why I am determined to undertake a range of measures to improve safety on our roads. I look forward to hearing the outcome from the public on my consultation on Speed Limits which is aimed at improving road safety. In the meantime, I am also taking forward a third tranche of part-time 20mph zones across 40 schools which will bring the total delivered here to 273 schools.

At the beginning of the year, I also announced the launch of the Graduated Driver Licensing scheme. We are the first region in these islands to introduce such a scheme, marking the most significant reform to driver licensing and testing in almost 70 years. This scheme is designed to reduce the disproportionate involvement of new, primarily young, drivers in fatal and serious road traffic collisions. I also intend to bring forward legislation to ensure that our children and young people are safe when boarding or alighting school buses. I will also progress the Safer Journeys to School Programme with education and enforcement partners to support delivery of this legislation.

I am determined to do everything possible to deliver on road safety through the development of new and upgraded roads. The A5 Western Transport Corridor (A5WTC) remains a key commitment for me and the Executive, and I remain fully committed to progressing the A5WTC as quickly as possible, following the Court of Appeal judgment in October 2026. My priority remains to get the road built and to save lives.

Over the last year we have also seen several important improvements to our public transport network including the full opening of Grand Central Station and the introduction of night buses in Belfast. All these initiatives have seen improvements in passenger numbers. This work helped to improve the access to Belfast City Centre, especially at Christmas 2025 which did not see a repeat of the traffic congestion experienced the previous year.

Looking forward, this year will see more improvements to public transport with the award of a contract for eight new Enterprise trains being signed, beginning the detailed design of Belfast Rapid Transit 2, and progressing delivery of the Coleraine to Derry Phase 3 project with the intention to commence works in 2026/27, subject to the availability

of funding. Alongside this, we will continue to develop longer-term proposals for rail network expansion through the All-Island Rail Review.

I remain committed to working with local government and key stakeholders to improve the planning system, so it better supports sustainable development and infrastructure delivery. Through the Planning Improvement Programme, we are strengthening collaboration, building capacity through training and the trainee planner scheme. We have also progressed legislative and regulatory improvements, improved statutory consultee performance, and are using £3 million of transformation funding to support Independent Inspectors, with early evidence of improved processing times and stronger system performance.

Liz Kimmins MLA

Minister for Infrastructure

Our Achievements 2025-26

WATER AND DEPARTMENTAL DELIVERY



- // Commenced procurement of the Portadown Flood Alleviation Scheme.
- // Published the final Living With Water (LWW) in Derry Plan following public consultation.
- // Introduced the Water, Sustainable Drainage and Flood Management Bill to the Assembly.
- // Invested £11m in unlocking capacity for over 3,000 new connections in Derry and 400 in Newry.
- // Increased grant funding for the Homeowner Flood Protection Grant Scheme.

CLIMATE, PLANNING AND PUBLIC TRANSPORT



- // Concluded feasibility studies of new rail lines to Belfast International Airport, Armagh to Portadown, Portadown to Derry and published the Rail Prioritisation Strategy 2025.
- // Strengthened collaboration and system improvement through the Planning Improvement Programme, working with local government and stakeholders to build capacity,

capability and shared ownership of planning performance.

- // Progressed planning reform, including statutory validation checklists, fee reviews, legislative amendments and updates to Development Management processes.
- // Improved delivery capacity and performance through statutory consultee improvements, the Independent Inspectors Project, and the lowest average processing time for major applications since 2015.
- // Delivered SPPS Edition 2, the first substantive revision of Northern Ireland's Strategic Planning Policy Statement, ensuring regional planning policy remains fit for purpose in supporting renewable energy investment, climate change commitments and sustainable development.
- // Published the new Regional Strategic Planning Policy on renewable and low-carbon energy.
- // Announced plans to introduce the Graduated Driver Licensing by 1st October 2026.
- // Fully funded Community Transport for 2025-26.
- // Published the Road Safety Action Plan.
- // Achieved substantial growth in Belfast - Dublin Enterprise passenger numbers.

- // Provided funding for late night public transport services to support the night-time economy.

TRANSPORT AND ROAD ASSET MANAGEMENT



- // Provided over £40m extra to improve road maintenance and a £10m winter recovery fund.
- // Delivered 'Keep Belfast Moving' over the Christmas period (2025), avoiding a repeat of the city centre congestion experienced in 2024.

- // Launched consultation on draft Transport Strategy 2025 and a new law around using hand-held mobile phones while driving.

- // Announced the next phase of part-time 20mph speed limits across 40 schools.

- // Published an update to the prioritised list of major road infrastructure schemes that will be progressed over the next ten years, including the A32 Cornamuck project.

