



The Commission for
Victims & Survivors

Outcome Delivery Plan 2020-21 Outturn

Last reviewed by SMT	21/04/2021
Last reviewed by Board	27/08/2020

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1. WHO WE ARE?

The Commission for Victims and Survivors for Northern Ireland (the Commission) was established in May 2008 under the Victims and Survivors Order 2006, as amended by the Commission for Victims and Survivors Act 2008.

The Commission is a Non-departmental Public Body of The Executive Office (formerly Office of the First Minister and deputy First Minister). The principal aim of the Commission is to promote the interests of victims and survivors of the Troubles/Conflict.

The Commission is unique in its construction and remit. Founded in May 2008 in the aftermath of forty years of conflict in Northern Ireland and ten years after it was first recommended in the Good Friday/Belfast Agreement which states:

“The participants believe that it is essential to acknowledge and address the suffering of the victims of violence as a necessary element of reconciliation. They look forward to the results of the work of the Northern Ireland Victims Commission.

It is recognised that victims have a right to remember as well as to contribute to a changed society. The achievement of a peaceful and just society would be the true memorial to the victims of violence.”

Anticipated by the Belfast/Good Friday Agreement in 1998, formulated in legislation in 2006, established by Ministers in 2008 and given a policy framework by the Northern Ireland Executive in 2009, the Commission’s principal aim is to promote the interests of victims and survivors. This aim is the central reference point for all of the Commission’s work.

The Commissioner

The Commissioner for Victims and Survivors is appointed by the First and deputy First Minister for an initial term of four years with the option to extend for a further four-year term. Judith Thompson was appointed Commissioner in 2015 and reappointed, by the Secretary of State, in 2019. Judith’s term ended on the 31 August 2020 and the position is currently vacant. The Commissioner fulfils the role of the Board to the Commission.

Staff at the Commission

The Chief Executive is responsible for supporting the work of the Commissioner and the day-to-day management of the organisation. The Chief Executive is the organisation's Accounting Officer.

The Chief Executive is supported by a Head of Research and Policy Development, a Head of Communications and Engagement and a Head of Corporate Services who make up the Senior Management Team of the organisation. The Senior Management Team is responsible for the leadership, strategy, and priorities of the Commission and for the delivery of the Work Programme and Budget.

The staffing structure of the Commission comprises of 11 employees. The Commission staff are highly experienced professionals whose skills reinforce working in partnership with the victims and survivors' sector.

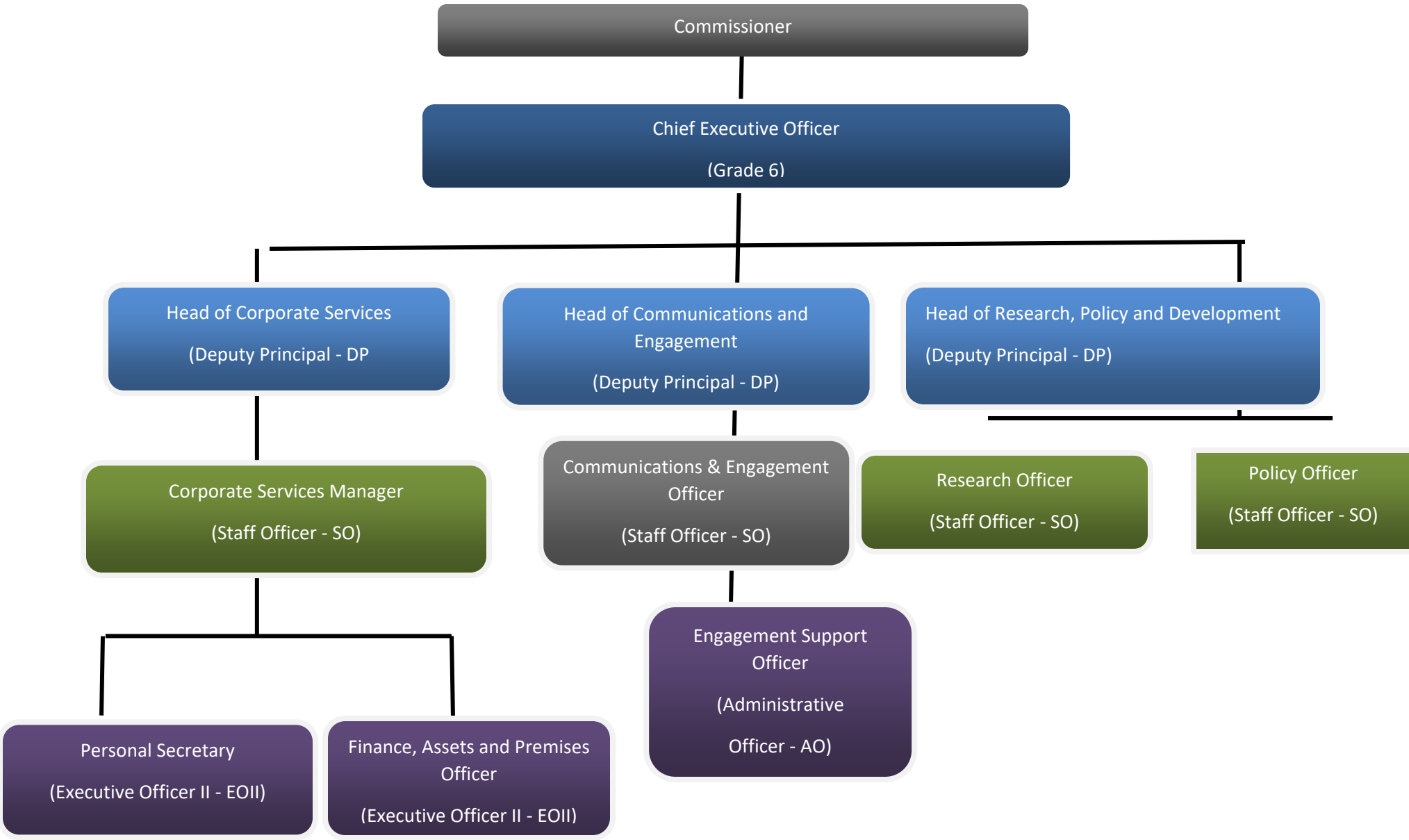
A restructure of the organisation is ongoing and there are several vacant posts in the organisation. The proposed and existing organisational structure are outlined below. Vacant posts have been filled by interim staff.

We continually seek to develop our staff in ways in which they are able to meet their full potential and enhance the contribution they make to the Commission's work. Staff are actively encouraged to research and learn about all aspects of their work and the issues that are important to victims and survivors.

Proposed Organisational Chart 2020/21



Existing Organisational Chart



2. WHY ARE WE HERE?

The Commission exists primarily to fulfil the founding statutory duties set out in the Victims and Survivors Order 2006 (these are detailed in Section 3). In doing so the Commission works under the strategic direction of the Victims and Survivors Strategy 2009-19 and advises government on how it should address the comprehensive and complex needs of many victims and survivors. The Commission also believes that supporting the needs of victims and survivors could make a substantial difference to life in Northern Ireland and contribute to many of the cross-cutting outcomes in the draft Programme for Government 2016-21.

The Commission however do not underestimate the scale of this issue. Research in 2017 indicates:

- 26% of the population said either they or a family member continue to be affected by a conflict-related incident.
- Between 1966 and 2006 3720 conflict related deaths occurred leaving these families mourning the loss of a loved one.
- 40,000 people have been left injured.
- 213,000 are experiencing significant mental health problems.

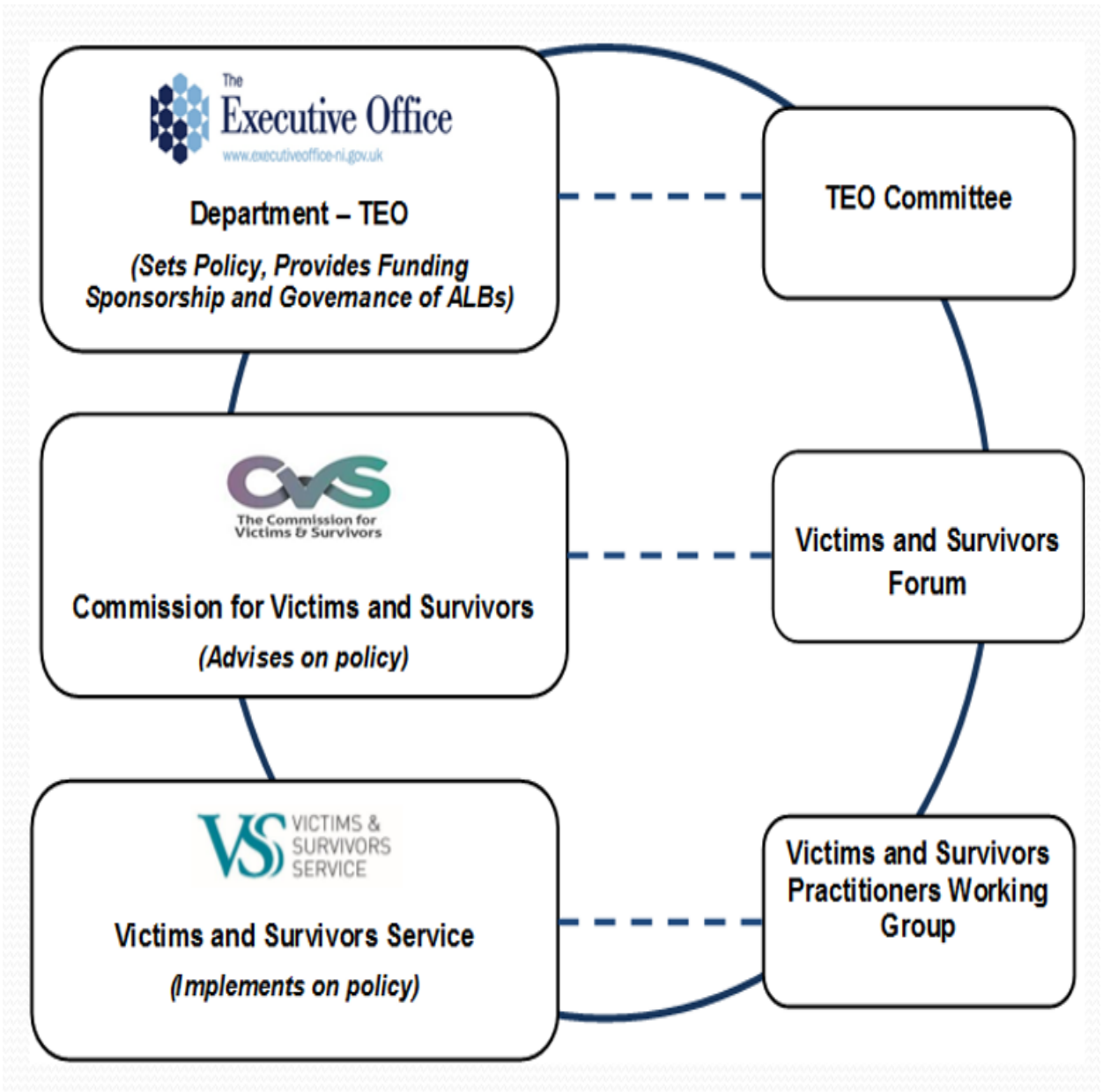
Victims and Survivors Strategy, 2009-2019 (Two-year extension to November 2021 with option to review or extend for a further period)

