

# Programme for Government Draft Outcomes Framework Consultation Document



25 January 2021

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***The Outcomes in the Programme for Government Framework present a picture of the kind of society we want to see. An inclusive society in which people of all ages and backgrounds are respected and cared for and in which we all prosper. A society which has no barriers to prevent people from living fulfilling lives. The Outcomes apply equally to everyone, and no one is excluded.***

***The Programme for Government will be underpinned by a budget and supported by key Executive strategies including an investment strategy, an economic strategy and an anti-poverty strategy aimed at building a strong and prosperous society by tackling disadvantage and achieving sustainable economic growth.***

## Foreword

The Executive is united in its aim to improve the well-being of all of our people.

To do this we are developing an ambitious and comprehensive programme of work that will harness the full power of joined-up action across Departments.

We are committed to making sure that this is a Programme for Government that fully reflects and responds to the needs of our society and protects the environment in which we live and work.

A proposed strategic framework of nine Outcomes presents a picture of the kind of society we want to see. An inclusive society in which people of all ages and backgrounds are respected and supported. A society which has no barriers to people living prosperous and fulfilling lives.

This has been informed by engagement with representative groups across different sectors and we would like to take this opportunity to thank all involved for sharing with us their ideas, energy and expertise.

Now we want to hear your views on the Outcomes Framework which will guide our actions over the next business year and beyond.

This is what will drive any changes to laws, the delivery of our public services and investment in future projects.

It is the starting point for a real and positive transformation and we need you to help us get it right.

Tell us what your priorities are, share with us your knowledge and experience, work with us to create and innovate to help build and sustain a better society and a healthy, clean environment for everyone.

Although we are in the midst of the worst global health pandemic in 100 years, we are beginning to see and understand that, in the midst of the difficulties and challenges, there are emerging positives.

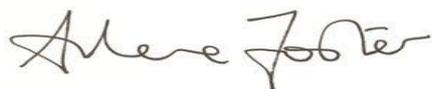
We have seen an awakening sense about the things that are most important in life: people's health and happiness. We have experienced a willingness to work in new and innovative ways, harnessing technologies and using them to best advantage to ensure business continuity and to find more efficient ways of working.

In responding to the pandemic we have learned a great deal about working in partnership with others - not just across central government, but with other sectors

too, including local government, the private sector and the community and voluntary sector. We have had to move quickly and decisively and we have seen that great success is possible when we get it right. This has helped us get things done and make a difference where it is needed most.

That is the vision we have for the new Programme for Government.

Signed:



The Rt Hon Arlene Foster MLA  
First Minister



Michelle O'Neill MLA  
deputy First Minister

## Introduction

### Where are we now?

The 'New Decade New Approach' (NDNA) document set out the process and approach for developing the Executive's Programme for Government (PfG). The key points being that the Programme should:

- be developed through engagement and co-design, using an Outcomes-based approach;
- focus on prosperity and wellbeing for all;
- establish a shared and ambitious strategic vision for the future;
- provide for accountable and transparent monitoring and reporting arrangements.

The Executive had begun to develop the new Programme prior to the COVID-19 pandemic which, since March 2020, has been the predominant matter facing the Executive. The Executive has agreed that work to develop a long term, multi-year strategic PfG should now commence.

The Executive wants this to be a PfG that recognises and proactively responds to the dependencies and connections that exist between different strands of public policy – a Programme that focuses on the things that matter most to people (health, happiness and life-satisfaction) and which uses that focus to design, shape and deliver public services that will achieve the best possible Outcomes of societal wellbeing.

The COVID-19 pandemic has given the world a different perspective on the way we live our lives and it has shone a light on established principles and standards that we have taken for granted for so long but which are now falling out of favour. We have also been able to see and measure the impact of different governmental responses to the pandemic and, in doing so, have learned that those countries that have been most successful have acted responsibly by putting citizens first and by working collaboratively with those who have the skills, knowledge and expertise to bring about positive change and to get things done.

COVID-19 has exposed flaws in traditional models and approaches to public services, but it has also progressed thinking and practice around new and different ways of working. Most importantly, it has demonstrated very clearly that, when it comes to putting in place fast and effective responses to challenges and problems, governments cannot do it by acting alone. Rather, a whole societal approach is needed – an approach which draws together scientific and technical expertise, combines it with local knowledge and information about what might work at community or individual level, and which uses relevant data to target where need is greatest. That means government working across departmental boundaries and the wider public sector as well as with partners in other sectors – in local government, academia, the private sector, with the community and voluntary sector and beyond.

That is the essence of an Outcomes-based PfG – government partnering with civic society to respond to the needs of people and communities everywhere. An inclusive society where Outcomes of individual and collective wellbeing are the drivers for the government agenda.