- // Commenced work on Signature Active Travel schemes.





Our Vision for the Future

Infrastructure is the foundation of our society, connecting communities, enabling opportunity, and supporting economic prosperity. It underpins the delivery of essential services that people and businesses rely on every day. It all starts here.

Looking forward, our infrastructure must be designed and managed with sustainability, resilience, and adaptability at its core, enabling it to respond effectively to emerging challenges and the changing needs of society.

The Department for Infrastructure (DfI) is committed to shaping a cleaner, greener, and more connected society for everyone. Our infrastructure must do more than support economic growth; it must also lead the transition to a net zero future. Through investment in decarbonised transport, sustainable water management, and climate-resilient infrastructure, we will lay the foundations for a prosperous, low-carbon society.

By delivering high-quality, low-carbon connections, we can drive positive change - linking people, communities, and nature while minimising environmental impact. Investment in sustainable transport will also help support regional balance, unlock new opportunities, and enhance experiences for local people and visitors alike.

Strategic infrastructure investment will accelerate the move to low-emission transport, improve air quality and support vibrant town and city centre living. By prioritising people in the design of our infrastructure, promoting walking, wheeling, and cycling, we will improve wellbeing, reduce congestion, and create healthier, more attractive places to live and work.



Our Department

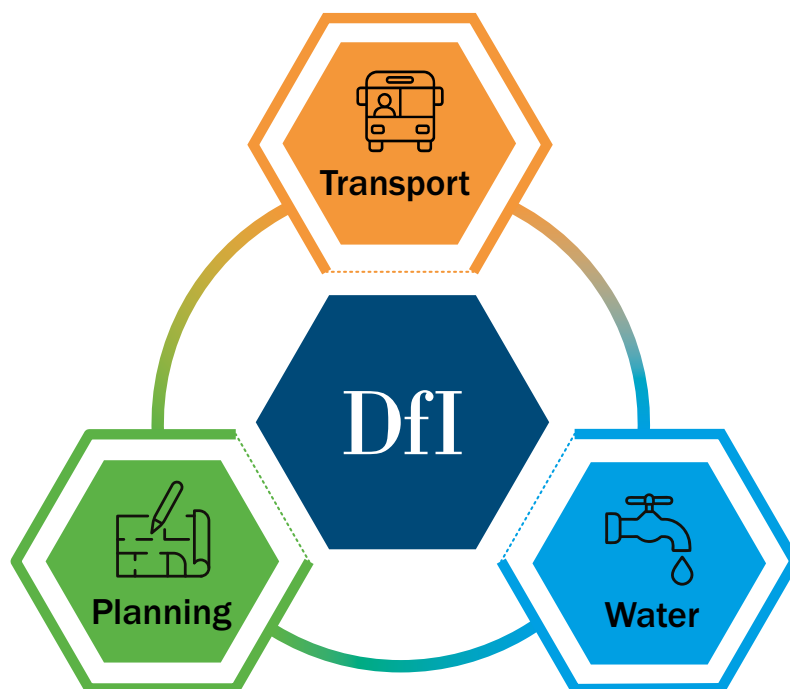
WHO WE ARE AND WHAT WE DO

The Department for Infrastructure oversees the maintenance, development and strategic planning of essential infrastructure across Northern Ireland.

In managing over £38 billion of public assets, the Department supports Programme for Government outcomes by improving quality of life, enabling inclusive economic growth and promoting sustainable living by reducing environmental impact and supporting the decarbonisation of key services.

These responsibilities are delivered through core Groups covering Water, Planning, and Transport.

A separate, Grade 3 led time-limited project has also recently been established to review the Department's design and operating model, with the aim of improving alignment between departmental work and wider Executive priorities.



WHAT WE MAINTAIN

The Department's assets include:



26km

COASTAL DEFENCES



255km

FLOOD DEFENCES



300,000

STREETLIGHTS



26,000km

ROADS



370km

CULVERTS



5,900

BRIDGES

Together, these assets underpin daily travel, public safety, environmental protection and economic activity across Northern Ireland.



Maintaining our Existing Assets

Given the nature of the Department's work, particularly in relation to managing, maintaining and developing our transport, flood risk and water infrastructure, we need to be able to find an appropriate balance between ongoing maintenance with the development of new assets. Infrastructure projects often take a number of years to be delivered from conception to delivery. To maximise our resources and retain the strategic capability we need, a long-term, strategic approach to both maintaining public assets and managing and funding new projects across the NICS, and indeed the wider public sector, would be of considerable value.