The three themes of dealing with the past, improving services and building for the future are underpinned by 11 overarching principles that the Commission seeks to adhere to:

1. Be victim and survivor centred and driven.
2. Address the practical and other needs of victims and survivors in a co-ordinated manner.
3. Ensure the services for victims and survivors are provided in response to assessed need, adhere to published standards and are designed to have clear outcomes.
4. Establish arrangements to ensure, through the work of the Commission and the Victims and Survivors Forum that the practical and other needs of victims and survivors are kept under review and that services are responsive to changing needs.
5. Promote collaborative working between statutory and voluntary organisations, community groups and others, where practicable.
6. Reduce the level of trauma for victims and survivors.
7. Build the trust and confidence of victims and survivors and assist them where this is consistent with their wishes and wellbeing, to participate on a sustained basis in the building of a shared and better future.
8. Ensure that while recognising their particular needs, victims and survivors work does not become isolated and that people should not be defined solely as a victim and survivor but as people with the same needs and aspirations as the wider population.
9. Ensure, so far as is practicable, that victims and survivors work is integrated with and can influence other government policies and initiatives.
10. Ensure that victims and survivors play an active role in the development of ways to deal with the past and other transitional mechanisms affecting their journey towards recovery and well-being.

11. Assist victims and survivors, where this is consistent with their wishes and wellbeing, to participate as part of wider society in addressing the legacy of the past.

The Victims and Survivors Strategy also established the roles and responsibilities of the key organisations responsible for the delivery of the strategy as illustrated below:



Comprehensive Needs Assessment, 2012

This research concluded on 7 key areas of need affecting victims and survivors that must inform our plans, policies and practices in dealing with victims and survivors:

1. Health and Wellbeing

- Ensure sufficient capacity exists
- Development of Pathways
- Ensure awareness of services and support
- Engagement with Health Professionals
- Development of Regional Trauma Service

2. Social Support

- Improve and maintain quality of life
- Contribution to a healthier and cohesive society
- Synergy with other programmes

3. Individual Financial Needs

- Uptake in schemes is monitored

4. Truth, Justice and Acknowledgement

- Customer care and understanding is improved within institutions dealing with the past
- Involve victims in the design and approach
- Offer other holistic support services

5. Welfare Support

- Meet and support welfare needs
- Signposting and referral mechanisms
- Bespoke Welfare advice

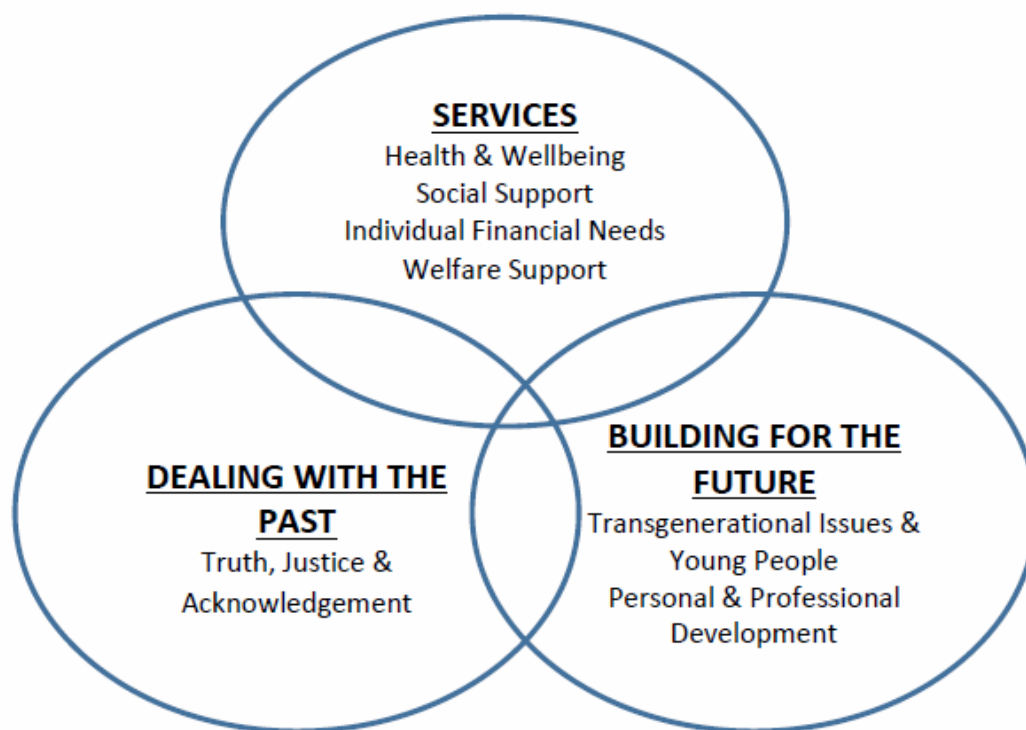
6. Transgenerational Issues and Young People

- Interdisciplinary approach
- Interagency approach
- Family therapy

7. Personal and Professional Development

- Network and link with other providers of personal development
- Add value with an Education Bursary

The three strategic themes of the Victims and Survivors Strategy and the seven areas of need identified in the Comprehensive Needs Assessment are interrelated and interdependent as illustrated



Draft Programme for Government 2016-21

The work of the Commission has also been aligned to the draft Programme for Government outcomes as follows:

- Outcome 4 - We enjoy long, healthy, active lives;
- Outcome 5 – We are an innovative, creative society where people can fulfil their potential;
- Outcome 7 - We have a safe community where we respect the law and each other;
- Outcome 8 - We care for others and we help those in need; and
- Outcome 12 - We give our children and young people the best start in life.
- Under Outcome 7 there is currently limited detail on the Respect Index and Increased Reconciliation. These broader societal issues are of interest to the Commission as part its strategic focus on Building for the Future.

3. HOW THE COMMISSION WORKS?

Vision

Improve the overall wellbeing of victims and survivors.