The Outcomes-based concept is not new to the Executive, and the concept has gained currency internationally in recent years, with governments in a number of countries using the approach to set their agenda. The United Nations has set a series of Sustainable Development Goals (SDGs) that are part of an internationally agreed performance framework designed to achieve a better and more sustainable future for all. All countries are aiming to achieve these goals by 2030. The intention is that the Outcomes Framework will be our way to demonstrate progress towards the achievement of SDGs. The Executive has agreed on an approach which draws on the techniques set out by Mark Friedman in his book 'Trying Hard is Not Good Enough', which describes a range of practical techniques designed to help keep the focus on Outcomes.

Developing an Outcomes-based PfG requires the Executive to have a clear view of the things that matter most to people and to know what their aspirations are in relation to those things. In order to do that as fully as possible and to ensure that everyone is able to have their say, the Executive is opening a public conversation around the quality of life conditions people want to see and what those conditions would be like if we could experience them.

That is the critical first step in the development process, and getting it right is key to everything that follows from it – knowing how to measure success and understanding where as a society we are currently; identify partners that can help make improvements; and, learning and understanding what works well and what does not. That is the conversation the Executive wants to have right now so that it can reach an informed view on the actions which, taken together, it needs to incorporate in the new Programme for Government.

The Executive believes this is an approach with immense potential to transform public service delivery. The expectation is that it will help remove organisational barriers and be a strong driver for the collaborative working practices that are needed to effect real and lasting change and improvement. The key principle is the Executive working in partnership with people and communities everywhere to identify and deliver actions that will help achieve the quality of life conditions that go to the centre of people's wellbeing.

Previous Programmes for Government had been prepared on the basis of service inputs and outputs which, when it comes to measuring success, are strong on counting levels of activity but which are less good at the more fundamental assessment of

whether the activities are the right thing to be doing based on their effectiveness when it comes to achieving positive change and improvement. The old, traditional model also underpins rigid organisational structures in delivering public services which then makes it difficult to see the bigger picture and to present a whole of government response to societal challenges and needs.

Despite significant investment and effort, the core Indicators that signal economic and social progress and improvement in the areas that matter most to people and their elected representatives had been static for too long. Evidence, including from the Organisation for Economic Co-operation and Development (OECD) and from progressive governments around the world points to Outcomes-based working being much more likely to drive innovation and creativity in how we do things and to deliver better results in the longer term.

### **What we are doing?**

The Executive's approach to the Programme for Government begins with a draft Framework of Outcomes – statements of societal wellbeing which, taken together, are intended to capture the range of things that experience and research suggest matter most to people – good health; a fair, equal and inclusive society; the economy; climate change; being able to fulfil potential; feeling safe and secure; having respect for each other; living in a place where people want to live, work, visit and invest; being able to reach out and connect with others; ensuring children and young people have the best start in life.

However, the Executive recognises the need to determine the completeness of these Outcomes and wants to hear the views of people and communities, and test them against the experiences of people of different gender, age, with/without disabilities, marital status, race, religious belief, political opinion and with/without dependants.

The Executive also wants to know more about the challenges and problems that people face and what they would like to see done differently or better in order to make improvements that would enhance their wellbeing. The Executive also needs to know who can help deliver real and lasting improvements in those things that matter most.

As a basis for the public conversation about these matters, officials have prepared an outline Framework of Outcomes. This is intended only as an aid to the conversation – a starting point for discussion and debate. The Framework sets out draft wording for the Outcomes and incorporates some early thinking around what the key priority areas might be under each one.

It is crucially important to get the wording of the Outcomes right as they will provide the starting point for future long-term strategic policy planning by the Executive and act as a touchstone for its strategies and actions moving forward. A key feature of the approach is that the design and content of work plans will be directly dependent on

the contribution they make towards helping achieve one or more of the desired Outcomes within the Framework.

The intention is that new PfG will be maintained in a “live” format with work plans being continually evaluated and adjusted to ensure they are achieving the desired impact. New actions to achieve positive change and improvement can be introduced as and when it is appropriate to do so, for example in response to changing circumstances or to put innovative thinking into practice or to utilise new partnership approaches. By the same measure, old/completed actions or ineffective plans (those not contributing to desired improvements) will be halted and removed from the Programme.

The benchmark always will be the contribution that each action makes towards achieving the desired Outcomes, **and that is why it is so important to get the Outcomes right at this early stage, and why the Executive wants to take the views of others.** The purpose of this consultation is to find out what people (individuals, communities, groups, businesses, sectoral bodies) think – to give everyone an opportunity to provide forthright feedback on the draft Framework, the individual draft Outcomes and outline key priority areas – **Do people agree with the Outcomes and Key Priority Areas that have been identified? Are there things missing or which are not relevant?**

A survey questionnaire has been designed to help structure responses to the above questions. We would encourage respondents to use the online survey, but written responses are equally welcome.

When completing the survey or in providing written comments, it might be helpful to think in terms of how to make this a Programme for Government that makes real and lasting positive change towards improving wellbeing for all – Think about what you or your group can bring to the Programme? What could be the game-changing actions? Who can help show the way forward? Who should the Executive partner and invest with to get the most impact from our collective efforts? Who is best placed to deliver programmes on the ground? What ideas are there for innovative new things or for seeing problems in a new light or for working in different ways?