Train 25 years



Sewer 200 years



Footpaths 25 years



Railway Track 30 years



Traffic lights 20 years



Flood defence 100 years

Each of these built assets requires regular, routine maintenance. Ongoing investment, on an annual basis, is required if the lifespan of our assets is to be maximised. However, it has not always been possible to fund the level of maintenance required. Addressing the backlog of maintenance and avoiding further degradation will require increased investment. We need to be able to maintain our existing infrastructure before we expand it.



Mains water 100 years



Road Surface 15-20 years



Vehicles 9 years



Bus 15 years



LED Street light 20 years



Bridge 120 years

BENEFITS OF INFRASTRUCTURE MAINTENANCE:



PROTECTS
PUBLIC
SAFETY



REDUCES
DISRUPTIONS &
SERVICE OUTAGES



DELIVERS BETTER
VALUE FOR
TAXPAYERS



SUPPORTS
ECONOMIC
GROWTH



BETTER
VALUE THAN
REPLACEMENT



BOOSTS
CLIMATE
RESILIENCE

BENEFITS OF INFRASTRUCTURE INVESTMENT:



ON PEOPLE:

- // Reduce leaks
- // Reduce potholes
- // Reduce collisions & injuries
- // Reduce flooding
- // Reduce bursts
- // Reduce water outages
- // Reduce delays



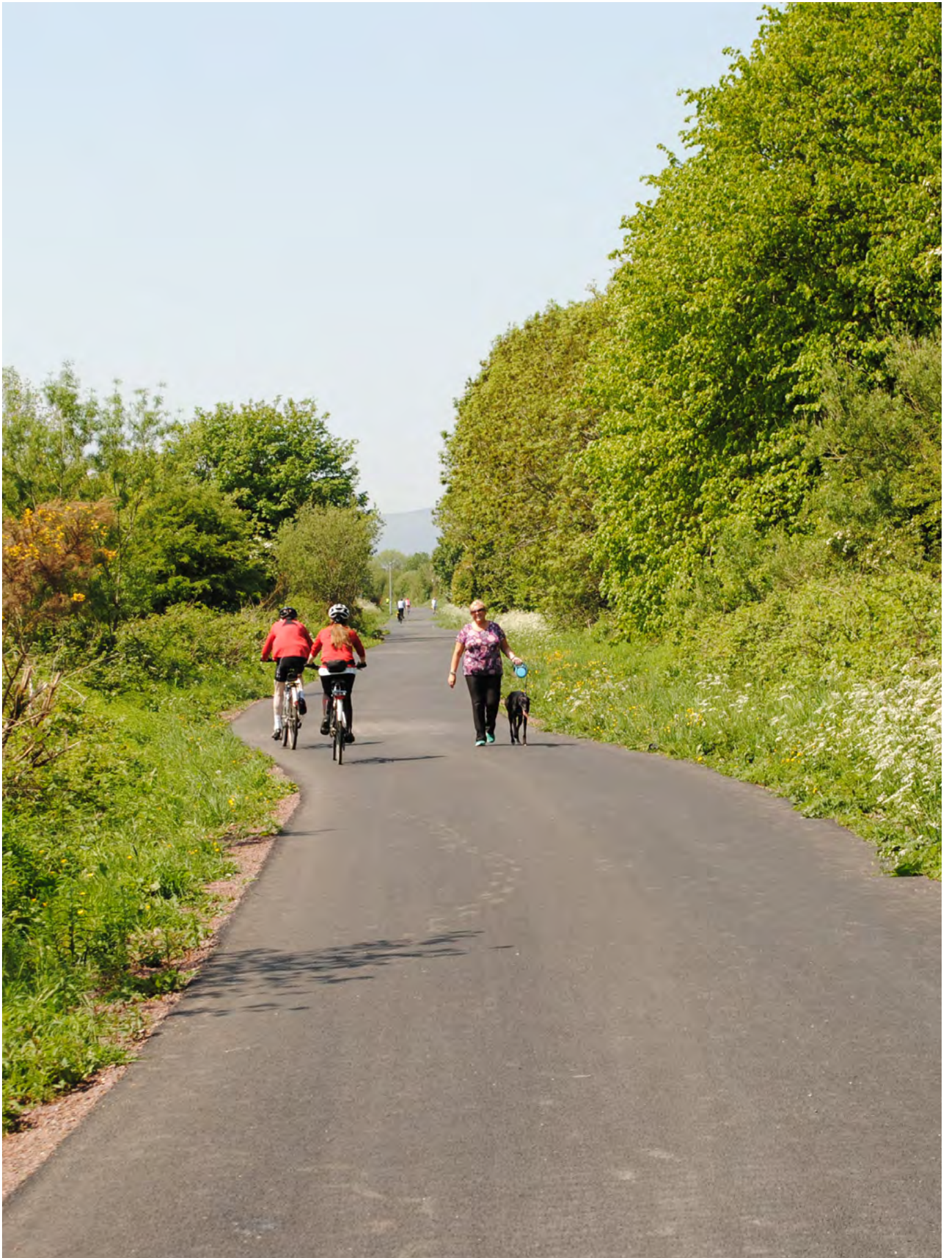
ON THE PLANET:

- // Reduce damage from extreme weather
- // Reduce congestion
- // Reduce pollution
- // Reduce environmental impact from our carbon footprint



ON OUR ECONOMY:

- // Develop capacity for future economic growth
- // Create jobs, skills & opportunities
- // Reduce claims
- // Reduce inequality & improve regional balance



Core Delivery Areas

TRANSPORT

The Department is responsible for the management, oversight and decarbonisation of surface transport across Northern Ireland. This includes maintaining the road and rail networks to support safe everyday travel and the efficient movement of goods, alongside developing transport policy and managing road network assets.

As sponsor of the Northern Ireland Transport Holding Company (NITHC), which oversees the region's publicly owned bus and rail services, the Department is responsible for developing a comprehensive transport strategy for Northern Ireland. This strategy sets out a long-term vision focused on tackling climate change and improving connectivity.

Ensuring safe and accessible travel for all is a key priority. The Department has a statutory duty to promote road safety, reduce fatalities and prevent injuries on the road network. Through its sole agency, the Driver and Vehicle Agency (DVA), the Department regulates driver and commercial transport licensing, undertakes vehicle and driver testing, ensures regulatory compliance and carries out roadside enforcement.

TRANSPORT AND ROAD ASSET MANAGEMENT GROUP

1. Health & Safety
2. Major Road Schemes A5WTC, A1, A4, A29
3. Local Transport & Safety Measures
4. Active Travel Development
5. Transport Strategy & Plans
6. Emergency Planning & Response
7. Road Engineering Policy & Standards
8. Development Control
9. Private Streets
10. City & Growth Deals
11. Parking Policy
12. Park & Ride Development
13. Street Lighting
14. Claims Unit
15. Transport Decarbonisation
16. Road Safety Policy
17. Parking Enforcement
18. Road Maintenance
19. Transport Planning & Modelling
20. Belfast Rapid Transit 2
21. Blue Badge Unit
22. Gateways (Ports & Airports)
23. Winter Service



WATER

Access to clean drinking water and a reliable wastewater system is crucial for public health, environmental sustainability, and economic development. It supports future growth, housing, and prosperity.

The Department plays a key role in water, wastewater, and drainage policy and is the sole shareholder of Northern Ireland Water. This independently regulated company supplies 605 million litres of drinking water daily to 930,000 households while treating 365 million litres of wastewater daily before safely returning it to the environment.

The Department is actively promoting sustainable drainage through development of policy, plans and pilot projects, to mitigate flood risk, protect the environment, and support economic growth. In addition, the Department maintains river and sea defences, constructs flood alleviation schemes, develops flood maps, and provides flood risk information.

As the lead government body for strategically coordinating emergency responses to severe weather, including flooding, the Department works alongside multi-agency partners to develop emergency plans and response strategies, and plays a key role in strengthening community resilience to flooding. We also sponsor the Drainage Council, which determines which watercourses and sea defences should be maintained at public expense.

Additionally, we support Waterways Ireland, one of six North-South implementation bodies, which promotes the recreational and navigational use of our waterways. Waterways Ireland manages, maintains, develops and restores almost 1,100 km of inland navigable waterways and over 600 km of Greenways and Blueways, primarily for leisure purposes.

WATER AND DEPARTMENTAL DELIVERY GROUP

1. Sponsorship of NI Water
2. Water & Drainage Policy & Legislation
3. Sustainable Drainage
4. Inland Waterways
5. Finance
6. Living with Water Plans for Derry & Belfast
7. Sponsorship of Drainage Council
8. Rivers Asset Management
9. Flood Alleviation Schemes
10. Flood Emergencies, Response and Community Resilience
11. Reservoirs
12. Emergency Planning
13. EU Future Relations
14. Honours
15. Legislation Programme
16. Corporate Governance
17. Corporate Strategy & Business Planning
18. Developer Contributions
19. Workforce Planning
20. Equality
21. Public Appointments
22. Communications
23. Coastal Management
24. Raising a Concern
25. Digital Services
26. Facilities Management



PLANNING

The Department is responsible for setting the strategic direction and developing regional planning policy for land use across Northern Ireland. This includes shaping planning legislation, overseeing the two-tier planning system, and working with local government and communities to support the creation of sustainable, healthy places. The Department also determines a limited number of regionally significant and called-in planning applications.