Mission

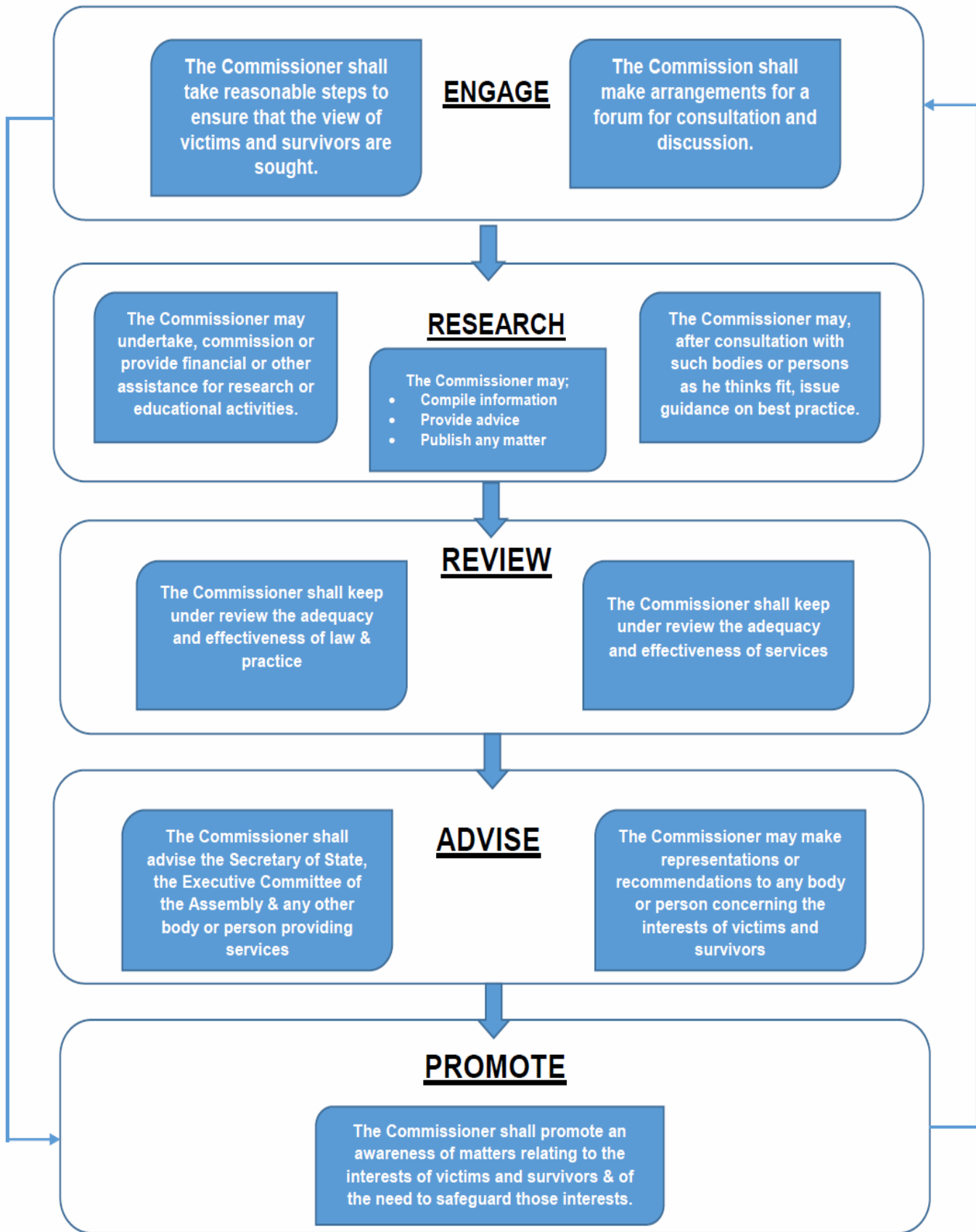
Address the needs of victims and survivors by addressing the legacy of the past, ensuring excellent service provision and building for a better future.

Values

All the Commission's work is underpinned by a number of core values. These are used in the Commission's day-to-day work and the Commission seeks outcomes based on the fulfilment of these values:

- **TRUST** - Working confidentially, impartially and respectfully with victims and survivors, external stakeholders and each other to develop and sustain open and honest relationships.
- **UNDERSTANDING** - Listening to and learning from victims and survivors and others.
- **RESPONSIVE** - Continually developing our people and raising service standards through growth and innovation.
- **ACCOUNTABLE** - Applying the highest level of corporate governance and professional standards to all that we do.
- **INDEPENDENCE** - Upholding our statutory duties and maintaining a critical distance to challenge Government and relevant authorities on behalf of victims and survivors.

The Commission's work is primarily enabled by our statutory duties and powers. The way in which the Commission work follows a set pattern of extensive engagement with victims and survivors; conducting and commissioning research to further explore any issues raised; review of services, law and practice affecting victims and survivors; formal policy advice and representation to government; and the promotion and communication of victims' issues in the wider public domain. This approach and the Commission's statutory duties and powers are outlined below:



The Commission's Outcome Delivery Plan provides details of the specific activities and outputs required to fulfil these duties. The actual difference our work will make is set out as corporate outcomes in the next section.

The Commission had a budget of £892,000 over the 2020/21 financial year. This was used for staff costs, premises and overhead costs and the remainder of our funding enables the Commission to carry out engagement, communication and research activities.

The Commission continues to deliver a research programme of four research projects funded under the PEACE IV Programme. This three-year programme that has been supported by £362,545 funding from the PEACE IV programme and is due to conclude during 2021.

4. HOW THE COMMISSION KNOW IF IT IS MAKING A DIFFERENCE?

The detailed 2020/21 Outcome Delivery Plan provides specific details on:

- Key Performance Indicators grouped by the Commission's 6 Key Corporate Outcomes.
- Actions, activities, outputs and how they will be measured.
- Senior Responsible Officer for each programme area.
- Resource Allocation (which includes programme budget, staff, and overhead allocation).

Progress against each KPI will be colour coded using RAG status to illustrate where targets are:

Red:	There is a strong likelihood based on trends or evidence that the target will not be achieved, or the target has been missed.
Amber:	It is not currently on target but is being monitored and action is being taken which is likely to ensure it is brought back on target.
Green:	Target will be met with no issues identified
Blue:	Completed targets

Progress against outcomes is monitored on a regular basis by the Commission's SMT, Board and Audit and Risk Assurance Committee and at the Accountability meetings with the Department.

Policy Impact Statement

On an annual basis the Commission will complete a Policy Impact Statement reviewing the extent to which achievement of the Key Actions, activities and outputs, and measures outlined in the Outcome Delivery Plan have ensured the Commission has met its Corporate Outcomes.

5. WHAT DIFFERENCE CAN THE COMMISSION MAKE?

In adopting an outcomes-based accountability approach for this corporate plan, the Commission, Victims and Survivors Service and The Executive Office have worked collaboratively to draft strategic outcomes for all services and funding provided under the current strategy for victims and survivors.

These 5 outcomes have been framed around the 7 areas of need identified in the Comprehensive Needs Assessment as follows:

1. **Improved health and wellbeing of victims and survivors;**
2. **Victims and survivors, and those most in need, are helped and cared for;**
3. **Victims and survivors, and their families, are supported to engage in legacy issues;**
4. **Children and grandchildren of victims and survivors are given the best start in life;**
5. **Improved access to opportunities for learning and development for victims and survivors.**

Against these corporate outcomes, indicators have been identified and aligned with measures to monitor the extent of achievement for each of the outcomes.

Outcomes have also been aligned to draft Programme for Government outcomes to show the contribution these can make at a population level. The indicators and measures contained within this plan however are set at an organisational performance level to distinguish the difference the Commission can make and therefore be held accountable for.

The 5 outcomes are summarised in the following table and then followed by more explanation of how these outcomes can make a significant improvement to the lives of victims and survivors.

We have also identified a specific outcome for the efficient and effective governance and management of the Commission with detailed activities and outputs presented in our annual outcome delivery plan.

6. DETAILED OUTCOME DELIVERY PLAN 2020/21

Detailed in the plan are the key actions, activities, outputs, measurements and resource allocation for the organisation.

It is underpinned by detailed Team Work Programmes and Individual Performance Plans of Commission staff.

The key actions follow our set pattern of engagement, research, review, advising and promoting strategic issues affecting victims and survivors.

Corporate Outcome 1: Improved health and wellbeing of victims and survivors


PfG Outcome 4 – We enjoy long, healthy, active lives.

PfG Indicators - 26. A Respect Index

31. % who think leisure centres, parks, libraries and shopping centres in their areas are “shared and open” to both Protestant and Catholics

35. % of the population who believe their cultural identity is respected by society

Achievement of Outcome to be evidenced in end of year Policy Impact Statement

KEY ACTIONS	ACTIVITIES AND OUTPUTS	MEASUREMENT	RESOURCE	SRO	RAG & COMMENTS
<p>1.1. Forum contribution to improved health & wellbeing</p>	<p>Forum Summary Paper on Health & Wellbeing submitted to Commissioner by end of Quarter 4 in 2020/21.</p> <p>Every four months engagement with the Victims and Survivors Service on issues that arise for victims.</p> <p>Forum will be represented on, and engage with, the Service Users working group of the Regional Trauma Network</p>	<p>Forum paper to Commissioner is informed by experiences of members that enhances the quality of the advice provided.</p> <p>Forum share knowledge and experience with other agencies.</p> <p>End of year Policy Impact Statement will provide analysis and evidence of impact of outcome to date and projected future impact on policy or services.</p>	<p>£26,126</p>	<p>Head of C&E</p>	 <p>The monthly Policy Identification document outlines Forum contribution.</p> <p>In the absence of a Commissioner, these papers have been provided to the Chief Executive.</p> <p>The views and positions reflected in the monthly Forum policy identification document will be reflected in the final policy impact statement.</p>

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KEY ACTIONS	ACTIVITIES AND OUTPUTS	MEASUREMENT	RESOURCE	SRO	RAG & COMMENTS
<p>1.2. Communications & Engagement</p>	<p>Communications and Engagement Strategy will identify key stakeholders including those from the sector, victims and survivors’ groups and individuals.</p> <p>Commission undertakes communications and engagement activity to raise why victims and survivors’ issues are important to civic society.</p>	<p>Commission monitors, and identifies, advice reflected in policy developed by key stakeholders.</p> <p>Improved communications, and public awareness on the analytical data of the work of the Commission, strengthens lobbying and advocacy role for victims.</p>	<p>£26,126</p>	<p>Head of C&E</p>	<p style="text-align: center;"></p> <p>Commission has met with a range of identified stakeholders throughout the financial year on issues relating to health and wellbeing.</p> <p>Engagement in this area has primarily centred around the Victims and Survivors Service, its funded community organisations and TEO Victims Unit.</p> <p>Stakeholder engagement helped inform the Peace IV funded research projects,</p>