### **Next Steps**

This initial consultation is open for the next eight weeks to Monday 22 March 2021. The results will then be analysed and, where appropriate, adjustments made. More detailed action plans will then be developed and there will be further engagement with stakeholders and delivery partners.

To support the fact that this is to be a Programme for Government that is maintained in a “live” format responsive to changing circumstances and always open to new ideas and ways of working, and with a view to making it a programme that is impactful, responsive and inclusive, the Executive recognises the importance of continuous civic

engagement and it sees that as an essential aspect of the Outcomes-based approach moving forward. In that respect, consultation about the Programme and its monitoring processes will never close.

## Responding to the Consultation

The best way to respond to this consultation is online, through our survey which can be accessed here:

<https://consultations.nidirect.gov.uk/nisra-pfg-analytics/pfg-consultation/>

This is quick and simple to complete, and provides for views on the Outcomes and Key Priority Areas for Action that form the Framework.

A copy of the survey is also available for you to download at the following link:

[www.northernireland.gov.uk/pfg-downloads](http://www.northernireland.gov.uk/pfg-downloads)

Completed hard copy survey questionnaires and general written responses can be sent to us by:

E-mail at: [pfg@executiveoffice-ni.gov.uk](mailto:pfg@executiveoffice-ni.gov.uk)

Or

Post at: Programme for Government Team,  
The Executive Office  
Block E, Castle Buildings  
Stormont Estate  
Belfast  
BT4 3SR

Separate easy read and children's versions of the consultation document, and a children's survey questionnaire are available here:

Easy Read Version Consultation Document:

[www.northernireland.gov.uk/pfg-consultation-documents](http://www.northernireland.gov.uk/pfg-consultation-documents)

Children's Version Consultation Document:

[www.northernireland.gov.uk/pfg-consultation-documents](http://www.northernireland.gov.uk/pfg-consultation-documents)

Children's Version Survey Questionnaire:

<https://consultations.nidirect.gov.uk/nisra-pfg-analytics/pfg-childrens-consultation>

Responses to this consultation are invited until 11.59pm on 22 March 2021.

We look forward to hearing from you and are keen to engage with you. If you want to speak to a member of the Team about the PfG or the approach being taken, or if you or a group you are involved with would like to participate in a PfG engagement event, please do let us know.

***Note – Due to COVID-19 restrictions, all engagement activities will be conducted using a virtual platform.***

### **Privacy, Confidentiality and Access to Consultation Responses**

To support transparency in our decision making process, all responses to this consultation will be made public (subject to our Moderation Policy). This will include the name of the responding organisation (if applicable). However, names of individuals will only be published if you give consent. Your contact details will not be published.

For more information about what we do with personal data please see our consultation privacy notice at Annex A.

Your response, and all other responses to this consultation, may also be disclosed on request in accordance with the Freedom of Information Act 2000 (FOIA) and the Environmental Information Regulations 2004 (EIR); however all disclosures will be in line with the requirements of the Data Protection Act 2018 (DPA) and the EU General Data Protection Regulation (GDPR) 2016.

If you want the information that you provide to be treated as confidential it would be helpful if you could explain to us why you regard the information you have provided as confidential, so that this may be considered if the Department should receive a request for the information under the FOIA or EIR.

#### **For further information:**

TEO Data Protection Officer  
Dr David Lammey  
Room A.5.16 Castle Buildings  
BELFAST  
BT4 3SR

TEL: 028 9052 8242 (or NICS internal number: 28242)

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# Programme for Government Draft Outcomes Framework

## Our children and young people have the best start in life

We know there is a strong relationship between what happens in the earliest years of life and future health and wellbeing. It is our responsibility to ensure our young people get the best start in life and grow up safe, healthy and happy.

This Outcome is about ensuring all our children and young people grow up in a society which provides the support they need to achieve their potential.

We want to ensure all our children and young people have access to the high quality education they all deserve and are equipped with the skills to help them make the best life choices. We also recognise the importance of ensuring our children and young people have good health, quality physical environments with space to play, opportunities for cultural and artistic expression and to make a positive contribution to society, and protection from violence and harm.

We want to make sure that families, childcare and education providers and those responsible for meeting the needs of more vulnerable children and young people are equipped to provide the high quality level of care and support required of them, so that all our children and young people enjoy their childhood and adolescence and grow to become resilient, confident and well equipped to take on the challenges and opportunities that adulthood brings.

### **Key Priority Areas**

#### **Access to Education**

Addressing resourcing pressures, taking a strategic approach to area planning i.e. ensuring all have access to fit for purpose schools and supporting our education sector, including integrated and shared education.

**(Department of Education, Department of Finance)**

#### **Capability and Resilience**

Equipping children and young people with the knowledge and support to make safe, healthy and sustainable life choices, building their social, cultural and environmental awareness and self-confidence through team sports, and cross community activities.