Working in partnership with local government and key stakeholders, the Department is taking forward a Planning Improvement Programme. Following a recent reset, Phase 2 of the programme is focused on collaboratively diagnosing the operational issues affecting system performance, improving and strengthening the capacity, capability and wellbeing of those working within the system, and taking a place-based, whole-system view to support better outcomes for society.

The Department also promotes sustainable transport and works closely with councils as they develop Local Development Plans, alongside the Department's Local Transport Plans. Together, these plans play an important role in reducing carbon emissions and supporting the development of sustainable communities.

CLIMATE, PLANNING AND PUBLIC TRANSPORT

1. Planning Improvement
2. Planning Legislation
3. Planning Casework
4. Regional Planning Policy
5. Review of the SPPS
6. Significant Planning Applications
7. Oversight of Local Development Plan Process
8. Sponsorship of Translink
9. Translink Capital Programme
10. Public Service Agreement
11. Public Transport Policy
12. Community Transport Policy
13. Bus and Coach Policy
14. Rail Safety Authority
15. All-Island Strategic Rail Review
16. Climate Action Plan and Strategies
17. Freight Policy
18. Inclusion Strategy
19. Sponsorship of Waterways Ireland
20. Safer Journeys to School
21. Transport Regulation Unit
22. Taxis
23. Strangford and Rathlin Ferries
24. Crumlin Road Gaol
25. St Lucia Site
26. DVA
27. Driving, Vehicle and Road Safety Policy



DEPARTMENT FOR INFRASTRUCTURE (DFI)

The Department is structured into three distinct groups responsible for delivering its key services across Water, Planning and Transport.

A further breakdown of each group and its respective responsibilities is set out below.

DfI Minister - Liz Kimmins MLA			
DfI Permanent Secretary - Emer Morelli			
Climate, Planning & Public Transport	Transport & Road Asset Management	Water & Departmental Delivery	
Deputy Secretary Susan Anderson (TP)	Deputy Secretary Colin Sykes (TP)	Deputy Secretary David Reid	
Regional Planning Governance, Legislation Rosemary Daly	Major Projects Jonathan Saulters	Finance (Including Waterways Ireland Sponsorship) Brighdin McAleenhan (TP) / Kerry Mack (TP)	Water & Drainage Policy Alison Clydesdale
Regional Planning Policy & Casework Dr Kathryn McFerran	Belfast Delivery Gavin Allen	Governance, EU, Facilities and Ministerial Support Donal Moran	Sustainable Drainage Jonathan McKee / Stuart Wightman (TP)
DVA Jeremy Logan	Engineering and Transformation David Porter	Corporate Strategy & Performance Kiera Lloyd	Rivers Operations Gary Quinn
Driving, Vehicle and Road Safety Policy Chris Hughes	Road Asset Development Liam McEvoy	Communications, Public Affairs & Engagement Eamon Lenehan	Rivers Development Owen McGivern
Public Transport Operations Lucy Marten (TP)	Road Asset Maintenance Mark McPeak (TP)		
Transport Policy Brenda Burke	Transport Planning & Policy Sian Kerr		
Railways, Transport Regulation and Climate Michael Kennedy	A5 Western Transport Corridor and Active Travel Colin Hutchinson		
	Transport Planning Modelling & Data James Redmond		
	Engineering Daniel Healey (TP)		