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KEY ACTIONS	ACTIVITIES AND OUTPUTS	MEASUREMENT	RESOURCE	SRO	RAG & COMMENTS
					particularly the Needs Review, Trauma Services and Advocacy Services projects.
<p>1.3. Commission contributes to developing new Regional Trauma Network</p>	<p>Commission will continue to support work to develop the new Regional Trauma Network. This will include ongoing engagement with The Executive Office, Department of Health, Regional Health and Social Care Board, the Victims and Survivors Service and wider sectoral partners.</p>	<p>Regional Trauma Network Partnership Board and Working Groups will reflect advice and considerations of the Commission in developing plans for the Regional Trauma Network.</p>	<p>£20,343</p>	<p>Head of R&PD</p>	<div style="text-align: center;">  </div> <p>CVS continued to attend a range of meetings raising issues supporting ongoing development of the RTN. These meetings included</p> <ul style="list-style-type: none"> • Implementation Team • Partnership Board • DoH Meetings • Sectoral Working Group Meetings

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KEY ACTIONS	ACTIVITIES AND OUTPUTS	MEASUREMENT	RESOURCE	SRO	RAG & COMMENTS
					<ul style="list-style-type: none"> Meetings with political parties <p>Work was suspended by the HSCB Board due to issues of referral into the RTN</p> <p>Development work relating to the RTN has also been affected by the impact of the COVID-19 pandemic.</p>
1.4. Review of Trauma Services Research Project	<p>Commission will continue to effectively manage to completion the PEACE IV funded Review of Trauma Services research project.</p> <p>Draft Report due July 2020.</p>	<p>Second Interim Report will be submitted to the Commission in April 2020.</p> <p>Commission will monitor progress through</p>	£20,343	Head of R&PD	 <p>The Commission’s RPD team continued to work with the Queens University Belfast Research Team to ensure project milestones</p>

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KEY ACTIONS	ACTIVITIES AND OUTPUTS	MEASUREMENT	RESOURCE	SRO	RAG & COMMENTS
	Final Report due December 2020.	convening meetings of the Research Advisory Committee and Trauma Services Research Project Group.			<p>were met (despite the significant impact of the COVID-19 pandemic on the project).</p> <p>Interim Report submitted to the Commission by the Research Team in April 2020</p> <p>The Commission convened meetings between the Research Team and the Research Advisory Committee throughout 2020-21.</p> <p>Draft Report submitted by the Research Team in August 2020</p> <p>The project has experienced a delay to</p>

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KEY ACTIONS	ACTIVITIES AND OUTPUTS	MEASUREMENT	RESOURCE	SRO	RAG & COMMENTS
					<p>allow time for stakeholder feedback to be considered by the Research Team and where applicable integrated into the final report.</p> <p>The Commission is working with the research team towards final report submission in mid-late March 2021.</p>
<p>1.5. Measuring Forum contribution</p>	<p>Forum contributions at meetings to be detailed from a policy perspective and to be reflected under consideration as:</p> <ul style="list-style-type: none"> • Operational matter; • Informing the Commissioner; • Commissioner engagement; • Quarterly Review Report; and • Advice under development. 	<p>Completion of a Policy Identification Template for each VSF meeting.</p>	<p>£26,126</p>	<p>Head of R&PD</p>	 <p>Policy Identification Templates completed during 2020/21 and provided to the</p>

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KEY ACTIONS	ACTIVITIES AND OUTPUTS	MEASUREMENT	RESOURCE	SRO	RAG & COMMENTS
					Commissioner/Chief Executive.
Total Budget Allocation			£119,064		



Corporate Outcome 2: Victims and survivors, and those most in need, are helped and cared for

PfG Outcome 8 – We care for others and we help those in need.

PfG Indicators - 26. A Respect Index

35. % of the population who believe their cultural identity is respected by society

Achievement of Outcome to be evidenced in end of year Policy Impact Statement

KEY ACTIONS	ACTIVITIES AND OUTPUTS	MEASUREMENT	RESOURCE	SRO	RAG & COMMENTS
2.1. Forum contribution to helping those most in need	<p>Welfare and Pension issues discussed at Forum meetings.</p> <p>Regular engagement with the Victims and Survivors Service on needs /issues that arise for victims.</p>	<p>Advice from Forum members on welfare and pensions is informed by experiences of members. Is captured and enhances the quality of advice given.</p> <p>End of year Policy Impact Statement will provide analysis and evidence of impact of outcome to date and projected future impact on policy or services.</p>	£20,343	Head of C&E	 <p>The monthly Policy Identification document outlines Forum contribution.</p> <p>In the absence of a Commissioner, these papers have been provided to the Chief Executive.</p> <p>The views and positions reflected in the monthly Forum policy identification document will be reflected in the final policy impact statement.</p>
2.2. Communications & Engagement	<p>Communications and Engagement Strategy identifies key stakeholders including those from the sector,</p>	<p>Monitor and capture the feedback from victims and survivors from the implementation of the</p>	£26,126	Head of C&E	

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KEY ACTIONS	ACTIVITIES AND OUTPUTS	MEASUREMENT	RESOURCE	SRO	RAG & COMMENTS
	<p>victims and survivors’ groups and individuals.</p> <p>Commission undertakes communications and engagement activity to raise why victims and survivors’ issues are important to civic society.</p>	<p>new Victims Payment Scheme.</p>			<p>Commission has met with a range of identified stakeholders throughout the financial year on issues relating to helping those in need.</p> <p>In 20120/21, this work primarily centred around the Troubles Permanent Disablement Scheme and engagement with stakeholders to inform the Peace IV funded research projects, particularly the Needs Review Project.</p> <p>Stakeholder engagements included politicians, policy makers, funded service delivery organisations, government departments and</p>


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KEY ACTIONS	ACTIVITIES AND OUTPUTS	MEASUREMENT	RESOURCE	SRO	RAG & COMMENTS
					individual victims and survivors. Communications tactics included press releases, surveys, website news releases and social media updates.
<p>2.3. Monitoring and Reporting on Services</p>	<p>Quarterly trilateral meetings with the Victims and Survivors Service and The Executive Office.</p> <p>Monthly meetings between Victims and Survivors Service Chair and the Commissioner.</p> <p>Quarterly meetings between The Executive Office Director and the Commissioner.</p> <p>VSS Quarterly Review reports completed and submitted during 2020/21.</p>	<p>Ongoing review of services to ensure high standards are maintained.</p> <p>End of year Policy Impact Statement will provide analysis and evidence of impact of outcome to date and projected future impact on policy or services.</p>	<p>£20,343</p>	<p>Head of R&PD</p>	 <p>Trilateral meetings, quarterly meetings between Commissioner and VSS Chair, and meetings between The Executive Office Director and Commissioner continued throughout 2020/21. Chief Executive continued to engage with VSS Chief Executive and Chair in the absence of a Commissioner.</p>


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KEY ACTIONS	ACTIVITIES AND OUTPUTS	MEASUREMENT	RESOURCE	SRO	RAG & COMMENTS
	<p>Review Standards data and information from the Victims and Survivors Service.</p> <p>Commission makes representation to relevant stakeholders to ensure the specific needs of victims and survivors are understood and taken into consideration.</p> <p>The Commission will respond to consultations or emerging issues in relation to Services as required throughout the year.</p>				<p>Quarterly reports submitted to The Executive Office, in line with Memorandum of Understanding.</p> <p>Five consultation responses submitted during 2020/21.</p>
<p>2.4. Victims Payment Scheme</p>	<p>Commission will continue to monitor the operation of the new scheme throughout 2020/21.</p>	<p>Commission will attend appropriate Working Groups to inform the development of the new scheme.</p> <p>Commission will engage with all relevant</p>	<p>£25,468</p>	<p>Head of R&PD</p>	 <p>Commission staff have attended monthly, moving to fortnightly meetings of Department led Sectoral</p>

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Achievement of Outcome to be evidenced in end of year Policy Impact Statement

KEY ACTIONS	ACTIVITIES AND OUTPUTS	MEASUREMENT	RESOURCE	SRO	RAG & COMMENTS
		<p>stakeholders to monitor the operation of the new scheme.</p>			<p>Working Group meetings to advise on the development of the Troubles Permanent Disablement Payment Scheme.</p> <p>The Commission have supported both The Executive Office and Department of Justice in their work to develop the Scheme including sharing two key research reports produced by Dr Ciaran Mulholland in partnership with the Commission. These papers have provided the Departments with key information to inform estimated number ranges relating to psychological injury.</p> <p>The Commission have also shared other research reports</p>


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KEY ACTIONS	ACTIVITIES AND OUTPUTS	MEASUREMENT	RESOURCE	SRO	RAG & COMMENTS
					including the 2014 and 2019 VASPA Advice Paper as well as key contacts developed in the production of these papers.
<p>2.5. Policy Information Paper on Informing a New Strategy for Victims and Survivors (Post November 2021)</p>	<p>Commissioner and CEO attendance at Co-Design Meetings.</p> <p>Engage with TEO to provide advice and inform policy.</p> <p>Engage with the VSS to provide advice and inform policy.</p> <p>Develop and deliver an engagement strategy with the victims and survivors’ sector (individual and organisations) to inform policy.</p>	<p>Commission monitors, and identifies advice reflected in policy developed by key stakeholders.</p> <p>End of year Policy Impact Statement will provide analysis and evidence of impact of outcome to date and projected future impact on policy or services.</p>	<p>£20,343</p>	<p>Head of R&PD</p>	 <p>Commissioner and Chief Executive have attended all Co-design meetings.</p> <p>The New Victims Strategy Policy Advice (now to be detailed as a ‘policy information paper’) provided to The Executive Office in October 2020.</p>


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KEY ACTIONS	ACTIVITIES AND OUTPUTS	MEASUREMENT	RESOURCE	SRO	RAG & COMMENTS
	Analysis of findings from the Commission's survey to be submitted to TEO by end of July 2020. Final Advice to be submitted to TEO by end of October 2020.				
2.6. Measuring Forum contribution	<p>Forum contributions at meetings to be detailed from a policy perspective and to be reflected under consideration as:</p> <ul style="list-style-type: none"> • Operational matter; • Informing the Commissioner; • Commissioner engagement; • Quarterly Review Report; and • Advice under development. 	Completion of a Policy Identification Template for each VSF meeting.	£20,343	Head of R&PD	 <p>The monthly Policy Identification document outlines Forum contribution.</p> <p>In the absence of a Commissioner, these papers have been provided to the Chief Executive.</p> <p>The views and positions reflected in the monthly</p>

Corporate Outcome 2: Victims and survivors, and those most in need, are helped and cared for

PfG Outcome 8 – We care for others and we help those in need.