**(Department of Health, Department of Justice, Department for Communities, Department of Education, Department for Infrastructure, Department of Agriculture, Environment and Rural Affairs)**

## **Care**

Providing stable, nurturing environments for looked after children, those formerly in care, and 'newcomer' children, and giving them the best possible standards of support.  
**(Department of Education, Department of Health)**

## **Early Years**

High quality healthcare provision for parents and infants, supporting and enabling parents into work with accessible and affordable childcare, meeting the complex needs of children, addressing child poverty with appropriate welfare and support, and supporting learning and development with universal and targeted services.  
**(Department of Health, Department for Communities, Department of Education)**

## **Skills and Attainment**

Delivering a high quality curriculum and an enhanced approach to careers advice, improving educational achievement and life chances, addressing persistent underachievement, and supporting children with specific needs, such as SEN and those with English as an additional language to access the curriculum.  
**(Department of Education, Department for the Economy, Department of Agriculture, Environment and Rural Affairs)**

The following strategies could help deliver these key priority areas  
(This is not an exhaustive list):

- Children and Young People's Strategy (NDNA)
- Childcare Strategy (NDNA),
- Child Poverty Strategy (NDNA)
- Food Strategy Framework
- Strategy for Looked After Children
- Road Safety Strategy
- Sports Strategy
- DAERA Knowledge Framework

## **We live and work sustainably – protecting the environment**

Our health and wellbeing are directly affected by the quality of the environment around us. We have a collective responsibility to tackle climate change to ensure that our children and future generations can draw benefit and enjoyment from our environment, and each of us must play a part in ensuring that happens.

By taking a Green Growth approach we will manage our resources efficiently and effectively, reducing our carbon emissions to ensure our environment is protected and enhanced while achieving sustainable economic growth to create a living and working active landscape that can be enjoyed and valued by everyone.

We need to ensure our infrastructure is integrated, efficient and sustainable and people are encouraged to make environmentally responsible choices.

### **Key Priority Areas**

#### **Natural Environment**

Protecting and enhancing biodiversity and the natural environment, supporting sustainable practices and resource use in the energy, agri-food, fishing and forestry sectors and ensuring human, animal and plant health.

**(Department of Agriculture, Environment and Rural Affairs, Department for Infrastructure)**

#### **Green Economy**

Creating economic opportunity through tackling climate change and reducing greenhouse gas emissions (including energy decarbonisation).

**(Department for the Economy, Department of Agriculture, Environment and Rural Affairs, Department for Infrastructure)**

#### **Built Environment**

Creating and shaping high quality, sustainable, places for people to live, work and spend leisure time. Furthering sustainable development and supporting positive place-making and effective stewardship.

**(Department for Infrastructure, Department for Communities, Department of Finance)**

#### **Housing**

Maintaining and redeveloping our current housing stock and ensuring new houses are built in an energy-efficient, sustainable way that protects our natural environment and built heritage.

**(Department for Infrastructure, Department for Communities, Department of Finance)**

### **Active and Sustainable Transport**

Promotion of and access to safe, active and sustainable transport to encourage people to make environmentally responsible choices about transport.

**(Department for Infrastructure, Department of Education)**

### **Waste Management**

Reducing and reusing the waste we produce by improving the services and infrastructure to enable the processing of waste materials and increasing awareness and understanding to drive cultural and behavioural change to result in less waste being generated, and a greater proportion of waste being reused or recycled.

**(Department of Agriculture, Environment and Rural Affairs)**

### **Water and Wastewater Management**

Enhancing and improving the existing network and infrastructure to ensure service delivery and sustainable environmental management.

**(Department for Infrastructure, Department of Agriculture, Environment and Rural Affairs)**

The following strategies could help deliver these key priority areas

(This is not an exhaustive list):

- Green Growth Strategy
- Environment Strategy
- Food Strategy Framework
- Future Agriculture Policy Framework
- Biodiversity Strategy
- Sustainable Land Management Strategy
- NI Forestry A Strategy for Sustainability and Growth
- Marine Strategy
- Fisheries Strategy
- R&D Strategy
- Children and Young People's Strategy
- Energy Strategy
- Regional Development Strategy
- Circular Economy Strategy
- Economic Strategy
- Education and Skills Strategy
- Invest NI Strategy
- Anti-Poverty Strategy
- NIHE draft Supporting People Strategy
- Investment Strategy
- Fuel Poverty Strategy
- Future Clean Air Strategy
- DAERA Knowledge Framework

## **We have an equal and inclusive society where everyone is valued and treated with respect**

It is important that everyone in our society feels included and valued and that we can all respect and celebrate the diversity of our society.

This Outcome is about tackling inequality and discrimination, increasing trust and respect, promoting understanding, ensuring that a person's background or identity is not a barrier to their participation in society.

We want to address the legacy of the past and create space for sharing between traditionally divided and new communities.

