



BUILDING FORWARD DRAFT CONSOLIDATED COVID RECOVERY PLAN

ANALYSIS OF RESPONSES RECEIVED FROM STAKEHOLDERS

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Executive Summary

Over 160 stakeholders were invited to provide views on the draft Consolidated Covid Recovery Plan for NI. Letters of invite issued providing a link to the Citizen Space Platform to complete a questionnaire. The questionnaire, which was designed around the four recovery accelerators, closed for responses at 5pm on Friday 2 July 2021. A copy of the questionnaire is attached at Annex A. A full list of stakeholders invited to provide views is at Annex B.

Stakeholders were also invited to attend information sessions to help answer queries in relation to the Plan. 22 organisations were represented at these sessions and there were 33 responses to the online questionnaire. A further 6 organisations provided feedback by email. This represents a 24% response rate. The feedback provided via email responses is not included in the charts as the responses did not directly answer the questions which are illustrated in the charts throughout this report. That feedback has been considered and included in the narrative sections of the report.

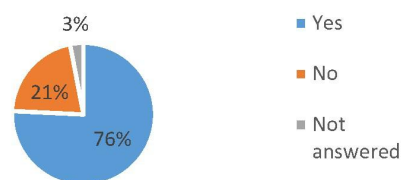
The respondents who did provide views on the draft Consolidated NI Covid Recovery Plan indicated that they welcomed and were supportive of the document which represents ambitious and wide ranging attempt to coordinate and drive the recovery response. They also provided detailed commentary across a number of areas.

The draft Recovery Plan presents cross-departmental action focused on accelerating recovery over 24 months. 76% (32) stakeholders agree that the 24 month period is the correct timeframe for the Recovery Plan and 67% (22) believe the correct Recovery Accelerators been identified. A significant number of organisations have provided further comment which is presented in general feedback section.

This report sets out a summary and analysis of stakeholders views of the draft Recovery Plan in general including the timeframe and approach and also in terms of the four Recovery Accelerators:

- Economic Growth;
- Tackling Inequalities;
- Health of the Population; and
- Green Growth and Sustainability

Chart 1: Is the 24 month period the correct timeframe



Key Findings

- The responders indicated they welcome the Plan and collaborative approach taken in the draft document.
- 76% of responders agree the 24 month period is the correct timeframe for focusing on accelerating recovery.
- Much feedback represents stakeholders' calls for their specific areas of interest to be strengthened or more visible within the plan - this will be more relevant as we move to plan for implementation.
- With regards to the plan overall, many organisations were united in highlighting the need for greater alignment and read across with ongoing strategies, including ownership of actions and information on how the plan be implemented and measured.
- A significant number, over one third, raised the questions around funding for implementation of the plan and the need for prioritisation of actions within the realities of available funding.
- Economic Growth: Overall more than 70% of organisations feel the activities and priorities in the Economic Growth Accelerator would accelerate recovery within 24 months, will ensure the citizen is better off in the short term and will address critical challenges in the short term. Two thirds felt interventions were missing.
- Tackling Inequalities: Overall more than 67% of organisations feel the activities and priorities in the Tackling Inequalities Accelerator would accelerate recovery within 24 months, 70% agreed the activities will ensure the citizen is better off in the short term and 63% believed the priorities or activities will address critical challenges in the short term. Over 60% organisations suggested interventions were missing.
- Health of the Population: Overall more than 67% of organisations feel the activities and priorities in the Tackling Inequalities Accelerator would accelerate recovery inside 24 month, 70% agreed the activities will ensure the citizen is better off in the short term and 67% believed the priorities or activities will address critical challenges in the short term. Over half suggested felt interventions were missing.
- Green Growth and Sustainability: Significant numbers commented throughout their responses on the importance of Green Growth and Sustainability across the other accelerators. There is greater disparity between the views of stakeholders and the activities and priorities identified for Green Growth than across the other accelerators. 58% of organisations felt that the Economic Growth Accelerator would accelerate recovery in 24 months, while less than 55% believed the citizen will be better off in the short term and that priorities or intervention will address critical challenges in the short term.

General Feedback

General Feedback Comments	
Is the 24 month period the correct timeframe?	As indicated earlier 76% agree that 24 months is the correct time frame for the Recovery Plan. However it should be noted that 14/33 organisations provided further comments summarised as follows: • 24 months is not adequate to deliver recovery that is sustainable. • Some felt 3-5 years more appropriate overall, even 10 years to be more realistic in terms of sustainability. • Time frame may not be long enough and will need to be flexible to respond to factors such as further Covid surges, global market influence, Assembly elections, and different sectors recovering at different speeds. • Urgent action required if benefits are to be realised in 24 months. • Need for genuine cross departmental engagement and a truly collaborative approach will impact the delivery timeframe. • The rationale behind 24 months should be explained as well as when it will commence. • Need to ensure that a strategic and 'systems level' approach, with an holistic view as the default - care is needed to ensure that the right outcomes are provided, and not make the speed of this recovery cause a price to be paid further down the line.
Have the correct Accelerators been identified?	Two thirds of organisations indicated broad support to the identified accelerators as representing a foundation to build recovery upon. Half of the organisations provided further comments: • One accelerator should include education specifically it impacts all four. • A number recognised that the Accelerators cover a combination of actions directly related to recovery from Covid-19 with those attempting to address long standing and fundamental issues. While addressing all issues would be highly desirable, Recovery Accelerators should focus on those issues directly caused by the pandemic, in a manner that is best suited to assist with longer-term policy objectives. Highlight that the other fundamental work is still ongoing but this is recovery specific. • Need realism in terms of resources, funding and timing

- Some felt Recovery Accelerators as currently drafted will not lead to a fair recovery that improves the social and economic conditions of all the people.
- Some commented that without a clear definition provided within the Plan as to what constitutes 'recovery' over the 24 month period along with the lack of indicators, measurements and targets it is difficult to consider with any confidence whether the proposed priority activities and interventions will deliver 'recovery'.

General Overall much support for the plan and the collaborative approach. Some calls to underpin with simplicity, do not re-invent or forget previous learning - there needs to be a lessons learnt activity stream. Most of the plan is business as usual – no new policy direction is evident.

Changes to the Plan /What is missing A number of organisations expressed concerns that **equality and inclusion** are not embedded in the accelerators, priority activities and action plans and this will not lead to a fair recovery that addresses the social and economic needs of all the people. There is a need to illustrate that all of society will benefit from the plan and do so equally, some particular focus on deaf, disabled, elderly and carers including unpaid carers, and ethnic minorities. There is insufficient inclusion of children and young people throughout the plan and an absence of recognition of child poverty.

Human Rights Impact Assessment is missing. Plan should be revised to ensure a Human Rights based approach - applying the 'PANEL' Principles to policy development: Participation; Accountability; Non-discrimination; Empowerment and Legality. With the transition from emergency legislative framework to recovery there is a need for a review of those human rights affected across the identified policy areas captured by the Plan. This should be evident, as a minimum, and the intended steps to ensure those rights are fully restored set out clearly in the final document.

One of the accelerators should include **education**, if not stand-alone, then as part of the four outlined

Consider use of the **terminology** vulnerability / vulnerabilities under Strategic Intent, on basis that its use disempowers, suggests weakness and reliance on others, instead recognise that certain groups experience disadvantage, inequalities, discrimination and exclusion from participation in society. Do not refer to 'elderly' instead 'older people'.

Page 3 graphic – suggests less resource intensive renewal phase – is this correct
Page 6 Summary Dashboard - this should indicate ambitions for wellbeing and indicate a balance between the economy and environment - the environment also needs to recover.

Over one third of responses identified the absence of information on **funding** for the Plan and the scale of funding needed. Funding links to prioritisation which is needed to avoid raising expectations and giving false hope. A failure to recognise the impact of Brexit, in terms of investment, legislative, regulatory and other resource impacts and that EU funding provides 60% of all local economic development funding, this ends in March 2023. Some organisation suggested that consideration should be given to multi- year budgets.

Numerous call for **prioritisation** linked to funding. A number of organisations also believe there are too many interventions and priorities to be meaningful, which will lead to tokenistic box ticking rather than genuine transformational effort and it will add to the complexity of achieving a coordinated approach.
Conduct a stocktake of existing activities to avoid duplication and reduce and focus on cross cutting one that will have maximum impact.

**Delivery/
Implementation**

There are no suggested measurements or indicators in relation to progress on implementation of actions and activities.