PfG Indicators - 26. A Respect Index

35. % of the population who believe their cultural identity is respected by society

Achievement of Outcome to be evidenced in end of year Policy Impact Statement

KEY ACTIONS	ACTIVITIES AND OUTPUTS	MEASUREMENT	RESOURCE	SRO	RAG & COMMENTS
					Forum policy identification document will be reflected in the final policy impact statement.
Total Budget Allocation			£132,966		


Corporate Outcome 3: Victims and survivors, and their families, are supported to engage in legacy issues

PFG Outcome 7 – We have a safe community where we respect the law and each other.

PfG Indicators - 26. A Respect Index

35. % of the population who believe their cultural identity is respected by society

Achievement of Outcome to be evidenced in end of year Policy Impact Statement

KEY ACTIONS	ACTIVITIES AND OUTPUTS	MEASUREMENT	RESOURCE	SRO	RAG & COMMENTS
3.1. Forum contribution to Legacy issues	Forum meetings to discuss Legacy issues.	Advice from Forum members on legacy issues is informed by experiences of members. Is captured	£20,343	Head of C&E	

Corporate Outcome 3: Victims and survivors, and their families, are supported to engage in legacy issues

PFG Outcome 7 – We have a safe community where we respect the law and each other.

PfG Indicators - 26. A Respect Index

35. % of the population who believe their cultural identity is respected by society

Achievement of Outcome to be evidenced in end of year Policy Impact Statement

KEY ACTIONS	ACTIVITIES AND OUTPUTS	MEASUREMENT	RESOURCE	SRO	RAG & COMMENTS
		and enhances the quality of advice given. End of year Policy Impact Statement will provide analysis and evidence of impact of outcome to date and projected future impact on policy or services.			The monthly Policy Identification document outlines Forum contribution. In the absence of a Commissioner, these papers have been provided to the Chief Executive. The views and positions reflected in the monthly Forum policy identification document will be reflected in the final policy impact statement.

Corporate Outcome 3: Victims and survivors, and their families, are supported to engage in legacy issues

PFG Outcome 7 – We have a safe community where we respect the law and each other.

PfG Indicators - 26. A Respect Index

35. % of the population who believe their cultural identity is respected by society

Achievement of Outcome to be evidenced in end of year Policy Impact Statement

KEY ACTIONS	ACTIVITIES AND OUTPUTS	MEASUREMENT	RESOURCE	SRO	RAG & COMMENTS
<p>3.2. Communications & Engagement</p>	<p>Communications and Engagement Strategy identifies key stakeholders including those from the sector, victims and survivors' groups and individuals'</p> <p>Commission undertakes communications and engagement activity as outlined in the Strategy.</p>	<p>Commission advice and consultation response is reflected in policy developed for the implementation of the new Legacy institutions.</p> <p>Views of victims and survivors are articulated and considered in legislative developments.</p>	<p>£26,126</p>	<p>Head of C&E</p>	<div data-bbox="1751 396 1864 506" data-label="Image"> </div> <p>Commission has met with a range of identified stakeholders throughout the financial year on issues relating to legacy.</p> <p>Engagement in this area has primarily centred around the need to implement the mechanisms outlined in the Stormont House Agreement in 2014 and consulted on by the Northern Ireland Office in 2018.</p> <p>These included politicians, policy makers and influencers, funded service delivery organisations, government departments and individual victims and survivors.</p> <p>Other stakeholder engagement has included</p>

					<p>that to inform the Peace IV funded research projects, particularly the Needs Review and Advocacy Services projects.</p> <p>Communications tactics included press releases, surveys, website news releases and social media updates.</p>
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Corporate Outcome 3: Victims and survivors, and their families, are supported to engage in legacy issues


PFG Outcome 7 – We have a safe community where we respect the law and each other.

PfG Indicators - 26. A Respect Index

35. % of the population who believe their cultural identity is respected by society

Achievement of Outcome to be evidenced in end of year Policy Impact Statement

KEY ACTIONS	ACTIVITIES AND OUTPUTS	MEASUREMENT	RESOURCE	SRO	RAG & COMMENTS
<p>3.3. Commission reviews progress with the implementation of new Legacy institutions</p>	<p>The Commission and Forum engage with NIO and other key stakeholders to ensure progress on establishing new Legacy institutions is reflective of commitments within Stormont House Agreement including:</p> <ul style="list-style-type: none"> to advocate for delivery of the Historical Investigation Unit, Independent Commission for Information Retrieval, Oral Archive and Implementation and Reconciliation Group to advocate for improved legacy inquest system for victims and survivors including adequate funding is made available. <p>Monitor the implementation of legacy commitments contained in New Decade, New Approach.</p>	<p>Commission advice is reflected in policy developed in relation to the implementation of the new Legacy institutions.</p> <p>Analysis of Victims and Survivors Service data from funded organisations and collected from individuals (including population survey) used to inform, and is reflected in, Commissioner’s advice to Ministers or departments.</p>	<p>£25,360</p>	<p>Head of R&PD</p>	 <p>High-level engagement, led by the Commissioner, throughout 2020/21. Engagement with the Northern Ireland Office and continues, led by the Chief Executive.</p> <p>Matters raised by the Commission staff and Forum during engagement with the Northern Ireland Office.</p>

	The Commission will respond to consultations or emerging issues in relation to the implementation of the new Legacy Institutions as required throughout the year.	End of year Policy Impact Statement will provide analysis and evidence of impact of outcome to date and projected future impact on policy or services.			
3.4. Measuring Forum contribution	<p>Forum contributions at meetings to be detailed from a policy perspective and to be reflected under consideration as:</p> <ul style="list-style-type: none"> • Operational matter; • Informing the Commissioner; • Commissioner engagement; • Quarterly Review Report; and • Advice under development. 	Completion of a Policy Identification Template for each VSF meeting.	£20,343	Head of R&PD	 <p>The monthly Policy Identification document outlines Forum contribution.</p> <p>In the absence of a Commissioner, these papers have been provided to the Chief Executive.</p> <p>The views and positions reflected in the monthly Forum policy identification document will be reflected in the final policy impact statement.</p>


Corporate Outcome 3: Victims and survivors, and their families, are supported to engage in legacy issues


PFG Outcome 7 – We have a safe community where we respect the law and each other.

PfG Indicators - 26. A Respect Index

35. % of the population who believe their cultural identity is respected by society

Achievement of Outcome to be evidenced in end of year Policy Impact Statement

KEY ACTIONS	ACTIVITIES AND OUTPUTS	MEASUREMENT	RESOURCE	SRO	RAG & COMMENTS
3.5. Advocacy Research Project	<p>The Commission will continue to effectively manage to completion the PEACE IV funded project Advocacy Services Research Project.</p> <p>Draft Report due September 2020.</p> <p>Final Report due December 2020.</p>	<p>Progress Report will be submitted to the Commission in April 2020.</p> <p>Commission will monitor progress through convening meetings of the Research Advisory Committee and Advocacy Services Research Project Group.</p>	£20,343	Head of R&PD	 <p>The Commission continued to work with the Ulster University Research Team through 2020-21 to ensure project milestones were met (despite the significant impact of the COVID-19 pandemic on the project).</p> <p>Interim Report submitted by the Research Team to the in May 2020.</p> <p>Draft Report submitted by the Research Team to the Commission in September 2020.</p>

					<p>The Commission convened meetings between the Research Team and the Research Advisory Committee through 2020-21.</p> <p>The project has experienced a delay to allow time for stakeholder feedback to be considered by the Research Team and where applicable integrated into the final report.</p> <p>The Commission working with research team towards final report submission in April 2021.</p>
<p>3.6. Needs Review Project</p>	<p>PEACE IV-funded project will explore the needs of victims and survivors in NI, ROI including the Border Region of Ireland Project will also include a targeted examination of the needs of GB-based victims and survivors.</p> <p>Commission will conduct this research project throughout 2020-21</p> <p>Commission will appoint a suitably qualified and experienced researcher</p>	<p>Commission will establish a Research Project Advisory Group to monitor progress and support project implementation.</p> <p>End of year Policy Impact Statement will provide analysis and evidence of outcome to date and projected</p>	£6,785	Head of R&PD	 <p>The Commission effectively procured a Research Manager to conduct the PEACE IV Needs Review Project. Project initiated in July 2020 and will conclude with final reports submission in July 2021.</p>

	<p>to conduct the project for a 12-month period.</p> <p>Interim Report outlining project progress due September 2020.</p> <p>Draft Report due January 2021.</p> <p>Final Report due May 2021.</p>	<p>future impact on policy and programmes. This includes informing the development of the new Strategy for Victims and Survivors and the development of the new PEACE PLUS Programme.</p>		<p>Research Manager produced an Interim Report to an agreed project milestone in September 2020.</p> <p>Three meetings of an advisory Project Reference Group held in August 2020, November 2020, and February 2021.</p> <p>Substantive stakeholder engagement and research has been completed to date.</p> <p>Project Manager produced a Project Progress Report in February 2021.</p> <p>Project Manager on track to deliver the Final Project Report in May 2021.</p>
Total Budget Allocation			£119,300	

Corporate Outcome 4: Children and grandchildren of victims and survivors are given the best start in life


PfG Outcome 12 – We give our children and young people the best start in life.