Strategic Overview

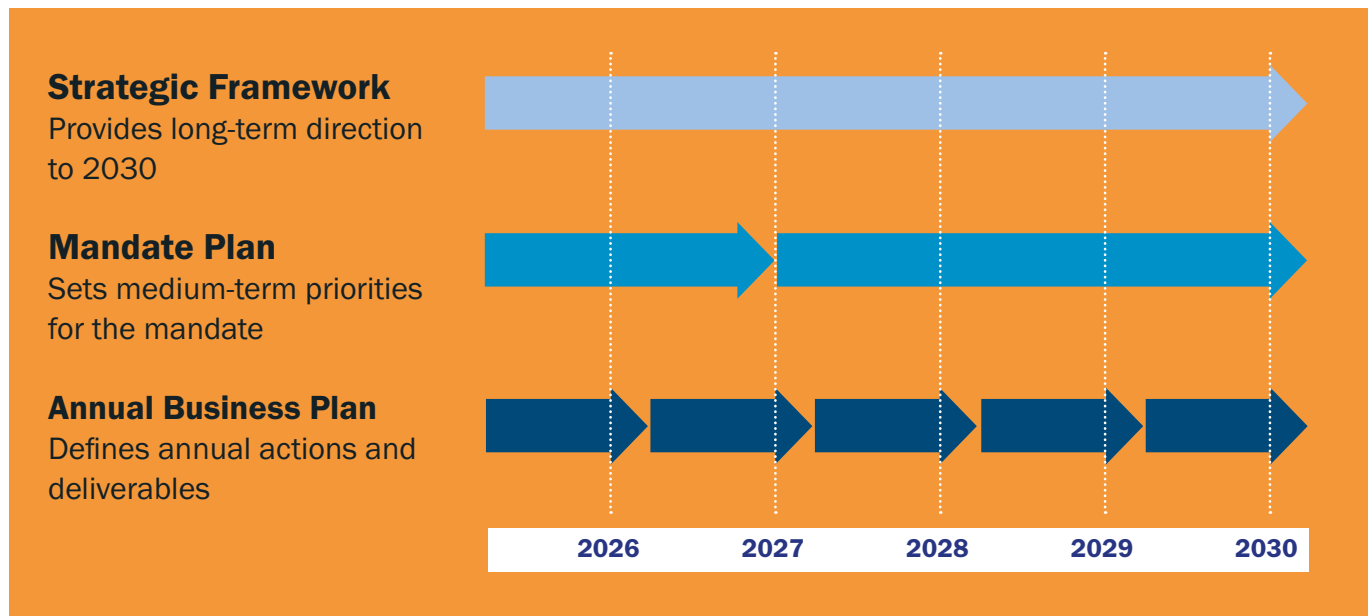
This Business Plan forms part of a wider suite of documents that outline the Department's vision driven by sustainable development, innovation and resilient infrastructure systems. By advancing green initiatives, improving digital connectivity and strengthening transport and water networks, the Department aims to build infrastructure that is efficient, inclusive and environmentally responsible. This approach is designed to meet the changing needs of communities while supporting long-term economic growth.

To help deliver this vision, and to align with the Minister's vision for the future, the agreed multi-year budget and the Programme for Government, the Department has developed three key documents:

- // the Strategic Framework;
- // the DfI Mandate Plan 2025-27; and
- // the DfI Business Plan 2026-27.

Together, these documents set out our priorities, guide decision-making and support effective delivery across the Department.

DFI PROPOSED CORPORATE SUITE OF DOCUMENTS



STRATEGIC FRAMEWORK

The [Strategic Framework](#) outlines the main aspects of the Department's work and the challenges it faces in delivering its essential public services. With a clear focus on transport, water and planning, we are clear on what we need to do, why we need to do it and how we will prioritise the use of increasingly precious public money.

MANDATE PLAN

The [Mandate Plan](#) outlines the key priorities and objectives the Minister wants to take forward during the current Assembly mandate up to May 2027. The Mandate Plan 2025-27 establishes two key workstreams:

- // Foundations Programme, which focuses on strengthening organisational capability and governance; and
- // Essential Infrastructure Priorities, which addresses the delivery of critical projects fundamental to economic growth and societal resilience.

BUSINESS PLAN 2026-27

This Departmental Business Plan outlines the initiatives that the Department will undertake during the year 2026-2027 to maintain and manage our public infrastructure. It sets out the Department's main challenges and key priorities for the year ahead set against the allocated budget.

PROGRAMME FOR GOVERNMENT

The Programme for Government (PfG) 2024-27, *Our Plan: Doing What Matters Most*, was published on 3 March 2025 following an eight-week public consultation. It sets out the Executive's priorities to improve outcomes for people across Northern Ireland. Among its nine high-level immediate priorities, the PfG

highlights the central role of infrastructure and the need for sustained investment to address the condition of critical assets including Northern Ireland's wastewater systems.

Although the Department for Infrastructure is not the lead department for any of these priorities, it plays a key enabling role in several areas. Through its work on transport, water and planning, DfI supports the delivery of PfG priorities including:

- // Growing a globally competitive and sustainable economy;
- // Increasing the provision of social, affordable and sustainable housing;
- // Protecting Lough Neagh and the wider environment; and
- // Reforming and transforming public services.

The PfG will continue to shape the Department's strategic direction and will inform future programmes of work and annual business planning throughout the remainder of this Assembly mandate.

DFI DELIVERY FRAMEWORK

The Department has developed a simple DfI Delivery Framework which encompasses all of the elements of the above documents in one page. All staff within the Department should be able to clearly see how their individual roles and efforts contribute to the overarching departmental objectives outlined in the delivery framework.