### **Key Priority Areas**

#### **Inclusion and Tackling Disadvantage**

Tackling the issues that lead to inequality and disadvantage in terms of welfare and poverty, and providing support where it is needed in both urban and rural communities. **(Department for Communities, The Executive Office, Department of Education, Department of Agriculture, Environment and Rural Affairs)**

#### **Rights and Equality**

Promoting and protecting the rights of individuals to ensure we are recognizing and respecting diversity, ensuring everyone feels included. **(Department for Communities, The Executive Office, Department of Finance, Department of Agriculture, Environment and Rural Affairs)**

#### **Legacy**

Delivering for those affected by the legacy of the Troubles, seeking to promote a shared and reconciled future for all, and recognizing and valuing the achievements of the peace process to date. **(The Executive Office, Department of Justice)**

#### **Tackling Sectarianism, Building Respect and Identity**

Tackling the issues of the past and ending sectarianism. Promoting, protecting and providing education on the rights of individuals across our public services to ensure different values and identities are respected and welcomed in society. **(The Executive Office, Department for Communities, Department of Justice, Department of Education)**

The following strategies could help deliver these key priority areas (This is not an exhaustive list):

- Anti-poverty strategy (NDNA)
- Child Poverty (NDNA)

- Childcare Strategy
- Racial Equality Strategy
- Active Ageing Strategy
- Children and Young People's Strategy
- T:BUC Strategy
- Disability Strategy
- Gender Strategy
- Sexual Orientation Strategy
- Irish Language Strategy
- Ulster Scots Strategy
- Anti-poverty Strategy
- Strategy for Looked After Children
- Food Strategy Framework

## **We all enjoy long, healthy active lives**

Our physical and mental health impacts on every aspect of our lives.

This Outcome is about enabling and supporting people to maintain their health and lead healthy, active lives, addressing the factors which impact on mental and physical health.

We want to ensure everyone has access to high quality care when they need it throughout their lives.

### **Key Priority Areas**

#### **Access to Health**

Taking forward health and social care reform to ensure we can deliver safe, high quality services to meet the challenges of the future, and provide the right services where they are needed.

**(Department of Health, Department of Finance)**

#### **Inclusion and Tackling Disadvantage**

Address the issues that lead to inequality and disadvantage in terms of health and healthcare.

**(Department of Health, Department for Communities)**

#### **Mental Health and Wellbeing**

Promoting positive attitudes towards mental health and wellbeing. Ensuring access to a comprehensive array of early intervention and healthcare services to address mental health issues where they present.

**(Department of Health, Department of Education, Department for the Economy, Department of Agriculture, Environment and Rural Affairs)**

#### **Older People**

Considering the health and social care needs of an ageing population, promoting positive attitudes to older people and tailoring support to enable them to enjoy better health and active lifestyles.

**(Department of Health, Department for Communities)**

#### **Physical Health and Wellbeing**

Promoting positive public health measures, increasing awareness and supporting safe, active and healthy lives.

**(Department for Communities, Department of Health, Department for Infrastructure, Department of Education, Department for the Economy, Department of Agriculture, Environment and Rural Affairs)**

The following strategies could help deliver these key priority areas

(This is not an exhaustive list):

- Anti-poverty strategy (NDNA)
- Child Poverty (NDNA)
- Active Ageing Strategy
- Mental Health Strategy
- Health and Wellbeing 2026: Delivering Together
- Health and Social Care Workforce Strategy 2026: Delivering for Our People
- Sport and Physical Activity Strategy
- Disability Strategy
- Cancer Strategy
- Substance Misuse Strategy
- Making Life Better 2012-23
- Green Growth Strategy
- Food Strategy Framework
- Anti-poverty Strategy
- Mental Health Action Plan
- Protect Life 2 – Suicide Prevention Strategy
- Road Safety Strategy
- Sports Strategy
- Fuel Poverty Strategy
- Tackling Rural Poverty and Isolation Framework

## Everyone can reach their potential

It is important that everyone in society is supported to help them realise and achieve their potential.

This Outcome is about giving people access to better jobs across different sectors by developing more opportunities, supporting personal development, addressing the issues that lead to underachievement and strengthening links between industry and academia.

We want to help people achieve their ambitions and to feel confident and empowered to pursue their goals and interests.

### **Key Priority Areas**

#### **Capability and Resilience**

Supporting personal development opportunities for everyone, and building confidence and capacity.

**(Department for Communities, Department of Education, Department for the Economy, The Executive Office, Department of Agriculture, Environment and Rural Affairs)**

#### **Better Jobs**

Creation and development of more opportunities and better jobs, by tackling issues such as job security, wages and flexibility and giving employees a voice. Improving employability and helping those who are unemployed into work and ensuring we develop a workforce that is equipped and ready for employment. Protecting workers' rights, addressing "zero hours" contracts and barriers to employment.

**(Department for Communities, Department for the Economy)**

#### **Skills and Attainment**

Addressing underachievement alongside skills shortages, aligning Further Education and Higher Education to labour market demand, supporting vocational training and apprenticeships, as well as qualifications and tertiary education and continuing professional development.