PfG Indicators - 26. A Respect Index

31. % who think leisure centres, parks, libraries and shopping centres in their areas are “shared and open” to both Protestant and Catholics

35. % of the population who believe their cultural identity is respected by society

Achievement of Outcome to be evidenced in end of year Policy Impact Statement

KEY ACTIONS	ACTIVITIES AND OUTPUTS	MEASUREMENT	RESOURCE	SRO	RAG & COMMENTS
<p>4.1.</p> <p>Forum contribution to transgenerational issues</p>	<p>Commission will work with the Forum in progressing relevant recommendations contained in the Children and Young People Engagement Plan.</p> <p>Forum advises Commissioner on transgenerational issues and consider impact on mental health and engage with agencies addressing the legacy of the conflict.</p> <p>Commission and Forum will adopt an informed approach to engaging the views of young people in legacy issues on a routine basis which will augment their future advice.</p>	<p>Advice from Forum members on transgenerational issues is informed by experiences of members. Is captured and enhances the quality of advice given.</p> <p>End of year Policy Impact Statement will provide analysis and evidence of impact of outcome to date and projected future impact on policy or services.</p>	£31,012	Head of C&E	 <p>The monthly Policy Identification document outlines Forum contribution.</p> <p>In the absence of a Commissioner, these papers have been provided to the Chief Executive.</p> <p>The views and positions reflected in the monthly Forum policy identification document will be reflected in</p>

Corporate Outcome 4: Children and grandchildren of victims and survivors are given the best start in life


PfG Outcome 12 – We give our children and young people the best start in life.

PfG Indicators - 26. A Respect Index

31. % who think leisure centres, parks, libraries and shopping centres in their areas are “shared and open” to both Protestant and Catholics

35. % of the population who believe their cultural identity is respected by society

Achievement of Outcome to be evidenced in end of year Policy Impact Statement

KEY ACTIONS	ACTIVITIES AND OUTPUTS	MEASUREMENT	RESOURCE	SRO	RAG & COMMENTS
	<p>Examine the specific impact on children relating to compensation/financial reparations.</p> <p>Forum and Northern Ireland Commissioner for Children and Young People engage in discussion about victims and survivors’ issues.</p>				the final policy impact statement.
4.2. Communications & Engagement	<p>Communications and Engagement Strategy identifies key stakeholders including those from the sector, victims and survivors’ groups and individuals.</p> <p>Commission undertakes communications and engagement activity in area of transgenerational issues, as outlined in the Strategy.</p>	Commission advice is reflected in policy developed by Ministers in area of transgenerational issues.	£26,126	Head of C&E	 <p>Commission has met with a range of identified stakeholders throughout the financial year on issues relating to a better future.</p> <p>Engagement in this area primarily centred around replenishment of the Forum</p>

Corporate Outcome 4: Children and grandchildren of victims and survivors are given the best start in life

PfG Outcome 12 – We give our children and young people the best start in life.

PfG Indicators - 26. A Respect Index

31. % who think leisure centres, parks, libraries and shopping centres in their areas are “shared and open” to both Protestant and Catholics

35. % of the population who believe their cultural identity is respected by society

Achievement of Outcome to be evidenced in end of year Policy Impact Statement

KEY ACTIONS	ACTIVITIES AND OUTPUTS	MEASUREMENT	RESOURCE	SRO	RAG & COMMENTS
					<p>the development of an information paper on a new Victims’ Strategy and the transgenerational research project.</p> <p>Engagement included representatives from youth-focused community organisations, funded service delivery organisations, government departments and individual victims and survivors.</p>

Corporate Outcome 4: Children and grandchildren of victims and survivors are given the best start in life

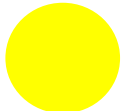
PfG Outcome 12 – We give our children and young people the best start in life.

PfG Indicators - 26. A Respect Index

31. % who think leisure centres, parks, libraries and shopping centres in their areas are “shared and open” to both Protestant and Catholics

35. % of the population who believe their cultural identity is respected by society

Achievement of Outcome to be evidenced in end of year Policy Impact Statement

KEY ACTIONS	ACTIVITIES AND OUTPUTS	MEASUREMENT	RESOURCE	SRO	RAG & COMMENTS
4.3 Building for the Future Action Plan	<p>The Commission will contribute to updating and progressing the actions contained in the Building for the Future Action Plan.</p> <p>Commission improves awareness among statutory service providers about transgenerational impact of the Troubles.</p> <p>The Commission will respond to consultations or emerging issues in relation to Building for the Future as required throughout the year.</p> <p>Commission will analyze recommendations contained in each of the three PEACE IV Research.</p> <p>Commission will review the recommendations contained in the PEACE IV Needs Review Project.</p>	<p>Commission advice is articulated and considered in legislative developments.</p> <p>Commission will analyse the findings from each of the PEACE IV Research Projects and the PEACE IV Needs Review Project. Where appropriate the Commission will integrate this analysis into advice to government.</p> <p>End of year Policy Impact Statement will provide analysis and evidence of impact of outcome to date and</p>	£20,343	Head of R&PD	 <p>Due to limited resources within the Commission’s RPD team there has been a delay in updating the Building for the Future Action Plan.</p> <p>An updated draft Action Plan will be produced before the end of Qtr 1 2021-22.</p>

Corporate Outcome 4: Children and grandchildren of victims and survivors are given the best start in life


PfG Outcome 12 – We give our children and young people the best start in life.

PfG Indicators - 26. A Respect Index

31. % who think leisure centres, parks, libraries and shopping centres in their areas are “shared and open” to both Protestant and Catholics

35. % of the population who believe their cultural identity is respected by society

Achievement of Outcome to be evidenced in end of year Policy Impact Statement

KEY ACTIONS	ACTIVITIES AND OUTPUTS	MEASUREMENT	RESOURCE	SRO	RAG & COMMENTS
		projected future impact on policy or services.			
4.4. Raising Awareness of Impact of Trauma on Children and Grandchildren of victims and survivors	<p>Commission will analyse and work to progress recommendations contained in the PEACE-IV funded Trans-generational Legacy and Young People research project.</p> <p>Commission will analyse and work to progress recommendations emerging from the PEACE IV funded Needs Review Project</p> <p>Commission will build relationships and develop Memorandum of Understanding with relevant stakeholders and agencies.</p> <p>The Commission will respond to consultations or emerging issues in</p>	<p>Improved communications, and public awareness of the work of the Commission, strengthens lobbying and advocacy role for children and young people.</p> <p>End of year Policy Impact Statement will provide analysis and evidence of impact of outcome to date and projected future impact on policy or services.</p>	£20,343	Head of RPD	 <p>There has been a delay in the submission of the final report on the PIV Transgenerational Legacy and Young People research project. This has prevented the Commission from analysing and progressing the project recommendations in year.</p> <p>Once Final Report received the Commission working with</p>

Corporate Outcome 4: Children and grandchildren of victims and survivors are given the best start in life

PfG Outcome 12 – We give our children and young people the best start in life.

PfG Indicators - 26. A Respect Index

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35. % of the population who believe their cultural identity is respected by society

Achievement of Outcome to be evidenced in end of year Policy Impact Statement

KEY ACTIONS	ACTIVITIES AND OUTPUTS	MEASUREMENT	RESOURCE	SRO	RAG & COMMENTS
	<p>relation to the impact of trauma on children and young people as required throughout the year.</p>				<p>the QUB research team and other relevant stakeholders will seek to progress recommendations from the Transgenerational Legacy and Young People study.</p> <p>In February 2021, the Commission submitted a consultation response on the new Department of Health Substance Misuse strategy. Within this response the long-term impact of conflict-related mental ill-health and substance dependency on ‘adult children’ and young people today was referenced in the response.</p> <p>Further planned work will be required to progress this Action in the year ahead.</p>

Corporate Outcome 4: Children and grandchildren of victims and survivors are given the best start in life


PfG Outcome 12 – We give our children and young people the best start in life.