DFI DELIVERY FRAMEWORK

	 PEOPLE  	 PLANET  	 PROSPERITY 
DFI AMBITION	Deliver our services to communities and businesses through the safe provision and maintenance of our infrastructure assets.	Address climate change through the sustainable transformation of our infrastructure and services.	Develop and plan for infrastructure and a planning system which enhances prosperity, encourages economic growth and improves connectivity and a sense of place.
DFI GOALS	// Promote inclusivity and accessibility for all. // Involve stakeholders in the development and operation of our infrastructure. // Prioritise Health & Safety, and Road Safety. // Maintain and enhance our existing assets to the required level including using new methodologies and technologies. // Ensure our existing infrastructure continues to deliver our essential services and improves people's quality of life.	// Plan and invest in infrastructure to adapt and mitigate against our changing climate including managing flood risk. // Plan for future changes in services and infrastructure to meet our obligations under the Climate Change Act (Northern Ireland) 2022. // Continue to decarbonise key services and improve energy efficiency to become net zero by 2050. // Promote cleaner and greener connections and encourage behavioural changes which minimise our impact on the environment. // Promote and advocate sustainable living and biodiversity through development of blue/green infrastructure.	// Develop and plan for future infrastructure to support long-term social and economic growth and productivity. // Enhance the efficiency and effectiveness of the planning system. // Promote successful vibrant living places where communities and economies can thrive. // Focus our work to promote balanced growth and address regional imbalance.

LINKS TO PFG CHAPTERS / MISSIONS:

-  Doing what Matters Most Today
-  Building New Foundations
-  Shaping a Better Tomorrow

Budget 2026-27

In the absence of agreed budgets for 2026-27, the Department of Finance Permanent Secretary has provided departments with contingency planning envelopes, for both resource and capital.

These fall well short of the requirements identified by the Department, and should a Budget be agreed in line with this, very difficult decisions will be required which could impact service delivery and prioritisation of capital schemes.

At the time of publication, an Executive Budget has not been agreed. While the Department remains committed to delivering essential services, it is recognised that the challenging financial environment and ongoing pressures across a range of areas may impact the delivery of services once the Department's budget allocation is finalised.

DfI Business Plan 2026-27 Deliverables

The Business Plan for 2026-27 reflects the Department's delivery areas and how they are supported through central Departmental actions.

Section 1 - Transport Deliverables

Section 2 - Water Deliverables

Section 3 - Planning Deliverables

DEPARTMENTAL ACTIONS FOR 2026-27

Action No.	Action	Responsibility	Timescale
Section 1 –Transport Deliverables for 2026-27			
1.	Progress delivery of the authorised section A5 Western Transport Corridor (A5WTC) between south of Strabane and Ballygawley.	Colin Hutchinson	Spring 2027
2.	Progress procurement of the: // A4 Enniskillen Southern Bypass; // A1 Junctions Phase 2; and // Lagan Pedestrian and Cycle Bridge.	Jonathan Saulters / Gavin Allen	Spring 2027
3.	Continue development of the: // A24 Ballynahinch Bypass; // Newry Southern Relief Road; // A29 Cookstown Bypass; // Derry Central Riverfront; and // Belfast Rapid Transit Phase 2 (BRT2) Projects.	Jonathan Saulters / Gavin Allen	Spring 2027
4.	Develop a new targeted approach for the delivery of the structural maintenance programme.	Colin Sykes	April 2027
5.	Undertake a complete digital condition survey of the entire road network.	Colin Sykes	June 2026
6.	Publish the Consultation Report for the Speed Limit Review.	Daniel Healy	July 2026
7.	Publish the Final Transport Strategy 2035.	Sian Kerr	June 2026
8.	Launch public consultation of Draft Regional Strategic Transport Plan (RSTP).	Sian Kerr	November 2026
9.	Implement legislation to prohibit parking wholly on a pavement; parking across dropped kerbs for pedestrian access; and double parking.	Sian Kerr	November 2026
10.	Launch a public consultation on the Transport Sectoral Plan.	Sian Kerr	October 2026
11.	Publish Ports Bill & subordinate legislation.	Sian Kerr	March 2027
12.	Undertake a review of Vehicle Emissions Trading Schemes and publish findings by Q1 2027.	Sian Kerr	March 2027
13.	Publish Active Travel Delivery Plan.	Colin Hutchinson	June 2026

Action No.	Action	Responsibility	Timescale
14.	Undertake public engagement on Active Travel Signature Scheme – Newry Inner City Canal.	Colin Hutchinson	September 2026
15.	Deliver part-time 20mph speed limits at 40 schools.	Liam McEvoy	September 2026
16.	Consult on new mobile phone, drink driving, drug driving and biennial MOT tests in preparation for new legislation to be introduced.	Chris Hughes	December 2026
17.	Introduce Graduated Driver Licensing for new drivers.	Chris Hughes	October 2026
18.	Complete the public realm works around the new Grand Central Station.	Lucy Marten	November 2026
19.	Award contract for delivery of Enterprise Fleet Replacement Project.	Lucy Marten	May 2026
20.	Progress the Derry to Coleraine Phase 3 track improvement project (subject to confirmation of ring-fenced capital funding as part of Budget 2026-27).	Lucy Marten	March 2027
21.	Complete Moira Train Station Park & Ride facility.	Lucy Marten	Autumn 2026
22.	Progress the All-Island Strategic Rail Review prioritised projects (subject to confirmation of ring-fenced capital funding as part of Budget 2026-27).	Michael Kennedy	March 2027
23.	Launch the Safe Return to School media campaign by August 2026.	Brenda Burke	August 2026
24.	Progress the Safer Journeys to School (SJS) Programme by introducing legislation, supported by a whole system approach including education and enforcement by December 2026.	Brenda Burke	December 2026

Action No.	Action	Responsibility	Timescale
25.	Complete a Review into Class C Taxi Licensing including options paper, full public consultation on proposed changes and implementation of new regulations if required.	Brenda Burke	December 2026
Section 2 – Water Deliverables for 2026-27			
26.	Award Phase 1 of the £60m Portadown Flood Alleviation Scheme.	Owen McGivern	Winter 2026/27
27.	Complete Outline Business Case for flood forecasting system.	Gary Quinn	October 2026
28.	Undertake large-scale multi-agency emergency response to flooding exercise – Valentina.	Gary Quinn	June 2026
29.	Develop policy proposals for the design, approval, operation and maintenance of SuDS systems to inform future subordinate legislation.	Jonathan McKee	March 2027
30.	Complete the second year of the Department's Urban Drainage Transformation Pilot Project.	Jonathan McKee	March 2027
31.	Establish and deliver the initial half of a four-year proof-of-concept Transformation Fund pilot to demonstrate how nature-based drainage solutions can help us adapt to climate change by managing the flow of rainwater through urban areas.	Jonathan McKee	December 2026
32.	Develop policy proposals for consultation on new legislative powers in respect of Natural Flood Management (NFM) and upland storage.	Jonathan McKee	March 2027
33.	Complete the Assembly Stages and seek Royal Assent for the Water, Sustainable Drainage and Flood Management Bill.	Alison Clydesdale	March 2027
34.	Launch consultation on Social and Environmental Guidance for PC28.	Alison Clydesdale	August 2026

Action No.	Action	Responsibility	Timescale
Section 3 – Planning Deliverables for 2026-27			
35.	Complete a review and consider options to update the Planning (Local Development Plan) Regulations NI 2015.	Kathryn McFerran	March 2027
36.	Continue to deliver (in collaboration with local government) Phase 2 of the Planning Improvement Programme.	Rosemary Daly	March 2027
37.	Complete review of permitted development rights for Electronic Communication Code Operators and bring forward proposals to amend the Planning (General Permitted Development) Order (Northern Ireland) 2015.	Rosemary Daly	March 2027
38.	Amend the Planning (Fees) (Northern Ireland) Regulations 2015 to bring forward an inflationary uplift of approximately 3.8% to planning fees and new fees for non-material changes and discharge of conditions.	Rosemary Daly	July 2026
39.	Complete the review of the Planning (Development Management) Regulations (Northern Ireland) 2015 and bring forward proposals to change the classes and thresholds in the Schedule to the Regulations.	Rosemary Daly	December 2026
40.	Appoint Independent Inspectors to hold local development plans independent examinations or public local inquiries and hearings in relation to regionally significant or called-in planning applications in 2026-27.	Rosemary Daly	March 2027

Our Progress / Monitoring of the Plan

As part of the business planning cycle, it is crucial that the Business Plan is monitored through the year. DfI will therefore undertake quarterly monitoring of the Business Plan. These will be undertaken:

Reporting Period	Time Period	Indicative Timing for progress reports
Quarter 1 & 2	April - September	October 2026
Quarter 3	October - December	December 2026
Quarter 4	January - March	TBC

This monitoring will require business areas to update the status of delivery of the plan, including any updates to the performance measures and actions, and also any revision in anticipated delivery date. They will also be required to include a RAG status for each area. These updates will be provided to the Minister, the Senior Leadership Team and the Departmental Board.

EQUALITY

The Department is committed to complying with its statutory obligations under Section 75 of the Northern Ireland Act 1998 and the Rural Needs (NI) Act 2016 in all that we do. The Department's Equality Scheme sets out how we will ensure equality of opportunity and good relations when carrying out our functions.

An equality screening has been undertaken on this Business Plan. It is likely that many of the actions contained within the Plan will require equality assessments to be undertaken by the relevant business areas.





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