**(Department for the Economy, Department of Education, Department of Agriculture, Environment and Rural Affairs)**

## **Sports, Arts & Culture**

Supporting creative industries, oversight and delivery for the arts, cultural and language sectors. Promoting cohesive communities through the culture, arts and language sectors

**(Department for the Economy, Department for Communities, The Executive Office)**

The following strategies could help deliver these key priority areas

(This is not an exhaustive list):

- Economic Strategy
- Skills Strategy
- Childcare Strategy
- DfC employability NI
- Disability Strategy (NDNA)
- Gender Strategy (NDNA)
- Children and Young People's Strategy (NDNA)
- Child Poverty Strategy (NDNA)
- Securing our Success – Apprenticeship Strategy
- Generating our Success the Youth Training Strategy Preparing for Success
- Tackling Rural Poverty and Social Isolation Framework
- DAERA Knowledge Framework

## **Our economy is globally competitive, regionally balanced and carbon-neutral**

A strong, regionally balanced, inclusive economy is essential if we are to tackle the social and economic challenges facing us. This will be very significant in terms of the impacts of exit from the EU and recovery from the COVID-19 crisis. It is also important that our economy grows in a sustainable way that supports and protects our environment.

It is internationally recognised that a sustainable development approach seeks to progress economic and social ambitions while protecting and enhancing the natural environment.

This Outcome is about creating the conditions required to achieve a strong, competitive economy that helps Northern Ireland compete on the global stage, attract investment and stimulate innovation and creativity.

The production of high quality, nutritious food is a crucially important factor for our economy. We want to provide the tools to enable the industry to pursue increased productivity in international terms. The intention is to grow an industry that is environmentally sustainable, supporting high quality air, water, and soil. An industry with a low carbon footprint which promotes biodiversity; is resilient to external shocks and operates within an integrated, efficient, sustainable, competitive and responsive supply chain.

We want to develop our infrastructure to enhance opportunities for growth and ensure growth in our economy is undertaken in an environmentally friendly way to help tackle climate change, striving for low-carbon/zero-carbon alternatives.

### **Key Priority Areas**

#### **Competing Globally**

Dealing with the outworking of the EU Exit Protocol and developing internationalisation to help Northern Ireland compete on the global stage, and to promote Northern Ireland as a sector to visit and invest in.

**(Department for the Economy, The Executive Office, Department of Finance, Department of Agriculture, Environment and Rural Affairs)**

## **Green Economy**

Developing our economy and energy supply in an environmentally friendly way, recognising the impacts industry has on climate change and striving for low-carbon / zero-carbon alternatives.

**(Department for the Economy, Department of Agriculture, Environment and Rural Affairs, Department for Infrastructure)**

## **Growth**

Growing the economy to attract and stimulate investment across Northern Ireland, including building sustainable investment, encouraging business start-ups and development through City and Growth Deals and supporting sustainable development of rural industries.

**(Department for the Economy, Department of Agriculture, Environment and Rural Affairs)**

## **Food, Farming and Fishing**

Providing the tools under a future agricultural policy to increase productivity, enhance environmental sustainability, improve resilience and supply chain integration of the agrifood industry.

**(Department of Agriculture, Environment and Rural Affairs)**

## **Infrastructure**

Developing our digital, energy and physical infrastructure to provide opportunities to grow business in all areas.

**(Department for Infrastructure, Department for the Economy, Department of Finance)**

## **Innovation**

Helping companies engage in innovation and research, and develop creativity and entrepreneurship.

**(Department for the Economy, Department of Finance, Department of Agriculture, Environment and Rural Affairs)**

The following strategies could help deliver these key priority areas

(This is not an exhaustive list):

- NI Innovation Strategy
- UK R&D Roadmap
- UK R&D Place Strategy
- Economic Strategy
- EU Exit Protocol
- Tourism Strategy
- Circular Economy Strategy
- Investment Strategy
- International Relations Strategy

- Exports Strategy
- Energy Strategy
- Green Growth Strategy
- Food Strategy Framework
- Future Agricultural Policy Framework
- City and Growth Deals
- Environment Strategy
- DAERA Innovation Strategy
- DAERA Digital Strategy
- NI Forest Service Strategy
- Marine Strategy
- Fisheries Strategy

## Everyone feels safe – we all respect the law and each other

This Outcome is about ensuring we all have a safe community and feel respected.

We need to tackle crime, reduce reoffending and divert people, especially young people, from entering the justice system by challenging and supporting people to change and assisting those in custody to make better life-choices when they are released.

It is important that we address the harm and vulnerability caused by crime and make the justice system more effective; the speed that cases progress through the system matters to victims and witnesses, their families and their communities and can help offenders to better understand the implications of their actions.

We need to promote understanding of different cultural identities to help build respect for each other.

### **Key Priority Areas**

#### **Access to Justice**

Improving the effectiveness and accessibility of justice at all levels, speeding up justice and supporting the PSNI in bringing about transformational change, and delivering for victims and survivors of historical abuse and for those affected by the legacy of the Troubles.

**(Department of Justice, Department of Finance, The Executive Office)**

#### **Address Harm and Vulnerability**

Supporting and putting protections in place for those who are vulnerable, meeting the needs of those who have experienced serious crime, including the complex needs of children, and delivering for victims and survivors.

**(Department of Justice, Department of Health)**

#### **Early Intervention and Rehabilitation**

Addressing offensive behaviors and tackling organized crime, supporting rehabilitation, intervening early, meeting the often complex needs of both children and adults throughout the justice system.

**(Department of Justice, Department of Health, Department for Communities, Department of Education)**

## **Tackling Sectarianism, Building Respect and Identity**

Supporting safe and resilient communities, building respect for cultural identities and rights of individuals, providing integrated and shared education, addressing hate crime, tackling sectarianism, ending paramilitary activity and addressing the harm and vulnerabilities caused by it.

**(Department of Justice, Department of Education, The Executive Office, Department for Communities)**

The following strategies could help deliver these key priority areas

(This is not an exhaustive list):

- Organised Crime Strategy
- Racial Equality Strategy (NDNA)
- T:BUC Strategy
- Children and Young People's Strategy (NDNA)
- A multi-agency three year victim and witness action plan
- 7 year Domestic and Sexual Violence Strategy
- Justice and Health Initiatives
- Executive Mental Health Strategy
- Digital Justice Strategy
- Reviews of Family and Civil Justice
- Committal Reform Programme (NDNA)
- Review of sentencing policy
- Tackling Paramilitary Activity, Criminality and Organised Crime

## **We have a caring society that supports people throughout their lives**

It is important that we as a society care for those who need our support.

This Outcome is about enabling everyone to live their life in a fulfilling way as valued members of an inclusive society.

We need to tackle the issues that lead to disadvantage and provide the services and support people need, when they need it.

### **Key Priority Areas**

#### **Disability**

Improving the quality of life for those of us with disabilities, empowering people to have more influence over their own lives and providing opportunities to participate in decisions that affect them.

**(Department for Communities, Department of Health, Department for the Economy, Department for Infrastructure)**

#### **Housing**

Tackling homelessness. Facilitating and supporting housing associations, provision and maintenance of appropriate social housing, investment in new social and affordable homes.

**(Department for Communities, Department of Finance)**

#### **Inclusion and Tackling Disadvantage**

Supporting people to build a route out of poverty, administering an effective social security / benefits system to those who need it, tackling the issues that lead to inequality.

**(Department for Communities)**

#### **Mental Health and Wellbeing**

Promoting positive mental health and wellbeing, and addressing social issues, risk factors and environmental impacts, such as social isolation and loneliness. Providing access to supportive services and promoting early intervention.

**(Department for Communities, Department for Infrastructure, Department of Health, Department of Education, Department of Agriculture, Environment and Rural Affairs)**

## **Older People**

Considering the health and social care needs of an ageing population, promoting positive attitudes to older people and tailoring support to enable them to participate fully in society.

**(Department for Communities, Department of Health, Department for Infrastructure)**

The following strategies could help deliver these key priority areas

(This is not an exhaustive list):

- NIHE's draft Supporting People strategy
- Disability Strategy (NDNA)
- Active Ageing (NDNA)
- Anti-Poverty Strategy
- Child Poverty Strategy
- Green Growth Strategy

## People want to live, work and visit here

This Outcome is about promoting Northern Ireland as a place where people want to live, work and visit.

We want to retain and attract people to live and work here by having attractive employment, a healthy and clean environment, recreation and housing opportunities where people feel respected and safe.

We want to build on international relations and enhance our reputation, deal with the impacts of EU Exit and the COVID-19 pandemic, attract investment and help grow our economy.

We want to promote our built and natural environment our sports, arts and culture sectors to encourage tourism and provide opportunities for people to take part in the things they enjoy.

### **Key Priority Areas**

#### **Competing Globally**

Retaining our workforce and attracting newcomers and inward investment. Dealing with the impacts of EU Exit. Meeting international environmental standards. Promotion of Northern Ireland as a place to live, study, work and visit.

**(Department for the Economy, The Executive Office, Department of Agriculture, Environment and Rural Affairs)**

#### **Better Jobs**

Creating varied, fulfilling and quality employment opportunities for our workforce to support retention of our workforce, and attracting skilled workers to Northern Ireland's industries.

**(Department for the Economy)**

#### **Growth**

Growing the economy to attract and stimulate investment across Northern Ireland, including building sustainable investment, encouraging business start-ups and development through City and Growth Deals and supporting sustainable development of rural industries, including increased digital access.

**(Department for the Economy, Department of Finance, Department for Infrastructure, Department of Agriculture, Environment and Rural Affairs)**

## **Housing**

Tackling the issues to ensure everyone has access to good-quality, affordable housing and in promoting an integrated, shared society.

**(Department for Communities, The Executive Office)**

## **Tackling Sectarianism, Building Respect and Identity**

Supporting safe and resilient communities, building respect for cultural identities and rights of individuals, providing shared/integrated education, tackling sectarianism, ending paramilitary activity and addressing the harm and vulnerabilities caused by it.