PfG Indicators - 26. A Respect Index


31. % who think leisure centres, parks, libraries and shopping centres in their areas are “shared and open” to both Protestant and Catholics

35. % of the population who believe their cultural identity is respected by society


Achievement of Outcome to be evidenced in end of year Policy Impact Statement

KEY ACTIONS	ACTIVITIES AND OUTPUTS	MEASUREMENT	RESOURCE	SRO	RAG & COMMENTS
<p>4.5 Trans-generational Legacy and Young People Research Project</p>	<p>The Commission will continue to effectively manage to completion the PEACE IV funded Transgenerational Legacy and Young People Research Project.</p> <p>Research to be completed in 2020/21.</p> <p>Draft Report due August 2020.</p> <p>Final Report due December 2020.</p>	<p>Second Interim Report to be submitted to the Commission in August 2020 and final report in December 2020.</p> <p>Commission will monitor progress through convening meetings of the Research Advisory Committee and Trans-generational Research Project Group.</p>	<p>£20,343</p>	<p>Head of R&PD</p>	<p style="text-align: center;"></p> <p>The RPD team continued to work with the QUB Research Team to ensure project milestones were met (despite the significant impact of the COVID-19 pandemic on the project).</p> <p>Interim Report provided by the Research Team in April/May 2020.</p> <p>Draft Report provided by the Research Team in November 2020.</p>

					<p>The Commission convened meetings between the Research Team and the Research Advisory Committee through 2020-21.</p> <p>The project has experienced a delay to allow time for stakeholder feedback to be considered by the Research Team and where applicable integrated into the final report.</p> <p>The Commission working with research team towards final report submission in mid-late April 2021.</p>
4.6 Measuring Forum contribution	<p>Forum contributions at meetings to be detailed from a policy perspective and to be reflected under consideration as:</p> <ul style="list-style-type: none"> • Operational matter. • Informing the Commissioner. • Commissioner engagement. • Quarterly Review Report. • Advice under development. 	Completion of a Policy Identification Template for each VSF meeting.	£26,126	Head of R&PD	 <p>The monthly Policy Identification document outlines Forum contribution.</p> <p>In the absence of a Commissioner, these papers have been provided to the Chief Executive.</p>

					The views and positions reflected in the monthly Forum policy identification document will be reflected in the final policy impact statement.
Total Budget Allocation			£144,293		
Corporate Outcome 5: Improved access to opportunities for learning and development					
PfG Outcome 5 – We are an innovative, creative, society where people can fulfil their potential					
PfG Indicators - 26. A Respect Index					
31. % who think leisure centres, parks, libraries and shopping centres in their areas are “shared and open” to both Protestant and Catholics					
35. % of the population who believe their cultural identity is respected by society					
Achievement of Outcome to be evidenced in end of year Policy Impact Statement					
KEY ACTIONS	ACTIVITIES AND OUTPUTS	MEASUREMENT	RESOURCE	SRO	RAG & COMMENTS
5.1. Communications & Engagement	<p>Communications and Engagement Strategy identifies key stakeholders including those from the sector, victims and survivor’s groups and individuals.</p> <p>Commission undertakes communications and engagement activity in area of learning and development, as outlined in the Strategy.</p>	Commission advice is reflected in policy developed by Ministers in area of learning and development.	£26,126	Head of C&E	 <p>Forum meetings were held virtually throughout the 2020/21 year in the context of Covid-19 restrictions.</p> <p>This meant that expenditure was significantly reduced on other years and redistributed</p>

					<p>into other areas of the organisation.</p> <p>Conscious efforts were made throughout the year to keep the Forum as engaged and energised as possible.</p> <p>The absence of a Commissioner and the ongoing nature of their virtual meetings has been an incredible challenge for members and impacted their emotional wellbeing.</p> <p>Steps are in progress to continue to address this. A Forum Evaluation has been undertaken to review the Forum operations and how the Commission can enhance its operations and duty of care to members whilst still delivering in line with the Strategy. A final report is due in Q1 of 2021/22.</p>
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<p>5.2. Standards for Services Provided to Victims and Survivors</p>	<p>Regular meetings of the Standards Working Group are held during 2020/21.</p> <p>Partnership with the Victims and Survivors Service and other stakeholders as required to keep Standards under review is maintained.</p> <p>Monitoring Standards compliance.</p>	<p>Commission advice is articulated and considered in development and review of Standards.</p> <p>End of year Policy Impact Statement will provide analysis and evidence of impact of outcome to date and projected future impact on policy or services.</p>	<p>£20,343</p>	<p>Head of R&PD</p>	 <p>The Commission held a meeting with Victims and Survivors Service (VSS) on 21 January 2021 to discuss reporting processes and approach:</p> <ul style="list-style-type: none"> • VSS will work to review their Corporate Governance Schedule to ensure all CVS standard areas are covered. • VSS will develop a reporting schedule (based on their existing processes, mirroring their Corporate Governance Schedule) and scope how verification will be conducted due to COVID-related restrictions. • VSS committed to having a draft reporting schedule/approach by March, which could be discussed at the next Trilateral meeting.
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+Corporate Outcome 5: Improved access to opportunities for learning and development


PfG Outcome 5 – We are an innovative, creative, society where people can fulfil their potential

PfG Indicators - 26. A Respect Index


31. % who think leisure centres, parks, libraries and shopping centres in their areas are “shared and open” to both Protestant and Catholics


35. % of the population who believe their cultural identity is respected by society


Achievement of Outcome to be evidenced in end of year Policy Impact Statement



KEY ACTIONS	ACTIVITIES AND OUTPUTS	MEASUREMENT	RESOURCE	SRO	RAG & COMMENTS
<p>5.3. International Learning and Development</p>	<p>Commission builds on international links to inform best practice and policy development in Northern Ireland.</p> <p>Commissioner and Forum members engage with victims, survivors and their representatives from other international post conflict societies, with knowledge and capacity increased from international engagements leading to more informed deliberation.</p>	<p>Case studies and lessons learned of relevance to policy development locally.</p>	<p>£30,914</p>	<p>Head of C&E</p>	<p style="text-align: center;"></p> <p>The Commissioner continued to be a member of the Victims and Survivors Europe Group. The Commissioner attended virtual sessions, learning from others and providing the learning from Northern Ireland.</p> <p>This was restricted due to COVID-19 and also the fact that the Commissioner’s term ended on 31 August 2020.</p>
<p>Total Budget Allocation</p>			<p>£77,383</p>		



Corporate Outcome 6: We are an effective and efficient organisation


KEY ACTIONS	ACTIVITIES	OUTPUTS	RESOURCE	SRO	RAG & COMMENTS
Finance					
<p>6.1.</p> <p>Manage, monitor and report on the budget.</p> <p>To lay and publish Annual Report and Accounts</p> <p>Contract and Asset Management</p> <p>Management of budgetary constraints</p>	<p>To effectively manage the Commission's funds within 1.5% underspend of agreed budget, meeting requirements of Department</p> <p>Audited and Unqualified Financial Statements</p> <p>Monitor and evaluate contractual performance.</p> <p>Effective asset management.</p>	<p>Commission meets targets laid out by the Department and demonstrates robust financial procedures and processes.</p> <p>Commission meets legislative requirement and demonstrates accountability and transparency.</p> <p>Commission demonstrates accountability and transparency in ensuring value for money is sought. Improvement in accordance with the Management of Public Sector assets to reduce costs and release resources.</p>	£40,094	Head of Finance & Corporate Affairs	 <p>The Commission effectively managed its budget in 2020/21 within the 1.5% underspend tolerance of budget.</p> <p>The Commission received a "Clean Audit Report" from the Northern Ireland Audit Office certified on 15th March 2021.</p> <p>Internal Audit completed 5 reports during 2020/21 with all satisfactory reporting outcomes.</p>


Human Resources					
<p>6.2.</p> <p>To provide administrative support to meet all health and safety requirements</p> <p>Provision of HR services and recruitment</p> <p>To undertake policy screening, annual reviews or provide Annual Progress Reports</p>	<p>Manage all contracts with premises services suppliers and ensure that Commission premises and contents requirements are of the relevant legislation and Commission policies.</p> <p>Complete organisational restructure including developing job descriptions, have job evaluations carried out (JEGS) and complete business cases.</p> <p>Complete recruitment as required. Corporate, team and individual development undertaken in line with the Commission's training plan and budget.</p> <p>Prepare documents for pay award as required.</p> <p>To review and/or develop relevant Commission policies to ensure best practice is adhered to in relation to equality and good relations.</p>	<p>Commission assured premises and contents meet Health & Safety at Work requirements of the relevant legislation and Commission policies.</p> <p>Commission ensures provision of reliable, accurate and responsive HR services.</p> <p>Commission ensures staff are in post and trained with the appropriate skills and competencies.</p> <p>Commission meets the requirements in terms of its obligations as a statutory body.</p>	<p>£50,077</p>	<p>Head of Finance & Corporate Affairs</p>	 <p>The Commission successfully recruited 2 new permanent staff posts in 2020/21 for the Head of Finance & Corporate Affairs and Executive PA roles.</p> <p>Remote working health and safety assessments took place in 2020/21 and the Equality policy screening annual progress report was completed.</p>

Governance					
<p>6.3.</p> <p>To provide secretariat support to the Audit and Risk Assurance Committee (ARAC)</p> <p>Monitor 2020/21 Outcome Delivery Plan and develop 2021/22 Outcome Delivery Plan</p> <p>Implement and monitor 2019/22 Corporate Plan</p> <p>Process all Departmental returns in accordance with outlined timeframes</p>	<p>4 meetings of the ARAC held and report in the forms of minutes to be provided.</p> <p>To monitor delivery of the 2020/21 Outcome Delivery Plan and provide updates at monthly Board meetings and at quarterly ARAC meetings and Accountability meetings.</p> <p>To develop and submit 2021/22 Outcome Delivery Plan to the Department.</p> <p>Review performance against Corporate Objectives</p> <p>All Departmental returns and requests for information (including AQs) responded to within the required timeframe</p>	<p>Independent assurance and objective review of Commission's financial systems, financial information and internal control mechanisms</p> <p>Business Plan is developed, regularly reviewed and monitored at all levels of the organisation</p> <p>Commission meets requirements of Management Statement and Financial Memorandum (MSFM)</p> <p>Meets requirements in terms of its obligations as a statutory body.</p>	<p>£40,094</p>	<p>Head of Finance & Corporate Affairs</p>	 <p>The Commission held 4 ARAC meetings during 2020/21 on the 06/05/2021, 08/7/2021, 08/12/2021 and 10/02/2021.</p> <p>The monitoring of the 2020/21 Outcome Deliver Plan (ODP) found the majority of targets were complete with no issues identified.</p> <p>Two of the ODP targets were not met in year and theses are being monitored in 2021/22 to be brought on target.</p> <p>Departmental Returns were all made on a timely basis.</p>