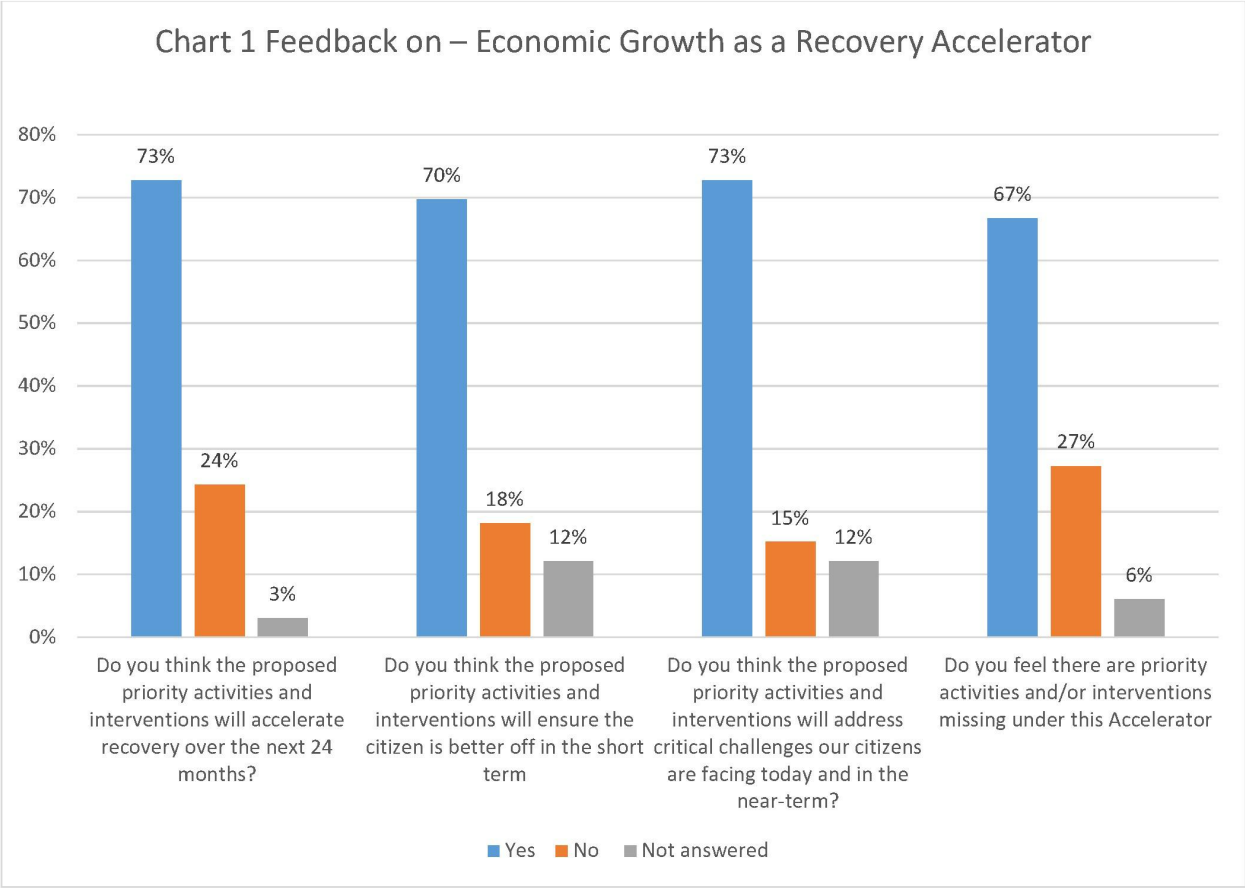
Any initiative created as part of the Covid recovery plan should be robustly assessed and monitored to ensure that benefits to citizens are realised in an efficient and effective manner and not at unreasonable cost.

There are numerous call for information on **ownership**, which Departments will lead on the implementation of actions and activities. This information must be made available so the necessary engagement on the actions can be taken forward.

Collaboration – need to demonstrate delivery in partnership and include Trade Unions. Call for structured forum for ongoing engagement with officials in relation to Priority Activities and Actions Plans, this will enhance building better.

Ongoing inclusive engagement will be critical for decision making, planning for delivery and implementation.

Feedback on – Economic Growth as a Recovery Accelerator



Economic Growth Feedback Comments	
Where the plan needs to change/What is missing	There is a need for clearer joined-up cross governmental planning. – need for alignment with programmes and strategies in place; e.g. DfE's Covid Economic Recovery Plan, 10X Economic Vision, consultation on DfE's Energy Strategy options, HEIF (Higher Education Innovation Fund – DfE). There is a sense in the plan for targeting interventions at the areas most impacted by Covid. While this is understandable at one level, it may not be the best use of scarce resources and may miss an opportunity to "build back better", and reposition the economy in a different direction with a focus on new grow sectors rather than restoring the old. This is the focus of the 10X economic vision but does not appear to align fully with this Consolidated Covid Recovery plan. A number commented that investment in high growth sectors & R&D could be targeted to align with decarbonisation/green growth and the 10X Vision.

Supporting economic growth should be presented as a few big policy initiatives combined with meaningful levels of new investment around high streets, skills strategy sustainability and providing for disadvantaged groups within the new economy.

Accelerate recovery:

Prioritisation is required to achieve this.

A greater focus on accelerating infrastructure investment to stimulate growth and jobs, enable decarbonisation and support regional rebalancing.

At least 20% made comments around overlap of Economic Growth Recovery Accelerator with the Green Growth and Sustainability Accelerator with calls to merge these as all economic growth should be sustainable and green, with all economic recovery supporting green sustainable development. The two separate is confusing and contributes to too many interventions.

It was a contradiction to focus on economic growth without considering sustainability and the environment and Green Growth and sustainability should be presented as a fundamental core component of all we do, informing and driving decision making across all our actions and activity.

By presenting as a standalone indicator, we may be limiting focus to specific activities rather than promoting as a prerequisite across all actions and activities. It will also lead to duplication of interventions and divide limited resource.

The plan requires strong links between the two with more focus on economic growth to tackle nature and climate crises.

For economic recovery to be sustainable beyond the first 24 months it is essential that the focus is firmly fixed on a green recovery, and not on investment which may deliver short term jobs but with negative impacts which would make it more difficult to deliver net zero carbon commitments.

Further development of export capabilities of our SMEs. Developing NI firms' export capability and supporting them to increase sales in markets outside NI is a fundamental requirement to accelerate recovery, but has not been suitably included or highlighted within the Economic Growth theme.

Will citizens be better off short term and addressing challenges:

Better defined outcomes – it is not clear to assess if citizens will be better off

Success will require education underachievement to be targeted.

Climate change and biodiversity loss is one of the biggest challenges we will face in the near-term - priority activities do not address this.

Only achieved with correct and proper thought out linkages e.g. 'boost economic activity through our transition to a low carbon future' to link 'target employment interventions' and 'focus on needs-based skills enhancement' with a focus on green jobs such as tree nurseries and forestry management and the skills required to fill them. This will help NI move to a low carbon future and make things better for citizens. Also relevant to Brexit issues with demand for native trees due to changes in previous supply chains.

The plan does not recognise the issue of a segment of SMEs, particularly in specific sectors, needing to manage a debt profile arising from CV-19 for which they did not have the opportunity to prepare and plan for needs to be acknowledged as it has the potential to have a drag effect on any plans for their own, and their sectors, growth and recovery aspiration.

A number of gaps were identified:

Strengthening NI's creative industries sector - the music industry £61.5 million in GVA to the local economy per annum (2016), employing over 3,280 people.

Consider post Brexit landscape and impact on labour market – enhance apprenticeship provision.

Strengthen the tourism sector to stimulate growth – Link with Green Sustainable Growth. The experience of the Republic of Ireland shows there is great economic return on investing in greenways.

Economic Growth should include - 'enhancing education and skills' and could include 'Education and Economic Growth Recovery' in its title. The Economic Growth section should include more explicit focus on Educational Outcomes

Inclusive- Transforming the 14-19 education and training landscape could be more explicit that it relates to all our young people - including those with SEN, leaving care and custody.

The absence of a quality and affordable regional childcare strategy to enable parents to become economically active and in employment.

A Childcare Strategy therefore underpins each of the four Recovery Accelerators:

Reference to Buy Social - a commitment to seeking to recruit from the long term unemployed in publicly funded contracts.

The role that the social enterprise sector can play in the recovery from Covid is missing. The sector employs almost 25k in NI, has a combined turnover of almost £1bn and pays £385m in wages. Social Enterprises will reach those parts of the economy that private sector won't or can't reach and are based at the heart of the local communities.

Access to accessible, available and affordable transport is a key component of an inclusive and sustainable society. The provision of sustainable and inclusive transport (in both urban and rural areas) should be explicitly included under the final Strategic Intent, Priority Activity and Action Plan Summary.

Recognition of the contribution of the economy to positive mental health and wellbeing.

High Streets Task Force (HSTF) is not referenced in the Economic Growth Accelerator

Interventions are light on transformation and heavy on strengthening, some of the actions categorised as transformational e.g. establishing a taskforce, could be revisited.

Productivity section feels light - we are bottom of the UK league tables and the UK is 15% below the G7 average - need more emphasis on improving productivity and ensuring more efficient expedited knowledge diffusion from highly productive companies/to lower productivity companies.

Delivery/ Implementation	Significant comments were provided that relate to delivery and implementation of a Recovery Plan and how this could be approached and achieved, these are set out here.
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Aid delivery and implementation by:

- Reform the planning process to allow for faster decision making and the prioritisation of green/sustainable infrastructure that supports climate action.
- A social partnership model where key external stakeholders have a voice would support the interventions.
- Investment in high growth industries - should not rule out efforts to attract more traditional business and industry as these are areas where we already have significant skills base and our education system is delivering for.
- Swift policy decision and implementation of an ambitious new energy strategy has the potential to unlock significant short term economic activity.
- Strengthening the tourism sector to stimulate growth should be done in a way that delivers sustainable tourism that supports local communities and the environment, it must not adversely impact on important ecosystems
- Read across between Economic Growth and Solving 14-19 education is critical, alignment of FE and HE sectors. - ensuring that young people take the route that delivers the best outcome for them. Address supply chain issues in the education system for students to enter STEM based HE subjects.
- Providing a coherent, highly visible, easily accessible 'go-to' network where businesses will receive timely advice/mentoring and signposting, for the needs of their business model, delivery or planning. is critical.
- Make the most of existing apprenticeship frameworks and support programmes to reinvigorate sectors this would represent good value for money and could be deployed within a short timeframe to create meaningful opportunities.
- Linkage of the Emotional health and wellbeing in education framework with Economic Growth to highlight that this area of work is essential for all children and young people in terms of contributing to economic growth.
- Tackling barriers to the Labour Market that have arisen following EU Exit, to ensure adequate labour supply to drive economic growth.

- Release of public sector land for housing – cuts across all accelerators. Impact of housing has been underestimated across the plan.

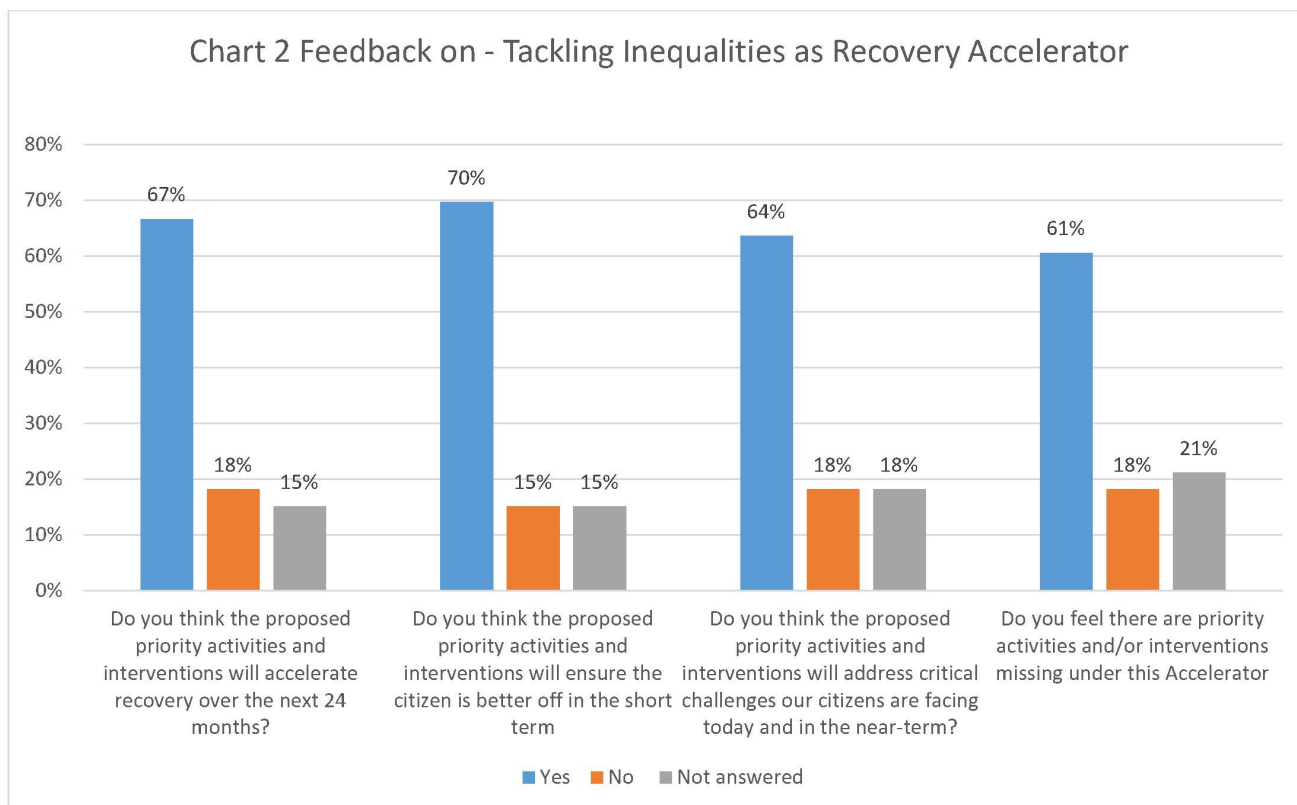
A significant number of additional interventions have been suggested:

- Developing local supply chains to create jobs and reduce reliance on imports.
- Developing Management & Leadership within workforces to achieve higher performance working practices, more innovative workforces with more sophisticated market strategies, all of which lead to productivity improvements.
- FDI - is referenced in terms of city deals but no one intervention is developing more landing space for FDI. E.g. reform of planning to make the construction process quicker, Government support in terms of compulsory purchase of land for redevelopment, tax on derelict properties to encourage more land coming to market, and government building grants to build support priority industries.
- City Deal and Growth deals are listed as long term interventions, which is correct, but they also need urgent short-term intervention to get the deals signed and up and running quickly
- Explicitly target improving grid and charging infrastructure.
- Transition to a low carbon future – active travel interventions are needed – can bring in return to stimulate growth and the benefits include, a healthier population; stronger, safer local communities; better access to jobs and education; lower levels of pollution and a reduced impact on the environment.
- Planning must factor in the 15/20 Minute Neighbourhood concept.
- Providing more effective support for start-ups aged -6months to circa 36 months.
- Include a Retail Recovery Plan to ensure adequate recovery of the High Street.
- Address priorities for working age population: Improving workplace rights for parents and carers; Tackling violence and abuse towards retail workers; Addressing inequality and discrimination in the workplace – this would cut across tackling inequalities.
- Tackling in work poverty and protections for workplace mental health – cuts across Health
- Intervention to support collaborative activity between HE/FE and industry/business - potential for KTP, consultancy etc. to support

organisations working across all areas of the action plan including health, environment, culture and infrastructure.

- Investment in R&D in emerging green technologies and investment in nature based solutions focusing on investment in **nature based solutions** (e.g. natural interventions in our uplands to alleviate flood risk downstream in towns and cities).
 - Develop NI or Ireland-wide Cycle Tourism Strategy –could build on the development of greenways particularly in scenic areas.
 - Intervention to enable graduates to retrain to acquire the subject specialism that employers may need (preferably whilst in employment) in NI.
 - PBNI deliver Enhanced Combination Orders through the problem solving approach, which is an intensive community sentence and alternative to a short term prison sentence. PBNI would like to see ECO's included within this section of the action plan going forward. –
 - Interventions referring to investing 43+46 are too vague – clarify the nature of investment
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Feedback on - Tackling Inequalities as Recovery Accelerator



Tackling Inequalities Feedback Comments

Where the plan needs to change/ What is missing

Whilst organisations welcomed that one of the four recovery accelerators is dedicated to tackling inequalities some felt that there is a need to place greater emphasis on matching supply side training with demand side opportunities. The inclusion of the priority activity to generate jobs for people most impacted was welcomed. It was felt that this activity could be moved or merged with the economic priority to accelerate the implementation of targeted employment interventions. There is a need for alignment with the Economic Accelerator in terms of the need for a suitable 'mix' of job opportunities across the spectrum of salary points and education capability.

A single Recovery Accelerator aimed at tackling inequality is insufficient in of itself; it is vitally important that the section 75 duties are mainstreamed into the Recovery Plan itself, informing the development of all Recovery Accelerators and associated actions.

Dealing with educational under-attainment is fundamental to solving this problem. This will require a long term commitment but must be started now. Typically the issues of under-attainment are concentrated in relatively small geographic areas with many social problems. This in turn suggests a multi-agency intervention approach is needed.

Emotional health and well-being is essential for all children and young people in terms of contributing to economic growth.

There needs to be more explicit reference to early years education in terms of addressing inequalities. Consideration needs to be given to the inequalities in wealth distribution, ethnicity and gender. There is a need to provide more detail and reference to the inequalities faced by disabled people in society and the severe impact Covid has had on this section of the population.

Many vulnerable groups of children and young people who face inequalities have not been included in this section of the document. The pandemic and its impacts on children's lives has placed much greater numbers of children at risk. A large body of research into the impact of the pandemic on children has recently begun to emerge, which shows the range and breadth of vulnerabilities that children are dealing with as a direct result of the pandemic.

Tackling Inequalities recovery accelerators to education within a school setting, and to the 14-19 years age group in particular, are insufficient. These fail to recognise the role of early education and childcare in achieving the plan's strategic intent both within the next 24 months but also seeding now for its longer-term ambitions.

Increased pressure on families due to lockdown and social distancing restrictions is identified as a key risk/challenge. None of the actions in the document relate to babies and young children, a key group which needs specific attention during the pandemic. There was agreement that those from disadvantaged backgrounds have been hardest hit due to Covid-19 and that women have been disproportionately impacted with regards to job sustainment. The issue of access to childcare has been noticeably absent from key policy and strategy documents including the first NI Executive Roadmap to recovery.

There should be a clear focus on the inequalities faced by all children and young people in Northern Ireland. Use of section 75 of the Northern Ireland Act 1998 as a

policy development tool would be useful in helping to identify the various groups of children and young people who face inequality. Babies and infants, children with disabilities, black and minority ethnic children, including Traveller and Roma children are not mentioned in the document and there should be a clear analysis of and response to the inequalities that these and other groups of children and young people face.

Some organisations commented that the Accelerator should be expanded to incorporate Injustice. There is insufficient visibility and content on recovery of the justice system. Action is required address delays in case progression and impact that this has on vulnerable victims and witnesses. Tackling inequalities needs to scope in "Early Intervention".

Organisations commented on the need to look again at the limited reference to the inequalities faced by disabled people in society and the severe impact Covid has had on this section of the population. The lack of explicit recognition of Deaf, disabled and older people under the Accelerator of inequalities and need for more detail about how inclusive interventions will be there is uncertain that the activities and interventions will benefit everyone in society. Although the action plan makes reference to the proposed Anti-Poverty Strategy no reference is made to the other social inclusion strategies, particularly the Disability Strategy. This should be included in the final Plan.

Organisations, welcome the commitment to increasing digital inclusion, particularly the extension of improved wifi throughout the country. It's important that this infrastructure improvement is also accompanied by ensuring access to digital hardware for all students who need it.

**Delivery/
Implementation**

Introduction of a Northern Ireland Well-Being of Future Generations Act and appointing a 'Future Generations Commissioner' should be considered.

To assist with the delivery and Implementation, organisations indicated that programmes already in operation could be used, particularly around the Injustice and Early Intervention. Staff from Family Support Hubs, delivered by the 3rd sector, undertook much family connection/food parcel delivery in the early days of the pandemic. In at least one Trust area the services were prepared to identify and support women who were evidencing distress and may have been victims of abuse.

The need to build and develop the Early Intervention model, linking families needing support. Addressing poverty and providing independent advocacy support in relation to accessing benefits - supporting schooling and identifying families where need for specialist interventions and escalation to Social Services is required

Apprenticeships are a key part of accelerating recovery, where education (and professional qualification) can be achieved in parallel with joining the workforce. Need to review financial support available to students in further and higher education. There is also a need to consider the financial barriers to returning to education for mature students.

The plan identifies groups, such as women and young people, who have been most adversely effected and the Family Support Hub structure across NI has unique reach and links to supports and should be considered a delivery partner in the recovery plan.

Concern has been raised that based on the evidence available, it is difficult to see how planned actions will result in tangible benefits for those most marginalized in society.

One organisation has suggested strengthening investment in known geographical areas of deprivation - Urban Villages would be an ideal, existing, mechanism to ensure those most in need get the support needed, especially as evidence suggest its those lower down the socio-economic scale who are impacted by the pandemic. This would have the benefit of strengthening existing mechanisms of support, such as, the Creative Schools Partnership - a schools based intervention run in collaboration with Education Authority (EA) and the Urban Villages Initiative (UV). It aims to improve outcomes for young people from disadvantaged areas and backgrounds and support them in contributing to positive change within Urban Village communities.

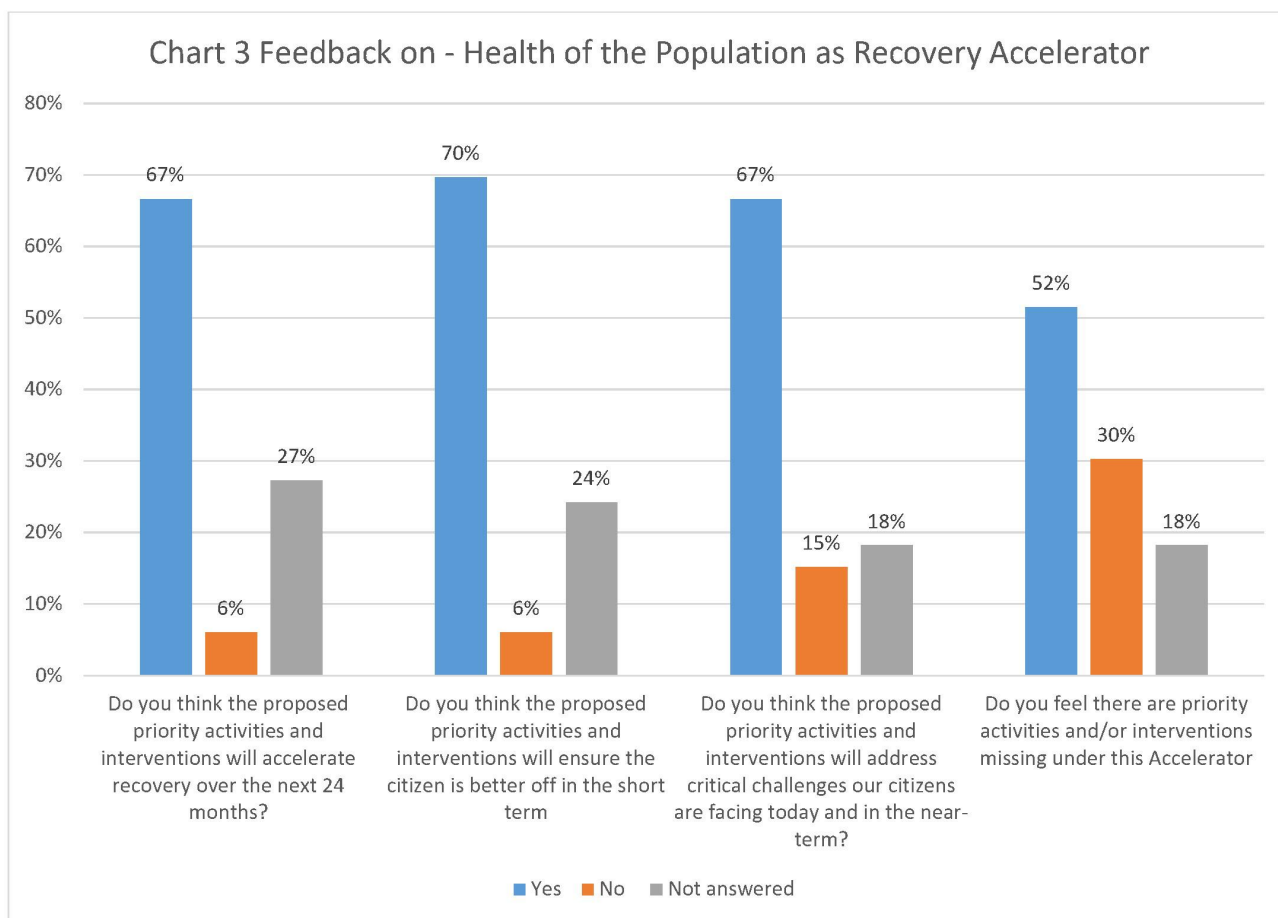
Organisations would like to see further specific details on interventions. There is a need for indicators, measurements and targets within the Recovery Plan.

Tackling inequalities will be an extremely difficult challenge that will extend over a significant period. Therefore, while some short term impacts and progress may be achievable in the 24 month timescales, many areas will require longer term

programmes and focus, such as the need to re-train / upskill, meaning full benefits are only likely to be achieved over the medium to longer term.

Addressing poverty and providing independent advocacy support in relation to accessing benefits, supporting schooling and identifying families where need for specialist interventions and escalation to Social Services is required. Tackling homelessness need to ensure provisions are made to help those trying to leave or have left an abusive relationship. There needs to be a robust structure in place to help facilitate victims being made homeless due to escaping domestic abuse. The introduction of Grant of Secure tenancies in cases of domestic abuse would be a welcome initiative that would greatly help support those fleeing abusive situations from remaining homeless.

Feedback on - Health of the Population as Recovery Accelerator



Health of the Population Feedback Comments

Where the plan needs to change/ What is missing

One organisation has expressed concern that the priority activities and associated actions plans are not immediate or far reaching enough to realise significant improvement in the health of the population. A further organisation noted that it will be difficult to make substantial difference within 24 months, stressing the importance that the initiatives chosen must focus on what will have sustainable beneficial impact.

Organisations also expressed the need to see something explicit about addressing the significant waiting lists which have built up. Actions appear to be a mix of pandemic related impact activities and attempts to address some wider societal issues.

The mental health strategy has only recently closed its consultation phase and will take time to finalise and bed in a process that will take longer than 24

months. The pandemic has no doubt created many issues for society and particularly around mental health. This focus is therefore welcomed and the social enterprise sector looks to play its part in helping to delivery what is a challenging programme. Mental health is mentioned (action 74) but is not given enough weighting in the document in terms of the additional support required across all sectors. It is also classed as a strengthening intervention but needs to be a transforming intervention.

During the pandemic Deaf, disabled people and older people (and carers) have had limited access to health services, have faced restrictions on access to social care and have experienced isolation due lockdowns and shielding. As previously indicated many Deaf and disabled people feel they have been abandoned during COVID-19. It is essential that the in addressing the Health of The Population the Recovery Plan explicitly recognises the issues faced by Deaf, disabled and older people and makes clear that activities and interventions will be inclusive.

Impact on children and young people, disparities in the quality of home learning, and loss of learning habits has had a real and far reaching impact on students, particularly in relation to their mental health and wellbeing. There is an insufficient focus in this section of the document on the mental health and wellbeing of children and young people as a key recovery priority. It is estimated that mental health problems in Northern Ireland are 20-25% higher than in the rest of the UK, making it the largest cause of disability in the region. Indicators for poor mental health include disproportionately higher rates of suicide in NI within under 18s compared to other parts the UK, increasing anti-depressant prescription rates for 0-19 year olds, increasing self-harm rates for 0-18 year olds and self-reported poor emotional wellbeing of children and young people.

Health care interventions can only be delivered with proper workforce planning across HSC which, in turn, needs to be linked to education and skills.

One organisation noted that there is no reference to ongoing impact of Covid, and Long Covid and the need to scope and establish the support necessary to those experiencing Covid as a chronic condition.

Delivery/**Implementation**

It is important that the initiatives chosen are focused on will have a sustainable beneficial impact. No one sector can deliver solely on this, neither private, public, educational or indeed the social enterprise sector. It must be undertaken on a truly collaborative approach but not one which is landed when decision

have been made. The true strength of such a policy would be in enabling early intervention from all parties to ensure the considerable amount of work that is needed is guided in the correct direction.

It is vital that within this Recovery Accelerator and the wider Recovery Plan, the Executive commits to policies that will recognise the value of the health and social care workforce, and encourage greater recruitment and retention of the workforce that is needed now and in the future. As a minimum, these policies should include:

the immediate focus of activity should be managing the pandemic impact as it evolves, together with the significant knock on impact of “core” service provision; i.e. waiting list backlogs, etc., that have resulted. There appears to also be a strong evidential base for negative mental health impacts from Covid related isolation that likewise are directly linked. Some of the wider Health and Wellbeing actions again, while desirable, are perhaps less directly linked to Covid impacts and more to longer term underlying issues.

The role of councils should be referenced in the action summaries in this page - community planning, and parks/leisure provision to name but two. Councils and bodies such as SOLACE have played a critical, dynamic and proportionally high value role during acute Covid periods and their governance and access to local data, people and solutions as hubs & convenors is well documented. In addition to Page 15, NILGA asserts that this co-design approach needs to be cross referenced in other areas of the Recovery Plan, and that locality based budgets co-ordinated by Councils (as per Programme for Government & related participative democracy initiatives should be part of the Consolidated (integrated, two tier) NI Covid recovery Plan.

Dedicated action is needed to counteract the impact Covid-19 has had on older people in care home settings, particularly those with dementia. Extended periods of isolation and residents immobility has had a long lasting impact on their health and wellbeing.

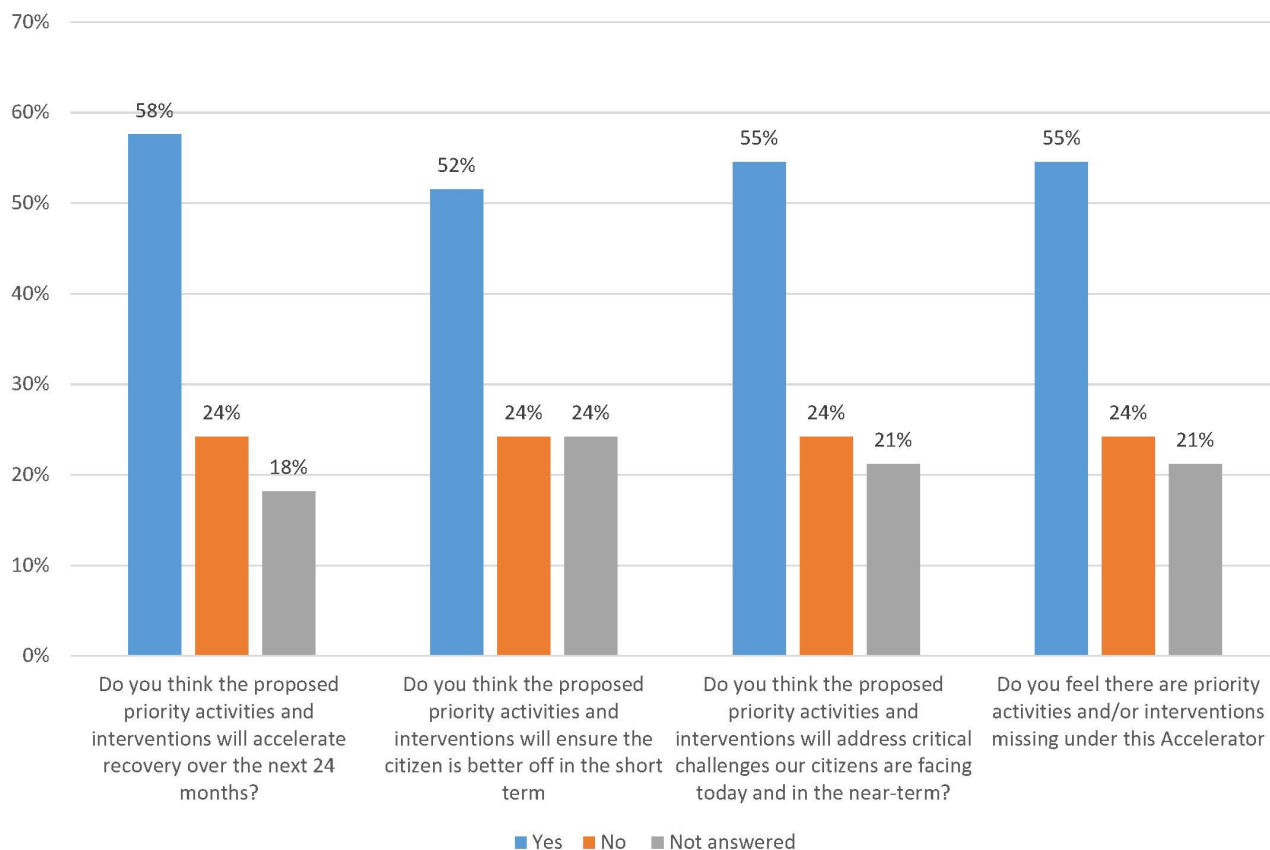
Several organisations mentioned the obesity epidemic – There is a higher incidence of Covid among overweight or obese people. A quarter of children here are overweight or obese. This correlates with an increase in children being driven to school. Need more investment in promoting active travel on school journey.

Need to focus more on keeping people well – focus should be on prevention not treatment. One in 6 deaths in the UK is attributed to lack of physical activity.

The sports sector will be able to contribute to the achievement of each of the 4 cross cutting priorities and full implementation of the strategy in collaboration with other partners will support the achievement of the proposed outcomes.

Feedback on – Green Growth and Sustainability as a Recovery Accelerator

Chart 4 - Feedback on – Green Growth and Sustainability as a Recovery Accelerator



Green Growth and Sustainability Feedback Comments

There is broad support for priorities and activities related to Green Growth and Sustainability. It is referenced across the other sectors.

There have been some calls for support for establish an infrastructure commission for expert led, strategic and public engagement approach to long term infrastructure planning

One third of organisation believe this section is under-developed and too vague / generic, there is nothing new contained in this section - a significant number believe this section is not ambitious enough.

**Changes to Plan/
What is missing**

Illustrate better that at the heart of Green Recovery should be the recognition that the natural environment, the ecosystems it supports and the resources and services it provides, are the foundation of our social and economic well-being. A need to illustrate better that at the heart of Green Recovery should be the recognition that the natural environment, the ecosystems it supports and the resources and services it provides, are the foundation of our social and economic well-being.

A number of comments, as was reflected in the Economic Growth, this section needs to be more fully integrated across the entire recovery plan and particularly within the economic growth action plan, this is required to prevent duplication and undermining impact of any investment and actions resulting. Comments acknowledge that the priority activities and interventions sit under the Green Growth and Sustainability Recovery Accelerator but some would prefer to see these underpin the Economic Recovery Accelerator.

The need for alignment carries through in this section with suggestions to bring in the Greenways Strategy, and NI Bicycle Strategy – very little has been developed in more than 5 years of these publications – this is an opportunity to get things moving. Link with the Environment Strategy; Energy Strategy; and Climate Change Bill that are being developed by government

More emphasis on collaboration, especially with R&I ecosystem in GB.

This Accelerator reflects more on the market opportunities emerging in the UK and globally from an increased focus on climate / environmental impact than issues directly related to pandemic recovery. If this can be aligned strongly with wider drivers / expenditure then it makes sense to align expenditure across Government with areas that will be relevant in an evolving global dynamic / need. The direct link to impacts caused by Covid is, however, questionable.

The facts and figures infographic (p17) could include reference to nature in significant decline, with actions on p18 and in the Action Plan (e.g. peatlands recovery) linked to this which will generate jobs, skills development and stimulate investment in the economy. P18. Actions Box 2 should also include reference to nature based solutions.

This priority actions focus primarily on climate action. Climate change and biodiversity are interdependent with climate change contributing to biodiversity loss, and biodiversity loss making climate change and its effects worse. This priority action should also support nature to prevent a dash for carbon approach where measures to reduce overall greenhouse gas emissions would further harm biodiversity. Priority Activities needs to include to develop sustainable solutions for communities and business’:

Need to address funding – Leverage UKG Support. Planning and regulation are key drivers - planning policy & regulatory framework are needed to attract private sector investment. Clean Energy can drive economic growth and job creation in NI, while maintaining affordability for consumers. This is not evident in the plan

Accelerating Recovery:

Identifying key intervention areas will be vital to build on already existing plans and ideas for acceleration of the recovery. It requires cross-departmental and cross-sector co-operation, and a change in how 'business as usual' is done.

The plan is welcome and very important, some believed that the timescale needs to be rapidly accelerated to make a real difference to recovery in the short term. The activities and priorities identified will help to stabilise but not accelerate. Primarily because green growth is at a very early stage and even outside of the present recovery period, it requires a period of sustained investment in education, awareness and readiness. Activity in this area is likely to have a greater medium to long term impact, rather than short-term impact. However, that should not undermine the objectives of the actions and activities under the accelerator itself.

Will citizens be better off short term/challenges addressed:

A significant number highlighted most of the initiatives identified involve developing plans and strategies. At present pace of progress, these are unlikely to be developed and sufficiently implemented in time to make a material difference within 24 months.

Despite the time restraints they are important steps to take for longer term recovery and sustainability.

To succeed we need further develop green infrastructure in our towns and cities to drive healthier outcomes – still very little investment in green infrastructure; % of transport budget for active travel is minuscule - just 2% of overall budget. In November UKG announced its 10-point plan - this needs factored in.

Aims will not be met if unless planning regulations are looked at immediately, future focused building regulations which permit only carbon neutral buildings must be fast tracked - Development of a coordinated, and fast-tracked planning process outlined in a new NI strategic planning policy which prioritises the efficient delivery of low carbon and renewable projects with appropriate targets, timeframes, and accountabilities.

What is Missing:

Climate and nature emergencies are linked would like to see a priority activity that support nature's recovery in Northern Ireland as this will be crucial if we are to protect our environment.

Lack of metrics - reduction of carbon is the only metric that is used

Inclusion and equality need to feature to ensure that sustainability is integrated not separated from efforts to tackle inequality and inclusion to ensure that all in society benefit from the interventions and we do not, inadvertently, create additional barriers for people already experiencing exclusion.

To fully support the approach suggested by Recovery Plan we need to see an explicit wording linking sustainability with inclusion and equality. One suggestion for "addressing vulnerability" to be added to priority activities.

Education is missing - it is crucial from skilling, training, job growth and changing behaviour and attitudes.

**Delivery/
Implementation**

Comments were provided that relate to delivery and implementation of a Recovery Plan and how this could be approached and achieved, these are set out here.

Aid delivery and implementation by addressing barriers to delivery:

GB are moving to change their policy to further reduce connection charges as they see it as a barrier to investment, economic activity and uptake of low carbon solutions. This is an issue that needs to be addressed with some urgency in NI or it will impair the potential for a green economic recovery.

A shift to greater home working reduces commuting but also impacts financial sustainability of public transport and vibrancy of our urban centres. Finding a balance is critical.

Labour Market- If recruitment is to happen, in the raft of potential job opportunities identified in energy sectors, approaches such as 'Ban the Box' also need to be built into any publicly funded programmes.

Reference to Buy Social - a commitment to seeking to recruit from the long-term unemployed in publicly funded contracts. If contracts are to be developed, reach to this group must be factored in.

Behavioural Change investment is required.

A number of additional interventions were suggested by Organisations:

- Retro-fitting existing housing stock with energy efficient measures/ technology, improving the energy efficiency of the existing social housing stock and adoption of low carbon heating solutions in those homes.
- Active travel interventions
- Role of NI Water should be reviewed - NI Water is one of the largest electricity users in NI and has pilot projects underway to generate electricity. The regulatory regime and powers that NI Water operates within should be reviewed and it should be focused on energy generation, storage, and transmission, particularly focused on using the heat generated in Wastewater Treatment plants.
- Some good practice examples from other jurisdictions should be replicated here: - Scotland: National Planning Framework gives priority to low carbon development - New Zealand: Temporary fast track planning legislation for key projects to support Covid-19 recovery.
- Explicitly target improving grid and charging infrastructure.
- **Educate** - work with universities and colleges to adopt a whole-institution approach to tackling the climate emergency, and embed curriculum changes to prepare students for the needs of a green economy."

- Increase the rate of native woodland creation to climate targets. This presents a significant **green growth opportunity** for more tree nurseries and jobs in conservation.
- Expand Belfast Cycling Network Plans to see other cities and towns.
- Action 56 mentions greenways and blueways – expand to look at reallocating road space needs.
- Address the priority climate adaptation risks and recommendations outlined by the UK CCC in their recent reports, to ensure vulnerability of communities and businesses is minimised.
- Collaborative working outdoor sports and recreation and increased rates of participation in these sports through the provision of opportunities for training and continued professional development of outdoor recreation instructors to strengthen, capability, capacity and employability in outdoor adventure, look at the Sport NI - Ulster University partnership to develop a new undergraduate degree in Outdoor Recreation.
- Policy development - a new Outdoor Recreation Bill for NI.
- Development and Implementation of a Walking strategy.
- Implementation of the UN Sustainable Development Goals (SDGs).
- Policy development - Introduction of a Northern Ireland Well-Being of Future Generations Act.
- Policy development - Appoint a 'Future Generations Commissioner'.
- A Northern Ireland Green Jobs Scheme would enable unemployed people to find paid work, as well as training people for future careers in nature conservation. The Scheme would be open to everyone who is unemployed but with a particular focus on young people (16-24). The initial proposal is to deliver a three-year scheme with 50 participants in the first year. This would require approx. £1.6 million per annum.
- A Green Recovery Fund would enable the delivery of nature-based projects providing benefits for climate regulation, improvement of water quality, reduction in flood risk, job creation, tourism and improved mental and physical health and wellbeing. As a start, 11 organisations from across the environment sector in Northern Ireland have developed a list of nature-based Green Recovery projects.

Additional Information on the draft Recovery Plan

Stakeholders were asked for any additional information that they wished to provide on the draft Recovery Plan. Some organisations reiterated points covered earlier in the questionnaire.

There is a need to ensure any initiative created as part of the Covid Recovery Plan is robustly assessed and monitored to ensure that benefits to citizens are realised in an efficient and effective manner and not at unreasonable cost. The recovery from the pandemic provides an opportunity to refocus the economy and society so that we can deliver a sustainable low carbon future. No one sector can deliver solely on this, neither private, public, educational or indeed the social enterprise sector. It must be undertaken on a truly collaborative approach but not one which is landed when decision have been made. The true strength of such a policy would be in enabling early intervention from all parties to ensure the considerable amount of work that is needed is guided in the correct direction. The proposed priority activities and interventions will address critical challenges that our citizens are facing, but will need sustained availability and commitment of resources to make an enduring difference.

The Recovery Plan must contain a clear commitment that the Executive should establish a structured, ongoing, bi-lateral forum within which we can engage with senior officials in relation to the Priority Activities and Action Plans. The fact that such engagement has not yet taken place means that the Recovery Accelerators, Priority Activities and Action Plans themselves lack clear actions

Some organisations have expressed that 85 actions is too many to be meaningful, indicating that it may be difficult to monitor and could lead to tokenistic box ticking. Several of the initiatives appear to be activities that are already underway rather than new policy ideas or short term schemes that will boost the economy for the next two years. There is no clear definition provided within the Plan as to what constitutes 'recovery' over the 24 month period. This is directly linked to the lack of indicators, measurements and targets within the Recovery Plan. In the absence of such a definition, it is difficult to state whether these proposed priority activities and interventions will deliver 'recovery'

The question has been raised by organisations regarding where the additional funding will come from. The actions outlined have merit and appear justifiable, but whether the consolidated plan will have significant and sustainable impact will depend on the resources available to deliver them. Those resources will only be available if the economy recovers sufficiently or there is increased funding from the UK Government.

Consideration of infrastructure (including the energy system) as an holistic system, even where aspects sit across different Departments is an important part of co-ordination and improved resilience

across all infrastructure and would support a joined-up approach to energy planning and strategy. Government setting an infrastructure vision, with the support of independent expert advice, is a vital step before the details of a strategy and then more granular plans can be implemented.

Prioritising exactly what we want 'to be' will help focus continually on the pathways to achieve that wider societal aim.

Infrastructure underpins everything we do in our society. Good infrastructure can help us to achieve a step-change in quality of life, competitiveness and wealth building, inclusion, levelling-up opportunities, and environmental performance. Strategic infrastructure projects frequently suffer unacceptable time delays and cost overruns. Crucial parts of our infrastructure are at a critical point and there is clear evidence that this is having a negative impact on other major investment decisions. The population of NI is projected to increase by 8% by 2041, with the 65+ age group increasing to 25% of the population. There is little evidence that we are planning sufficiently for this demographic change.

One organisation recommends that as part of the Consolidated Recovery Plan, a commitment is given to ensuring that NI is either fully included in the UK wide inquiry or that those areas within the competence of the devolved administration will be subject to an equally robust, independent process that is human rights compliant.

Clarity in relation to the Recovery plan outcomes and the relationship between the PfG and Recovery Plan is required.

Conclusion

A significant amount of information has been received from those organisations that took part in the participatory feedback exercise. This demonstrates an interest in recovery and the wish to bring forward a Recovery Plan which will have the maximum impact.

All responders mentioned the need for collaboration and joined up working to deliver the Plan. It was welcomed that there is a commitment to ensuring that recovery from Covid-19 leads to renewal and to be in a better position rather than return to the status quo.

Some organisations stated the need for Section 75 obligations to be fully discharged when developing necessary policy responses to Covid-19 to ensure they actively promote equality of opportunity and do not exacerbate inequalities. Noting that this is a 'Final Draft' of the Recovery Plan, and the requirement that assessment of the impact of policies on the promotion of equality of opportunity be conducted at the earliest possible stage in policy development, the equality screening and/or EQIA for the draft recovery plan should be published and shared immediately.

Action required:

In order to give proper consideration to the feedback received, Departments are asked to consider this report and:

- (1) Identify where the current draft Consolidate Recovery Plan should be amended to capture stakeholder feedback; and
- (2) Identify information that will be of use in the planning for delivery and the implementation stages of the Recovery process and commit to using the findings at the appropriate time.

Any changes to the draft Plan should be cleared within Departments before being fed back to TEO who will produce an amended draft Plan for further consideration by the Executive later in July.

Annex A – Stakeholder Questionnaire

Draft Consolidated Covid Recovery Plan

Draft Consolidated Covid Recovery Plan

Overview

Your organisation has been invited to provide their expert views on the draft Consolidated Covid Recovery Plan.

Covid-19 has significantly impacted all aspects of our society through, for example loss of life, disruption to people's livelihoods and the impact on our physical and mental health. The purpose of the draft Recovery Plan is to accelerate economic, health and societal recovery in the short term so we can emerge stronger and also to transform and innovate to seed now for longer term ambitions.

The draft Plan focuses on the delivery of interventions over a 24 month period. Recovery is not about getting back to where we were before, rather it provides the foundation for economic, health and societal renewal.

To accelerate economic, health and societal recovery in the short term, four Recovery Accelerators work together to ensure that we can emerge stronger from the pandemic. The four Recovery Accelerators are:

- Economic Growth,
- Tackling Inequalities,
- Health of the Population, and
- Green Growth and Sustainability.

Your participation will provide Government with views on the draft Recovery Plan.

The draft Recovery Plan takes account of the longer term, strategic Programme for Government (PfG). While the actions are focused on the immediate future, they also take account of the medium to long term PfG outcomes.

In addition to the 1 hour information sessions on Tuesday 29 June at 11am and 2pm and Wednesday 30 June at 11am and 2pm, the TEO Covid Recovery Team are available to answer additional questions that may arise.

The link to this exercise will close to responses at 5pm on Friday 2 July 2021.

1

Draft Consolidated Covid Recovery Plan

To support transparency in our decision making process, the information that you provide may be made public. This may include the name of the responding organisation. The Department's Privacy Notice can be viewed here - <https://www.executiveoffice-ni.gov.uk/teo-privacy-notice> <<https://www.executiveoffice-ni.gov.uk/teo-privacy-notice>>

About your organisation

1 Name of Organisation

(Required)

2 Role that you hold in that organisation

(Required)

3 To support transparency in our decision making process, the information that you provide may be made public. This may include the name of the responding organisation.

☐ By ticking this box you are confirming that you are content.

4 This is a draft Recovery Plan and is subject to policy development.

☐ By ticking this box you are acknowledging that this plan is draft and agree not to share outside your organisation.

General views

2

5 The draft Recovery Plan presents cross-cutting action focused on accelerating recovery over 24 months. Is the 24 month period the correct timeframe?

Please select only one item

☐ Yes ☐ No

If you answered 'No' please provide details

6 Have the correct Recovery Accelerators been identified?

In developing the draft Recovery Plan, emphasis has been on cross-cutting priorities to accelerate recovery across four main areas over 24 months: economic growth; tackling inequalities; health of the population and green growth and sustainability.

- The Economic Growth Recovery Accelerator has three key areas of strategic intent: accelerating job creation & growth; enhancing skills; and stimulating the economy through green growth.
- The Tackling Inequalities Accelerator has three key areas of strategic intent: addressing vulnerabilities; enabling learning recovery, enhancement & skills development; and providing equitable access to our health services.
- The Health of the Population Accelerator has three key areas of strategic intent: addressing vulnerability; protecting and improving the health of the population; and promoting health and wellbeing.
- The Green Growth and Sustainability Accelerator has two key areas of strategic intent: accelerating job creation and growth, and sustainable development.

Please select only one item

☐ Yes ☐ No

If you answered 'No' please provide details

Economic Growth as a Recovery Accelerator

The Economic Growth Recovery Accelerator has three key areas of strategic intent: accelerating job creation & growth; enhancing skills; and stimulating the economy through green growth.

7 Do you think the proposed priority activities and interventions will accelerate recovery over the next 24 months?

Please select only one item

☐ Yes ☐ No

If you answered 'No' please provide details

8 Do you think the proposed priority activities and interventions will ensure the citizen is better off in the short term?

Please select only one item

☐ Yes ☐ No

If you answered 'No' please provide details

9 Do you think the proposed priority activities and interventions will address critical challenges our citizens are facing today and in the near-term?

Please select only one item

☐ Yes ☐ No

If you answered 'No' please provide details

10 Do you feel there are priority activities and/or interventions missing under this Accelerator?

Please select only one item

☐ Yes ☐ No

If you answered 'Yes' please outline what you believe should be included.

11 Please add any other comments you have in relation to this accelerator:

Tackling Inequalities as a Recovery Accelerator

The Tackling Inequalities Accelerator has three key areas of strategic intent: addressing vulnerabilities; enabling learning recovery, enhancement & skills development; and providing equitable access to our health services.

12 Do you think the proposed priority activities and interventions will accelerate recovery over the next 24 months?

Please select only one item

☐ Yes ☐ No

If you answered 'No' please provide details

13 Do you think the proposed priority activities and interventions will ensure the citizen is better off in the short term?

Please select only one item

☐ Yes ☐ No

If you answered 'No' please provide details

14 Do you think the proposed priority activities and interventions will address critical challenges our citizens are facing today and in the near-term?

Please select only one item

☐ Yes ☐ No

If you answered 'No' please provide details

15 Do you feel there are priority activities and/or interventions missing under this Accelerator?

Please select only one item

☐ Yes ☐ No

If you answered 'Yes' please outline what you believe should be included.

Health of the Population as a Recovery Accelerator

The Health of the Population Accelerator has three key areas of strategic intent: addressing vulnerability; protecting and improving the health of the population; and promoting health and wellbeing.

16 Do you think the proposed priority activities and interventions will accelerate recovery over the next 24 months?

Please select only one item

☐ Yes ☐ No

If you answered 'No' please provide details

17 Do you think the proposed priority activities and interventions will ensure the citizen is better off in the short term?

Please select only one item

☐ Yes ☐ No

If you answered 'No' please provide details

18 Do you think the proposed priority activities and interventions will address critical challenges our citizens are facing today and in the near-term?

Please select only one item

☐ Yes ☐ No

If you answered 'No' please provide details

19 Do you feel there are priority activities and/or interventions missing under this Accelerator?

Please select only one item

☐ Yes ☐ No

If you answered 'Yes', please outline what you believe should be included.

Green Growth and Sustainability as a Recovery Accelerator

The Green Growth and Sustainability Accelerator has two key areas of strategic intent: accelerating job creation and growth, and sustainable development.

20 Do you think the proposed priority activities and interventions will accelerate recovery over the next 24 months?

Please select only one item

☐ Yes ☐ No

If you answered 'No' please provide details

21 Do you think the proposed priority activities and interventions will ensure the citizen is better off in the short term?

Please select only one item

☐ Yes ☐ No

If you answered 'No' please provide details

22 Do you think the proposed priority activities and interventions will address critical challenges our citizens are facing today and in the near-term?

Please select only one item

☐ Yes ☐ No

If you answered 'No' please provide details

23 Do you feel there are priority activities and/or interventions missing under this Accelerator?

Please select only one item

☐ Yes ☐ No

If you answered "Yes" please outline what you believe should be included.

Additional information

24 Please provide any further comments you have relevant to this draft Recovery Plan:

Annex B – List of Stakeholders invited to provide views

Advice NI	Digital Innovation Commissioner	Lagan Navigation Trust
Allstate NI	Disability Action	Law Society
Anglezarke Life Sciences	Early Years	Libraries NI
Artemis Technologies Limited	ECNI	Livestock and Meat Commissioner NI
Arts Council	Economic Advisory Group via	Londonderry Chamber of Commerce
Autism NI	Education Authority	Manufacturing NI
Bar Council	Employers for Childcare	MAP
Belfast Chamber of Commerce	Enterprise NI	Matrix
Belfast Metropolitan College	Fane Valley	Mencap
Beltech 2021	Federation of Small Businesses	Middletown Centre for Autism
Building Change Trust	Food NI	National Museums NI
Business Improvement Districts	Food Standards Agency NI	Nature Friendly Farming Network (NI)
CAFRE	General Teaching Council for Northern Ireland	Newry Chamber of Commerce and Trade
Carers Northern Ireland	Health and Saftely Executive NI	NEXUS
Catalyst	HEReNI	NI Amusement Catering and Trades Association
CBI	Hospitality Ulster	NI Council for Racial Equality
Centre for Competitiveness	Housing Rights	NI Dairy Council NI
CJINI	Human Rights Commission	NI Environment Link
Comhairle na Gaelscolaíochta	IMTAC	NI Food and Drink Association
Commissioner for Older People (COPNI)	Include Youth	NI Grain Trade Association (NIGTA)
Community Relations Council	INSPIRE	NI Meat Exporters Association
Construction Employers Federation	Institute of Directors	NI On-Course Bookmakers Association
Construction Employers Federation	Institution of Civil Engineers	NI Pork
Consumer Council	InterTrade Ireland	NI Retail Consortium
Council for Catholic Maintained Schools	INTO Irish National Teachers Organisation	NI Tourism Alliance
Council for the Homeless (NI)	Invest NI	NI Tourism Board
Digital Catapult	JHE Solutions	
	Keep Northern Ireland Beautiful	
	Labour Relations Agency	

NI Turf Guardians Association	PSNI	Ulster Bank
Ni Women's Budget Group	Public Health Agency	Unison
NIACRO	QUB	Unite
NIAUR (Utility Regulator)	Rainbow	University of Ulster
NICCY	Retail NI	USDAW
NICVA	RSPB	Victim Support NI
NIE Networks	Rural Community Network	Victims and Witness Care Unit
NIFHA	Rural Network NI	Visit Belfast
NIHE	Rural Support	Women's Aid
NIPSA	Simon Community	Women's Policy Group
NIW	Social Enterprise NI	Women's Resource and Development Agency
North West Regional College	SOLACE	Woodland Trust
Northern Ireland Agricultural Producers Association	SONI	Young Enterprise NI
Northern Ireland Chamber of Commerce and Industry	South Eastern Regional College	
Northern Ireland Council for Integrated Education	South west College	
Northern Ireland Federation of Clubs	Spirit Aerosystems	
Northern Ireland Hotels Federation	Sport NI	
Northern Ireland Local Government Association	Strategic Investment Board	
Northern Regional college	Sustainable NI	
NSPCC	Sustrans	
NUS-USI (Students Union)	The Commission for Victims & Survivors	
Office of the LCJ	The Conservation Volunteers NI	
Office of the Mental Health Champion	The Irish Congress of Trade Unions	
Patient Client Council	The Migrant Centre	
PBNI	The National Trust	
Portview Trade Centre	The Northern Ireland Food and Drink Association (NIFDA)	
PPS	Tourism Ireland	
	Tourism NI	
	Translink	
	UFU	

Annex C – Full Response to Survey



Full Response to
Survey.XLSX