**(Department of Justice, Department of Education, The Executive Office, Department for Communities)**

## **Sports, Arts and Culture**

Providing access to sports, arts and culture and encouraging and facilitating opportunities for people to get involved. Promoting built heritage, eco-tourism and outdoor recreation. Providing spaces and facilities for sports, arts and culture events and activities to take place.

**(Department for Communities, Department for Infrastructure, Department of Agriculture, Environment and Rural Affairs)**

## **Planning**

Creating and shaping high quality, sustainable, places for people to live, work and spend leisure time. Furthering sustainable development and supporting positive place-making and effective stewardship.

**(Department for Infrastructure, Department for Communities, Department of Agriculture, Environment and Rural Affairs)**

The following strategies could help deliver these key priority areas

(This is not an exhaustive list):

- Investment strategy
- Economic strategy
- T:BUC Strategy
- Tourism Strategy
- Green Growth Strategy
- City and Growth Deals
- Food Strategy Framework
- Rural Policy Framework (under development)

## **PFG Consultation Privacy Notice**

[EU General Data Protection Regulation \(GDPR\) 2016](#) and [Data Protection Act \(DPA\) 2018](#)

The Executive Office (TEO) is committed to protecting your privacy. This privacy notice explains how TEO uses information about you and the ways in which we will safeguard your data.

### **Why we process personal information**

We will process personal data provided in response to consultations for the purpose of informing the development of our policy, guidance, or other regulatory work in the subject area of the request for views. We will publish a summary of the consultation responses and, in some cases, the responses themselves but these will not contain any personal data. We will not publish the names or contact details of respondents, but will include the names of organisations responding along with those of individuals working in a private capacity.

If you have indicated that you would be interested in contributing to further departmental work on the subject matter covered by the consultation, then we might process your contact details to get in touch with you.

### **Lawful basis for processing**

In order to comply with data protection legislation, we must have a lawful basis for processing any personal data. The processing that this Department carries out is on a 'Public Task' basis (i.e. Article 6(1)(e) of the GDPR: the processing is necessary for the Department to perform a task in the public interest or for our official functions, and the task or function has a clear basis in law).

We will only process any special category (sensitive) personal data you provide, which reveals racial or ethnic origin, political opinions, religious belief, health or sexual life/orientation when it is necessary for reasons of substantial public interest under Article 9(2)(g) of the GDPR, in the exercise of the function of the department, and to monitor equality.

### **The type of personal data we process**

We process personal data relating to:

- Names
- Telephone Numbers

- Postal addresses
- E-mail addresses

### **How will your information be used and shared**

We process the information internally for the above stated purpose. We don't intend to share your personal data with any third party. Any specific requests from a third party for us to share your personal data with them will be dealt with in accordance the provisions of the data protection legislation.

### **How long will we keep your information**

Information from responses to a consultation will be retained until our work on the subject matter of the consultation is complete. Data will be retained for five years in line with TEO's approved retention and disposal schedule.

### **What are your rights**

- You have the right to obtain confirmation that your data is being [processed, and access to your personal data](#)
- You are entitled to have personal data [rectified if it is inaccurate or incomplete](#)
- You have a right to have personal data [erased and to prevent processing](#), in specific circumstances
- You have the right [to 'block' or suppress processing](#) of personal data, in specific circumstances
- You have the right to [data portability](#), in specific circumstances
- You have the right to [object to the processing](#), in specific circumstances
- You have rights in relation to [automated decision making and profiling](#).

### **Alternative formats/General enquires**

If you have any other queries about this Privacy Notice or need a copy in an alternative format or language, please contact the PFG Team at the address below.

Programme for Government Team,  
The Executive Office  
Rm A5.01, Block E  
Castle Buildings  
Stormont Estate  
Belfast, BT4 3SR

Telephone: 028 9052 3466  
E-mail: [pfg@executiveoffice-ni.gov.uk](mailto:pfg@executiveoffice-ni.gov.uk)

## **Complaints**

If you wish to request access, object or raise a complaint about how we have handled your data, you can contact our Data Protection Officer using the details provided below.

Dr David Lammey  
Data Protection Officer  
The Executive Office  
Room A5.16, Castle Buildings  
Belfast, BT4 3SL

Telephone: 028 9052 0694

Email: [David.Lammey@executiveoffice-ni.gov.uk](mailto:David.Lammey@executiveoffice-ni.gov.uk)

If you are not satisfied with our response or believe we are not processing your personal data in accordance with the law, you have the right to lodge a complaint with the Information Commissioner's Office (ICO):

Information Commissioner's Office  
Wycliffe House  
Water Lane  
Wilmslow  
Cheshire  
SK9 5AF

Telephone: 0303 123 1113

Email: [casework@ico.org.uk](mailto:casework@ico.org.uk)

Website: <https://ico.org.uk/global/contact-us/>

## **Changes to this privacy notice**

We keep this Privacy Notice under regular review. This Privacy Notice was last updated on 22 December 2020.