<p>6.4. Information Security</p>	<p>The Commission will review and update a comprehensive suite of policies related to information and data security in order to meet the requirements of data protection and the General Data Protection Regulation.</p>	<p>Meets the requirements in terms of its obligations as a statutory body.</p>	<p>£40,094</p>	<p>Head of Finance & Corporate Affairs</p>	<p></p> <p>With Remote Working for staff during 2020/21 regular communications were made on information Security and Data Protection.</p> <p>The Commissions Retention and Disposal Policy was agreed by PRONI in 2020/21.</p>
<p>6.5. Representation at Committee Meetings</p>	<p>The Commission will appear at Assembly Committees meetings as requested throughout the year.</p> <p>Forum members assist the Commissioner in preparation for Committee appearances as required.</p>	<p>Key issues raised at Assembly Committee meetings</p>	<p>£6,296</p>	<p>AO</p>	<p></p> <p>Commissioner appeared at NI Affairs Committee.</p> <p>No further appearances requested.</p>

Risk Management					
<p>6.6.</p> <p>To maintain a robust and fit for purpose Risk Register</p> <p>To keep under review and update when necessary corporate governance and risk management procedures in line with Internal Audit recommendations</p> <p>To maintain an annual Register of Interests and confirm no conflict of interests</p>	<p>Risk Registers reviewed on a monthly basis to the SMT and Board, on a quarterly basis to the ARAC.</p> <p>Monitor Internal Audit Contract and facilitate Internal Audit to undertake reviews as required by the approved Audit Strategy and annual Audit Plan.</p> <p>To review and update the Register of Interests for Commissioner and Senior Management on an annual basis.</p>	<p>Record of all risks that have been identified, together with analysis and plans for how risks are to be treated.</p> <p>Commission meets requirements of Management Statement and Financial Memorandum (MSFM)</p> <p>Commission demonstrates accountability and transparency</p>	<p>£40,094</p>	<p>Head of CS</p>	 <p>The Quarterly Assurance process was strengthened during 2020/21 which linked in to a robust and fit for purpose Corporate Risk Register.</p> <p>Governance and the Risk Management procedures continued to be embedded into the Commission during 2020/21 at Board, SMT, ARAC and Accountability meetings.</p> <p>Register of interests updated during 2020/21.</p>
<p>6.7.</p> <p>Management of the Forum</p>	<p>Monitor annual expenditure against approved Business Case.</p> <p>Develop a work programme and schedule of monthly meetings throughout year.</p>	<p>Forum members provided with skills base, knowledge and experience to contribute to the work of the Forum.</p> <p>Commission receives advice from the Forum in relation to the important</p>	<p>£21,049</p>	<p>Head of C&E</p>	 <p>Forum meetings were held virtually throughout the 2020/21 year in the context of Covid-19 restrictions.</p>

	<p>Continued training and development of all members</p> <p>Support task and finish groups to contribute to Commission's corporate outcomes.</p> <p>Forum Members are pastorally supported.</p>	<p>issues for victims and survivors.</p> <p>Members are supported and their emotional well-being is ensured.</p> <p>Preparations for development of the Forum Work Programme for 2020/21 are commenced.</p> <p>There is a representative Forum in place that the Commissioner can consult for the "lived experience" as a victims and survivor.</p>			<p>This meant that expenditure was significantly reduced on other years and redistributed into other areas of the organisation.</p> <p>Conscious efforts were made throughout the year to keep the Forum as engaged and energised as possible.</p> <p>The absence of a Commissioner and the ongoing nature of their virtual meetings has been a challenge for members and impacted their emotional wellbeing.</p> <p>Steps are in progress to continue to address this. A Forum evaluation is being undertaken to identify lessons going forward.</p>
<p>6.8.</p> <p>Delivery of the Communications Strategy</p>	<p>Develop and implement a Communications Strategy and Stakeholder Engagement Plan which demonstrates why victims and survivors issues are relevant to wider civic</p>	<p>Improved communications and public awareness of issues affecting victims and survivors and the work of the Commission.</p>	<p>£21,049</p>	<p>Head of C&E</p>	 <p>The 2017-20 Communications Strategy was developed and</p>

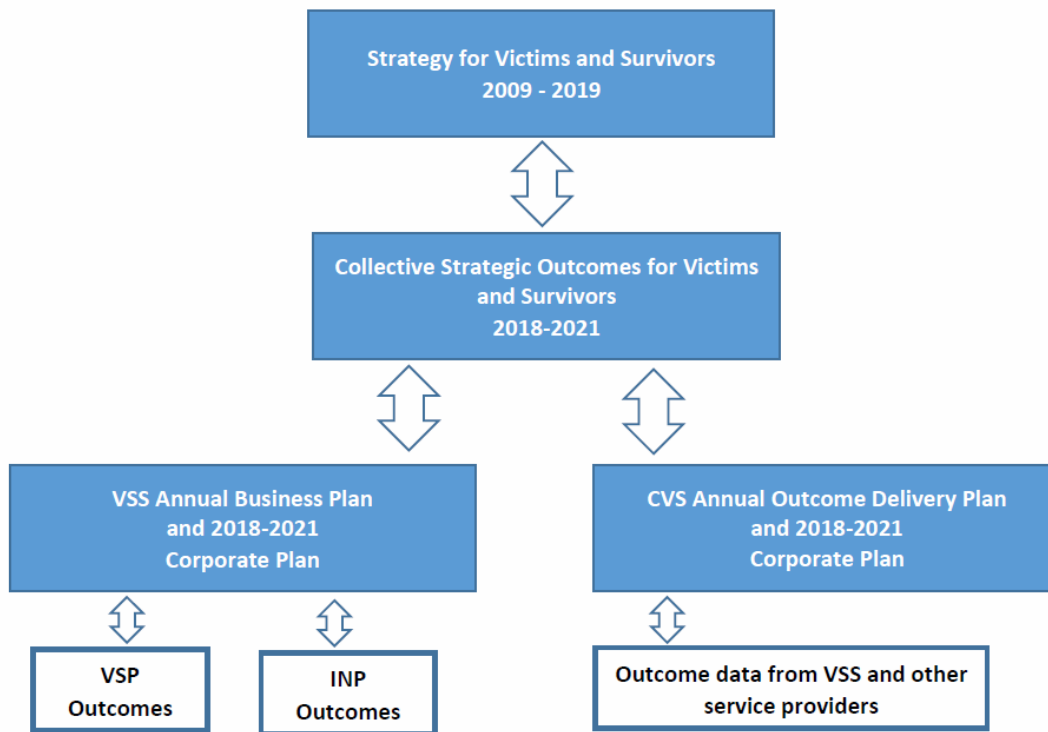
	society and building for the future.	Relevance and effectiveness of the website and social media outputs Appropriateness of Engagement Plan in relation to outcomes			implemented throughout the year across Outcome areas 1-5. The Strategy has been reviewed and a new Strategy under development to reflect operations in the absence of a Commissioner and coalesce with the new Corporate Plan.
6.9. Develop and implementation of the Research Strategy 2020-2022	Develop Research Strategy 2020-2022 by end of Q3 Identification of key research projects and establishment of relationships to undertake those projects over next three years by end of Q4 Begin to implement the Research Strategy for 2020-21 by end of Q4.	Improved strategic and budgetary planning in relation to Research and Policy development. Assured of the relevance and effectiveness of identification of research projects.	£15,147	Head of R&PD	 Due to limited resources within the Commission's RPD team there has been a delay in developing a new CVS research strategy. CVS staff have engaged with The Executive Office and Victims and Survivors Service in the development of a new research programme that could be funded under the PEACE Plus programme.

					A draft research plan will be developed by the end of Qtr 1 2021/22.
6.10 Undertake a population-based survey to inform work of CVS and implementation of new VS Strategy	<p>Undertake preparatory work to develop a set of survey questions in consultation with TEO and VSS.</p> <p>Business case and procurement exercise to identify suitable, independent provider to undertake population-based survey.</p>	Survey completed and data and report provided to CVS by the end of Quarter 4.	£25,000	Head of R&PD	<p>In the January Monitoring Round an easement was put through in relation to the £25,000 that had been secured for the population survey. It was agreed with The Executive Office that this would be undertaken in 2021/22.</p> <p>This action has therefore been removed from the Outcome Delivery Plan Outturn Summary 2020-21.</p>
Total Budget Allocation			£298,994		
Total Budget			£892,000		

7. WHEN WILL THE COMMISSION MAKE A DIFFERENCE?

The Strategy for Victims and Survivors 2009 to 2019 was extended by The Executive Office until November 2021 based on the Commissioner's advice and will be further extended until March 2023. It is planned to have a new Strategy for Victims and Survivors approved by Ministers effective from 1 April 2023.

The impact of funding administered under Victims Support Programme, Individuals Needs Programme and PEACE IV will also be evaluated annually within the annual Outcome Delivery Plan as illustrated below:



The Commission has also developed new monitoring arrangements which will fulfil the Commission's statutory duty to: 'keep under review the adequacy and effectiveness of services. These new arrangements will cover all funding administered by the Victims and Survivors Service and will take account of two key strategic developments in recent months:

- Standards for Services (as a measure of the 'Adequacy' of service provision); and
- Strategic Outcomes for Victims and Survivors (as a measure of 'Effectiveness' of service provision).

These new arrangements have been illustrated below to highlight the flow of outcome data and standards data which will provide assurance at an operational, policy and strategic level:

