

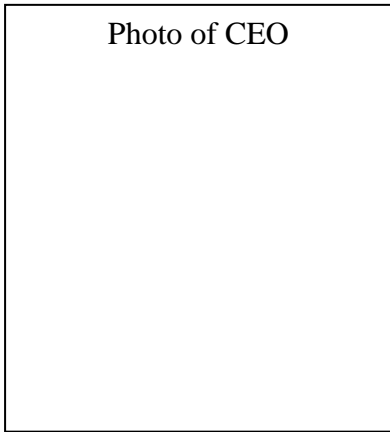


INTERIM CORPORATE PLAN 2021/22 onwards

Draft version 8

9 June 2021

INTRODUCTION



Welcome to this interim corporate plan for the Commission for Victims and Survivors. Over the last year we have seen the unprecedented impact that the COVID-19 pandemic has had globally and on our society that we have all had to react to. We must acknowledge the supreme efforts of everyone to address the challenges that we faced and to make the lives of our citizens as safe and best as we can.

There are also other factors, such as political sensitivities, economic challenges, financial pressures, and exiting the EU that contribute to a turbulent and uncertain environment in which we operate. These factors heighten risks to our overall objectives that we need to manage as effectively as possible.

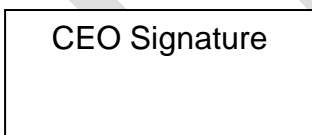
As a public body, we are also in a period of transition. Our former Commissioner Judith Thompson completed her term of appointment in September 2020 and we await the recruitment and appointment of our new Commissioner. As a Commission, we would like to thank Judith for her leadership and support over her four year term and acknowledge her commitment to improving the lives of our citizens here.

Given this period of transition, our corporate plan spans the next two years and will be reviewed upon appointment of the Commissioner. This provides the Commission with some continuity as well as aspects of renewal that are reflected in this interim plan.

Of course, any plan is only as good as its implementation and we will continue to work with our partners to further our objectives and contribute to a better society for all our citizens.

In this plan we have highlighted the values that we stand for. These will guide all aspects of our work and we shall promote these internally as well as with those organisations and people that we work with. Whilst we have identified our corporate objectives within the environment in which we operate, we have also developed our business plan which we call our outcome delivery plan. This sets out our activities and what we want to achieve on an annual basis.

We now have a wonderful opportunity to build upon our success as we seek to further our objectives over the next two years and improve the important service that we provide to the public.



Andrew Sloan
Chief Executive
Commissioner for Victims and Survivors

About the Commission for Victims and Survivors

The Commission is unique in its construction and remit. It was founded in May 2008 in the aftermath of 40 years of conflict in Northern Ireland and ten years after it was first recommended in the Good Friday 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.”*

With the Belfast/Good Friday Agreement in 1998 as our backcloth, our statutory basis is set out in the Victims and Survivors Order 2006, as amended by the Commission for Victims and Survivors Act 2008. We are a Non-departmental Public Body of The Executive Office and this relationship is governed by a Partnership Agreement which is currently being developed.

The Commission was 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 of the Troubles/Conflict which is the central reference point for all of our work. Since 2009, we have made a significant impact promoting the interests of victims and survivors by:

- Helping to improve services provided.
- Providing research to help enable support and understanding.
- Promoting a voice through the sector’s Forum and our activities.

More specifically, we have contributed to policy development of victims’ payments; provided advice on legacy issues and dealing with the past; and given guidance to the Veterans’ Commission UK.

Our governance arrangements

The Commissioner for Victims and Survivors is responsible and accountable to the First and deputy First Minister and is appointed for an initial period of four years. The post of Commissioner is currently vacant and arrangements are being made by The Executive Office to recruit the successor to Judith Thompson whose term finished in September 2020.

As a ‘corporate sole’, the Commissioner also fulfils the role of the Board to the Commission. Independent oversight and scrutiny of our planning, performance and risks is provided by our Audit, Risk and Assurance Committee. The Commission’s Chief Executive contributes to the formulation of our corporate plan and is separately appointed by The Executive Office as delegated Accounting Officer for the Commission.

We have a core group of twelve staff that are organised into three main functions of research, engagement and corporate services that will help deliver our corporate plan.

Vision

Those affected by the past are empowered to shape a future where their voices are heard and needs can be met.

Mission and purpose

By continuing the unfinished journey of our peace, we create space to address the past, help to heal the wounds of our present and build towards a better future. Specifically, our purpose is to contribute to the broader reconciliation of Northern Ireland's society by giving voice to those most impacted by the legacy of the past.

Values

TRUST - Working confidentially, impartially and respectfully with victims and survivors, stakeholders and each other to develop and sustain open and honest relationships;

UNDERSTANDING - Listening to and learning from the experiences of victims and survivors;

RESPONSIVENESS - Continually developing our people and raising standards for victims and survivors through growth and innovation;

ACCOUNTABILITY - Applying the highest level of corporate governance and standards to all that we do for victims and survivors; and,

INDEPENDENCE - Our statutory duties allow us to provide critical challenge and to hold government and relevant authorities to account on behalf of victims and survivors.

Our strategic drivers

We operate in an increasingly turbulent and uncertain environment that we have seen with the COVID-19 pandemic, the ongoing pressures on public finances and resources and with political sensitivities.

Our environment influences the shape of our corporate plan. Most notable is our contribution to parts of the Programme for Government published by the Northern Ireland Executive, the Executive Office Victims and Survivors Strategy, collaborating closely with our partners, as well as our own assessment of the needs of victims and survivors. These themes are developed further below.

We do not underestimate the challenges of the environment that impact on victims and survivors. Research by the Commission indicates that almost one in three people in Northern Ireland consider themselves to be victims and survivors of the conflict. This equates to approximately 500,000 people and includes up to 200,000 adults with mental health problems, 40,000 people suffering with injuries and 3,720 bereaved families.

Draft Programme for Government 2016-21

By supporting the needs of victims and survivors the Commission makes a substantial difference to life in Northern Ireland and contributes to many of the cross cutting outcomes in the draft Programme for Government 2016-21. Specifically, the work of the Commission is aligned to the Programme for Government outcomes as follows:

- Outcome 1 – Our children and young people have the best start in life
- Outcome 2 – We live and work sustainably - protecting the environment
- Outcome 3 – We have an equal and inclusive society where everyone is valued and treated with respect
- Outcome 4 – We enjoy long, healthy, active lives
- Outcome 5 – We are an innovative, creative society where people can fulfil their potential
- Outcome 6 – Our economy is globally competitive, regionally balanced and carbon neutral
- Outcome 7 – Everyone feels safe – we all respect the law and each other
- Outcome 8 – We have a caring society that supports people throughout their lives, and
- Outcome 9 – People want to live, work and visit here

Under each of the outcomes above the Commission aims to make a contribution to the achievement of the indicators which have been set at a population level.

Our partners

The Commission operates in a tripartite partnership together with the Victims Unit in The Executive Office and the Victims and Survivors’ Service. Our roles are set out in figure 1 below.

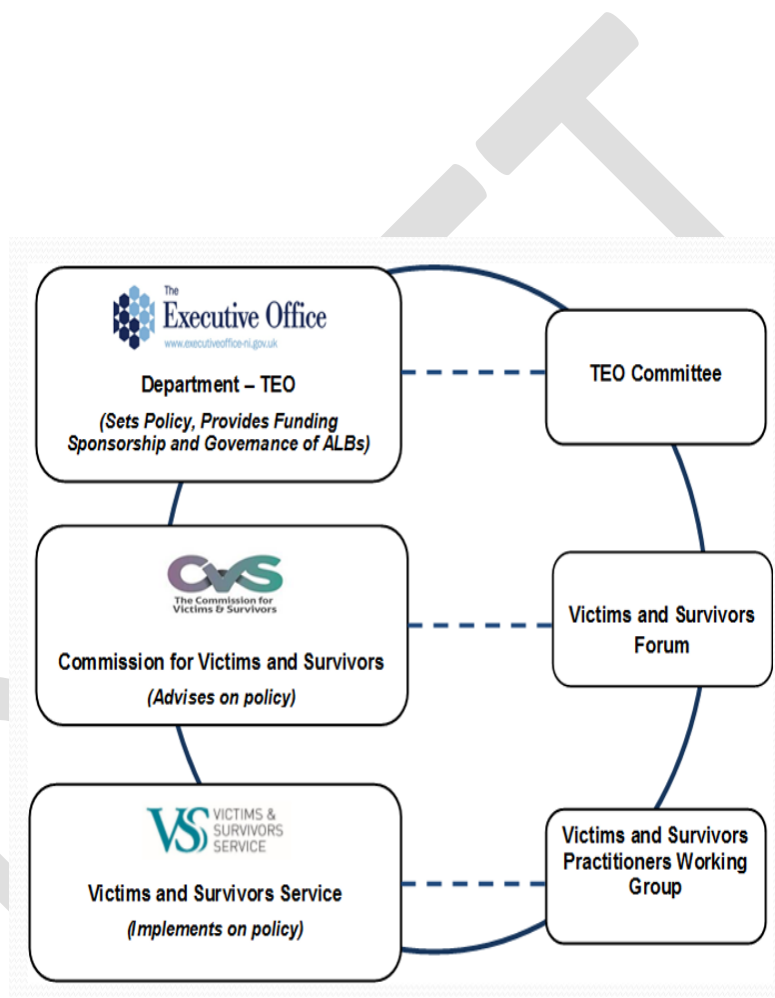


Figure 1. Tripartite

In adopting approach plan, the and

Partnership

an outcome based accountability for this corporate Commission, Victims Survivors Service and

The Executive Office have worked collaboratively to identify strategic outcomes for all services and funding provided under the current overall strategy for victims and survivors which has been extended to 2023.

Our assessment of need

The three strategic themes of the Victims and Survivors Strategy has been developed further to consider our Comprehensive Needs Assessment research (2012) which identified seven key interrelated and interdependent areas that must inform our plans, policies and practices in dealing with victims and survivors. Later in 2021 we shall be considering the findings of our updated research into victims and survivors’ needs that has been funded by the EU Peace IV programme. These strategic themes are depicted in figure 2 below.

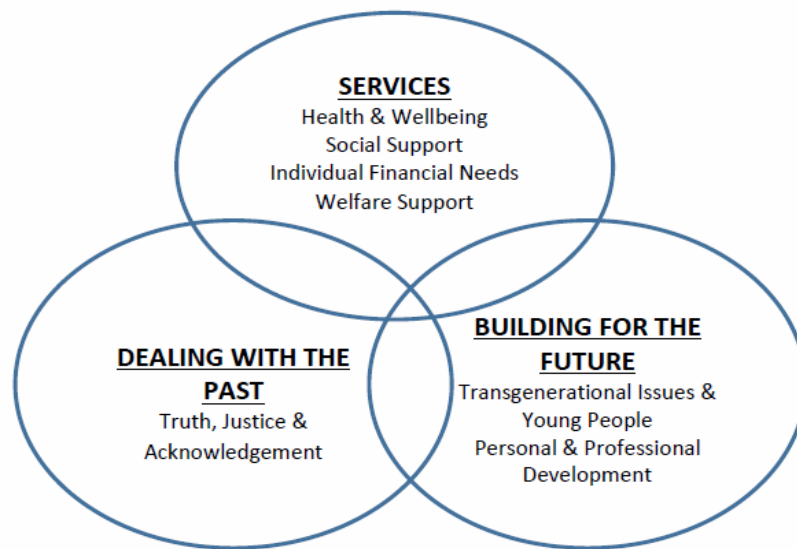


Figure 2. Comprehensive Needs Assessment, 2012

Our corporate outcomes

Our work is primarily enabled by our statutory duties and powers. Considering these, as well as the drivers of our corporate plan as detailed above, we have established four equally important corporate outcomes that we will contribute to over the next two years:

1. The physical and mental health needs of victims and survivors are met and their quality of life improved.
2. Victims and survivors are supported and empowered in the journey of reconciliation by addressing outstanding legacy issues.
3. Learning from the experiences of victims and survivors can contribute to a lasting peace for our children and young people.
4. The Commission is an outward looking, effective and accountable organisation with a duty of care to its employees and volunteers and a strong sense of its social responsibility to victims and survivors and to society as a whole.

The annex to our corporate plan is our Outcome Delivery Plan which shows our planned activities for the forthcoming year that will contribute to each of these outcomes. This includes the monitoring arrangements, timescales and responsibilities for each of these activities.

Effective engagement with victims and survivors is critical to our work and that is why the role of the victims and survivors' Forum is so important. The way in which we work follows a set pattern depicted in figure 3 below.

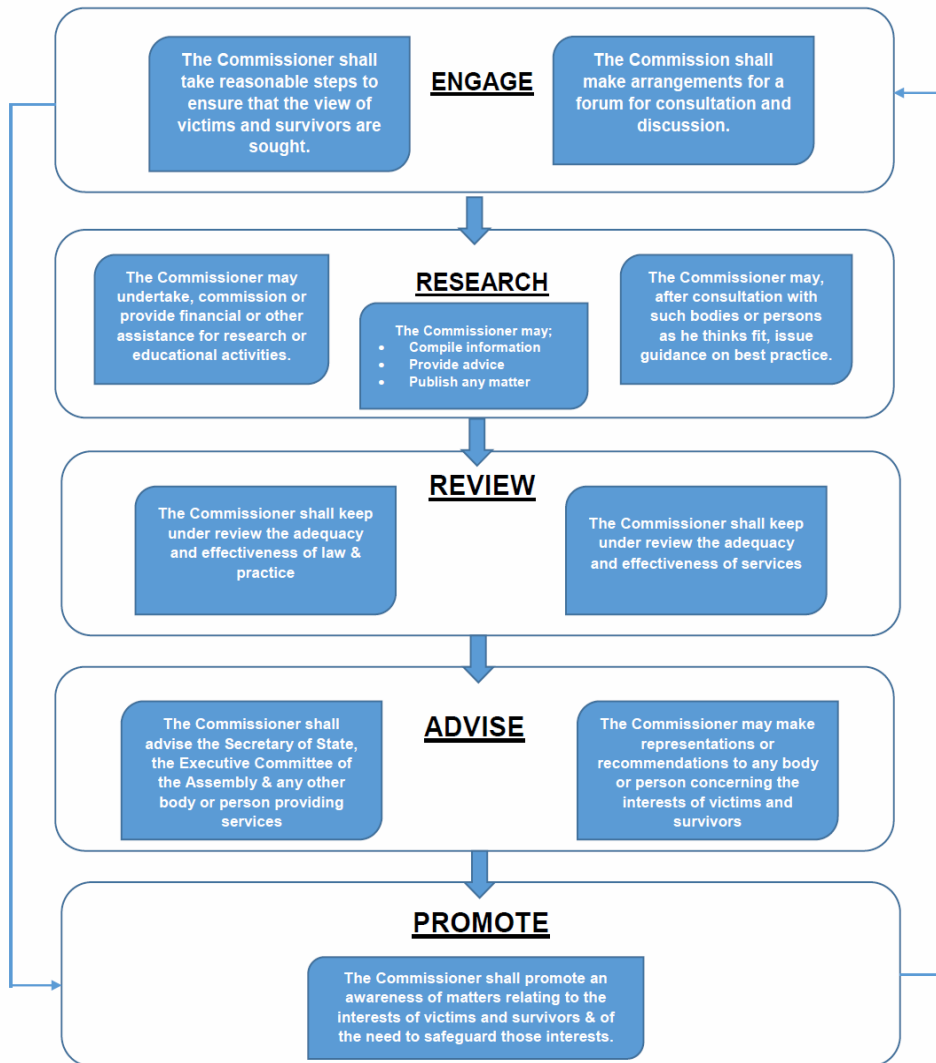


Figure 3. Methodology

Our resources

The Commission is funded by an allocation of block grant funding made by The Executive Office as well as research funding provided by the EU. We are required to comply with public spending rules set out in Managing Public Money NI (2008) and by subsequent instructions from the Department of Finance. We closely monitor spending and in year pressures and easements are reported to The Executive Office through the process of quarterly monitoring rounds.

The Executive Office has confirmed that our resource budget for 2021/22 financial year is £876k. This will be used in line with public spending regulations to help meet our objectives and further our outcomes to the best of our ability. Our income is received from two main sources – a block grant allocation from The Executive Office of £876,000 Resource and £5,000 depreciation and EU research grant funding of circa £312,000.

We use this budget to employ a full time Commissioner and 11 staff at our offices in Equality House, Belfast and to fund our engagement, communication and research activities. In the coming years, we propose to launch a new research and communications/engagement programme to build on the success of work carried out to date.

The following table shows an indicative breakdown of our annual budget.

Table 1. Indicative Annual Budget

Expenditure Heading	Budget 2021/22
Salaries & Commissioner's Fees	612,988
Overheads & other	140,612
Programme (excluding staff costs)	127,400
Capital	0
Total Budget (incl. Depreciation)	881,000
Research Projects funded by Peace IV	
Review of Trauma Services Research Project	90,000
Advocacy Research Project	66,000
Trans-generational Legacy and Young People Research Project	91,000
Update of the Comprehensive Needs Assessment	65,000
	312,000

Our resources are organised in three main overlapping teams that is designed to deliver our strategy in an integrated way as shown in Figure 5 which also includes the estimated % use of resources.

Whilst the Commission has a line structure showing the internal reporting arrangements (as seen on page 12 in the annex), in practice we operate on a matrix style team basis with staff from various functions working together on various activities and projects to support achieving our objectives. This approach is also reflected in our reporting and accountability arrangements shown on page 13.

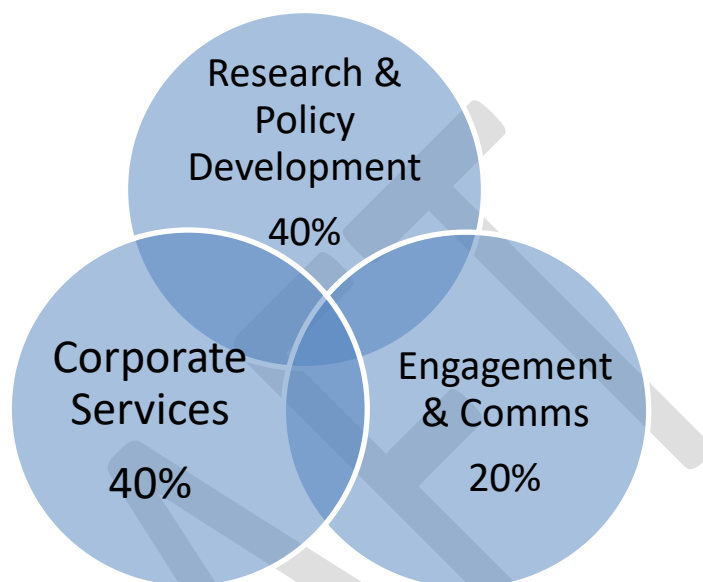


Figure 5. Structure and use of resources

The Commission aims to build on the work and findings from the Comprehensive Needs Assessment which was completed in 2012. This fundamental piece of work which underpinned understanding of what impacts on victims and survivors will be taken forward to assess the needs and requirements of people outside Northern Ireland, in the Republic of Ireland, Great Britain and elsewhere. This assessment will be augmented by updated research that will be published later this year.

Implementation and monitoring

Any forward strategy is only as valuable and effective as its implementation. Monitoring and reviewing performance against this Corporate Plan will be integrated into our governance arrangements so we understand the extent to which we are achieving our intended outcomes. Delivery of the Corporate Plan will be supported each year by our Outcome Delivery Plan which sets out in detail our activities and outputs.

Through the Chief Executive, the ARAC and The Executive Office Committees and the Executive team as depicted in Figure 6. below, regular reports monitoring delivery against key elements of our work will be scrutinised with a formal assessment of our annual Outcome Delivery Plan in the Commission's Annual Report and Accounts.



Figure 6. Oversight Arrangements

Our Corporate Risk Register is also aligned at service delivery levels providing linkages between identified risks/threats to Corporate Plan outcomes and Outcome Delivery Plan measures. We will implement the following management framework to provide assurances that:

- All staff and those others assisting the Commission are aware of our aims and objectives of the strategic plan and their contribution.
- There is open and transparent monitoring of the achievement of our objectives.
- Responsibility for decisions and quality of our delivery is clearly allocated.
- Accountability for delivery is part of the regular review of our business.
- Risk management processes are in place which enable us to monitor and control those risks which arise, with appropriate scrutiny and oversight by the Audit Committee.
- The Executive Office and Commissioner is responsible for oversight, scrutiny and agreeing the strategic direction of the Commission with the support of the Chief Executive and staff.

Contact us

We welcome any feedback on this plan or any aspect of our work.

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INTERIM ANNUAL OUTCOME DEVELOPMENT PLAN 2021/22 onwards

**Annex to our interim Corporate Plan 2021/22
Draft version 8**

9 June 2021

Introduction

Within the context of our corporate plan, we have developed an annual business plan that we refer to as our Annual Outcome Development Plan. This annex sets out our operational priorities and activities for the 2021/22 year. As we operate on a team-based matrix arrangement, by setting out our various tasks and activities, our staff members can see where their role (whether research, engagement and communications or corporate services) contributes to our overall corporate objectives and outcomes.

Our main priorities and activities in 2021/22

Within **corporate outcome one**, we shall seek to improve the physical and mental health needs of victims and survivors are met and their quality of life by:

- Assessing and monitoring access to services provided by the VSS and its funded organisations, and identifying gaps or barriers to service provision.
- Monitoring compliance with Standards for Services for Victims and Survivors for those funded to deliver specific services (VSS, funded community organisations and Troubles Permanent Disablement Scheme).
- Monitoring and reporting on services provided outside the VSS that will be proportionately accessed by victims and survivors e.g. Troubles Permanent Disablement Scheme, PIP and Universal Credit, Regional Trauma Network, Legacy Mechanisms.

Within **corporate outcome two**, we shall ensure that Victims and Survivors are supported and empowered in the journey of reconciliation by addressing outstanding legacy issues by:

- Ensuring Victims and Survivors' voices are centred in discussions and development of legacy institutions.
- Contributing to improving political and societal appetite for the progression of legacy institutions.
- Contributing to the development of best practice on matters directly relating to the experiences of victims and survivors.

Within **corporate outcome three**, we shall learn from the experiences of victims and survivors to contribute to a lasting peace for our children and young people by:

- Contributing to improving societal understanding of the links between the conflict and transgenerational legacy. E.g. ill mental health, substance use, suicide, segregation, paramilitarism, domestic and sexual violence.
- Ensuring the voices and experiences of victims and survivors are featured in government departments and both government and community initiatives that tackle transgenerational issues. e.g. T:BUC, Tackling Paramilitarism, . Education Fund, etc.

Within **corporate outcome four**, we shall ensure the Commission is an effective and accountable organisation with a duty of care to its employees and a strong sense of its social responsibility to victims and survivors and to society as a whole by:

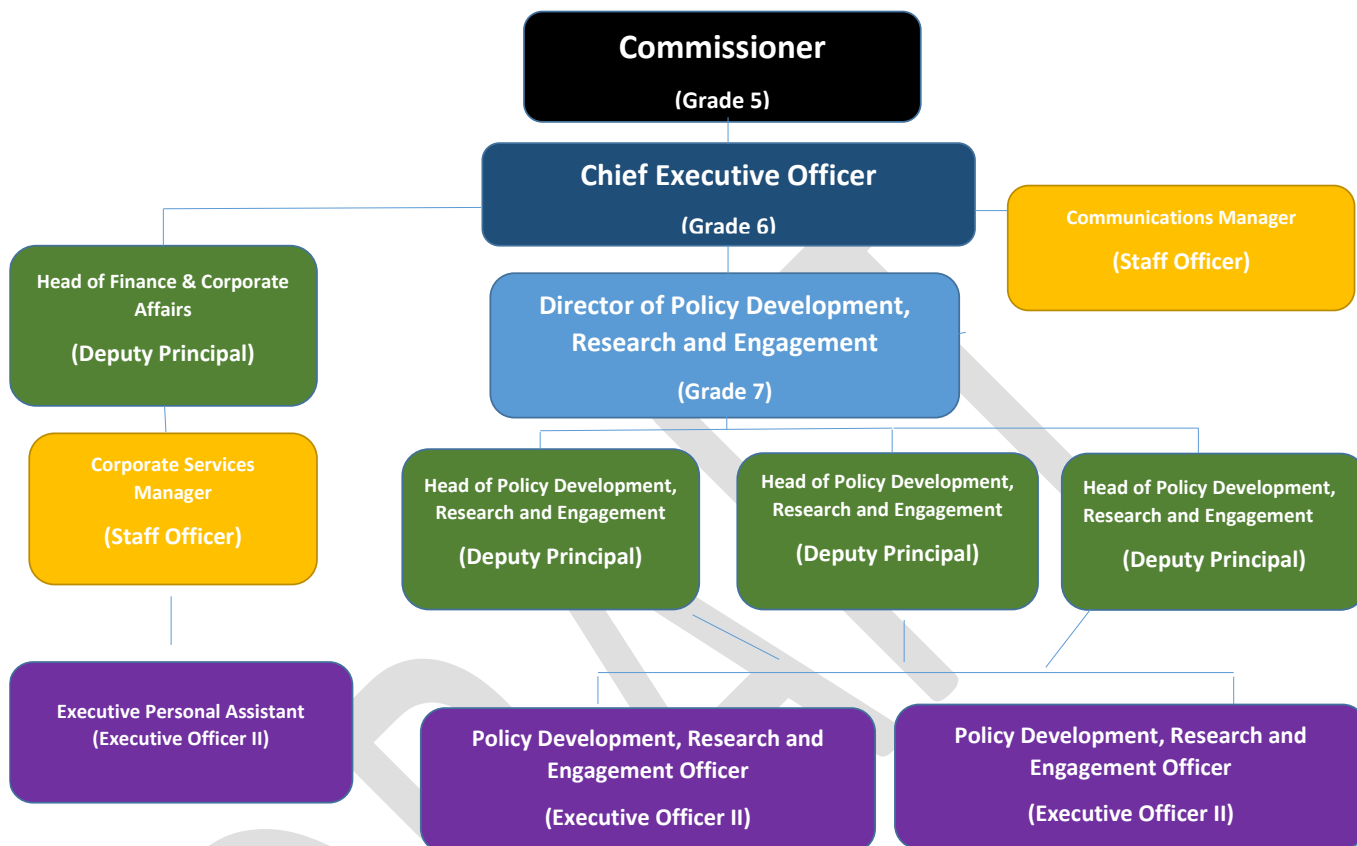
- Having a skilled, competent and engaged workforce who are supported in their delivery of work programmes.
- Learning from international best practice to inform local policy development.
- Continually reviewing our outcomes ensuring they remain fit for purpose for victims and survivors.
- Continually reviewing our internal operations ensuring they remain effective and efficient.
- Managing public money ensuring value, robust financial management, effective reporting and compliance with the law and public sector guidelines.

The various tasks from these operational priorities are set out from pages 14-17 of this plan.

Maximising use of our resources

Over the last year we have been reviewing the use of our resources to align them to our corporate objectives to optimise our structure and the way we work together. This is depicted in the organisational chart below which shows the integration of communications across the organisation and the integration of research, policy and engagement functions. Whilst some progress has been made, this work is going as is expected to be complete during the year.

Proposed Organisational Chart 2020/21



Clearly, the post of Commissioner remains vacant for the foreseeable future and we shall use the current interim arrangements to lead the organisation until a new Commissioner is appointed.

Whilst the Commission has a line structure showing the internal reporting arrangements, as depicted above, in practice we operate on a matrix style team basis with staff from the research, communications and engagement, and corporate services functions working together on various activities and projects to support achieving our objectives. This approach is also reflected in our reporting and accountability arrangements as set out below.

Monitoring, reporting and accountability arrangements

The success of any plan depends upon its effective implementation. Effective internal monitoring arrangements are in place to oversee progress of our objectives at the following levels:

- **Audit Risk and Assurance Committee:** oversight and scrutiny of corporate objectives as reported by the Chief Executive on behalf of the management team, as well as assurances of effective performance and risk management within the structure of the Commission (e.g. quarterly).
- **Team level:** monitoring and reporting of progress of the activities shown in the appendices for corporate service, research and policy development, and communication functions as reported by the senior management team to the Chief Executive (e.g. monthly).

- **Individual level:** regular discussion with respective manager on individual performance and contribution to activities shown in the appendices (e.g. weekly).

Monitoring at each level will also include analysis of risks that will need to be managed and assurances that will be provided that controls are in place to address such risks. The Audit, Risk and Assurance Committee (ARAC) will wish to be assured that risk management arrangements are working effectively.

Monitoring of performance and the management of risks will also be overseen by The Executive Office (TEO) as our principal stakeholder in discussion with the Chief Executive who is also the delegated Accounting Officer). This will be done in line with the proposed Partnership Agreement and annual engagement plan. We anticipate these arrangements will be developed further this year, until then we shall continue with the quarterly accountability meetings with TEO.

We use a standard performance report shown on pages 14-17 below. This will provide the basis of consistent reporting by the Chief Executive to TEO and to provide assurances to the ARAC; for the senior management team to report to the CEO; and for functional teams and individuals to contribute to the functional heads of research, communications and corporate services.

We shall also report publicly on our high level outcomes in our statutory annual report and accounts that is published in the autumn of each year for the previous financial year ending 31 March.

Next steps

This Outcome Development Plan is owned by the staff, management, ARAC and The Executive Office and requires consultation, input and refinement at each level. Given the uncertain and turbulent environment in which we operate, it will require regular review and adjustment as required if we are to achieve our objectives and impact positively on the lives of our local citizens.

Corporate Outcome 1: The physical and mental health needs of victims and survivors are met and their quality of life improved			
PfG Outcomes – (3) We have an equal and inclusive society where everyone is valued and treated with respect; (4) We enjoy long, healthy, active lives (5) We are an innovative, creative society where people can fulfil their potential; (8) We have a caring society that supports people throughout their lives. (BUDGET - £252,030)			
KEY ACTIONS	ACTIVITIES	Timescale	Update of progress and any risks
Assessing and monitoring access to services provided by the VSS and its funded organisations, and identifying gaps or barriers to service provision.	<p>Sign off Trauma Services Research Project finalised. Sign off Needs Review Research Project finalised. Contribute at Sectoral Working Group meetings. Effectively managing and leading the Forum's contribution on services. Contribution at Practitioner Working Group meetings. Leading at Standards Working Group meetings. Commission website accurately reflects work in relation to services. Communications and engagement plans are developed for research and policy development projects related to the areas of services and health needs. Engagements with key stakeholders are implemented and the qualitative and quantitative data captured.</p> <p><i>As assessed by an end of year Policy Impact Statement will provide analysis and evidence of impact of outcome to date and projected future direction or impact relating to physical and mental health needs.</i></p>	<p>Q2 Q2 Ongoing Ongoing Ongoing Q2 & Q4 Ongoing Ongoing Ongoing</p> <p>Q4</p>	
Monitoring compliance with Standards for Services for Victims and Survivors for those funded to deliver specific services (VSS, funded community organisations and Troubles Permanent Disablement Scheme).	<p>Leading and contributing to the Tri-lateral meetings between CVS, VSS and TEO. Leading and contributing between VSS CEO, VSS Chair and the Commissioner / CVS CEO. Contribute at Sectoral Working Group meetings. Contribute at Practitioner Working Group meetings. Leading at Standards Working Group meetings.</p> <p><i>As assessed by the end of year Policy impact statement and the Review Reports on VSS.</i></p>	<p>Quarterly Quarterly Ongoing Ongoing Q2 & Q4</p> <p>Q4</p>	
Monitoring and reporting on services provided outside the VSS that will be proportionately accessed by victims and survivors e.g. Troubles Permanent Disablement Scheme, PIP and Universal Credit, Regional Trauma Network, Legacy Mechanisms	<p>Recording developments for the implementation of the Regional Trauma Network. Policy briefings to and other engagements with political parties / NDPBs. Learning from international best practice to inform local policy development.</p> <p><i>As assessed by an end of year Policy Impact Statement will provide analysis and evidence of impact of outcome to date and projected future direction or impact relating to physical and mental health needs.</i></p>	<p>Ongoing Ongoing</p>	

Corporate Outcome 2: Victims and survivors are supported and empowered in the journey of reconciliation by addressing outstanding legacy issues

PfG Outcomes – (1) Our children and young people have the best start in life;

(3) We have an equal and inclusive society where everyone is valued and treated with respect; (5) We are an innovative, creative society where people can fulfil their potential; (8) We have a caring society that supports people throughout their lives **(BUDGET - £196,683)**

KEY ACTIONS	ACTIVITIES	Timescale	Update of progress and any risks
Victims and survivors' voices are centred in discussions and development of legacy institutions	<p>Effectively managing and leading the Forum' contribution on legacy and reconciliation.</p> <p>Communications and engagement plans are developed for research and policy development projects related to the areas of legacy and reconciliation. Engagements with key stakeholders are implemented and the qualitative and quantitative data captured.</p> <p>Policy briefings are provided to political parties and other key influencers on legacy.</p> <p>Development and submission of consultation responses relevant to legacy as appropriate.</p> <p>Contributing to political debate at party Conferences/events.</p> <p>Commission website accurately reflects work in relation to legacy and reconciliation.</p> <p>Round table discussion on emerging and challenging issues raised in Peace IV Research.</p> <p>Development and submission of consultation responses.</p> <p><i>As assessed by an end of year Policy Impact Statement will provide analysis and evidence of impact of outcome to date and projected future direction of reconciliation and legacy issues.</i></p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>As required</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	
We contribute to improving political and societal appetite for the progression of legacy institutions.	<p>Conducting a population survey as a 'market research' tactic to assess current attitudes and appetite for legacy issues.</p> <p>Development of a UX communications and engagement plan to develop questions and produce a population survey.</p> <p>Contributing to political debate at party Conferences/events.</p> <p><i>As assessed by an end of year Policy Impact Statement will provide analysis and evidence of impact of outcome to date and projected future direction of reconciliation and legacy issues.</i></p>	<p>Q3</p> <p>Q4</p> <p>Ongoing</p>	
We contribute to the development of best practice on matters directly relating to the experiences of victims and survivors.	<p>Engagement and development on best practice when representing the experiences of victims and survivors.</p> <p>Using the development of best practice to help inform the operations of OHA and IRG.</p> <p>Development of a Guide for researching and engaging working with and for Victims and Survivors.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Q2</p>	

Corporate Outcome 2: Victims and survivors are supported and empowered in the journey of reconciliation by addressing outstanding legacy issues

PfG Outcomes – (1) Our children and young people have the best start in life;

(3) We have an equal and inclusive society where everyone is valued and treated with respect; (5) We are an innovative, creative society where people can fulfil their potential; (8) We have a caring society that supports people throughout their lives **(BUDGET - £196,683)**

KEY ACTIONS	ACTIVITIES	Timescale	Update of progress and any risks
	<p>Development of CVS Research plan. Sign off Advocacy Research Project Finalised Manage effectively the Victims and Survivors' Forum. Research/Facilitation/Scribe Training for VSF/Sectoral Engagement/Capacity Building and create a Research & Policy House Style guide for internal and external use.</p> <p><i>As assessed by an end of year Policy Impact Statement will provide analysis and evidence of impact of outcome to date and projected future direction of reconciliation and legacy issues</i></p>	<p>Ongoing Q2 Ongoing Q3-Q4</p>	

DRAFT

Corporate Outcome 3: Learning from the experiences of victims and survivors can contribute to a lasting peace for our children and young people

PfG Outcomes – (1) Our children and young people have the best start in life; (7) Everyone feels safe – we all respect the law and each other; (9) People want to live, work and visit here. **(BUDGET - £144,293)**

KEY ACTIONS	ACTIVITIES	Timescale & Budget	Update of progress and any risks
<p>We contribute to improving societal understanding of the links between the conflict and transgenerational legacy. <i>E.g. ill mental health, substance use, suicide, segregation, paramilitarism, domestic and sexual violence</i></p>	<p>Effectively managing and leading Forum on transgenerational issues. Sign off Transgenerational research Project finalised. Communications and engagement plans are developed for research and policy development projects related to the area of transgenerational legacy and learning from victims and survivors. Engagements with key stakeholders are implemented and the qualitative and quantitative data captured. Co-Design and development of Peace Plus research projects. Policy briefings are provided to political parties and other key influencers on transgenerational issues. Development and submission of consultation responses relevant to transgenerational issues as appropriate. Contributing to political debate at party Conferences/events. Commission website accurately reflects work in relation to the area of transgenerational legacy and learning from victims and survivors. Development of evidence base on emerging and challenging issues.</p> <p><i>As assessed by an end of year Policy Impact Statement will provide analysis and evidence of impact of outcome to date and projected future direction for children and young people.</i></p>	<p>Ongoing Q2 Ongoing Ongoing Ongoing Ongoing Ongoing</p>	
<p>The voices and experiences of victims and survivors are featured in government departments and both government and community initiatives that tackle transgenerational issues. <i>e.g. T:BUC, Tackling Paramilitarism, Integrated Education Fund</i></p>	<p>Engagements, consultations and training with government departments and programmes e.g. T:BUC, Tackling Paramilitarism. Engagements, consultations and training with community sector on transgenerational issues. Occasional Engagements/Papers on key complex and challenging issues emerging from Peace IV Research.</p> <p><i>As assessed by an end of year Policy Impact Statement will provide analysis and evidence of impact of outcome to date and projected future direction for children and young people</i></p>	<p>Ongoing Ongoing Ongoing</p>	

Corporate Outcome 4: The Commission is an effective and accountable organisation with a duty of care to its employees and a strong sense of its social responsibility to victims and survivors and to society as a whole

PfG Outcomes – (7) We have an equal and inclusive society where everyone is valued and treated with respect; (5) Everyone can reach their potential; (2) We live and work sustainably – protecting the environment. **(BUDGET - £282,944)**

KEY ACTIONS	ACTIVITIES	Timescale & Budget	Update of progress and any risks
We have a skilled, competent and engaged workforce who are supported in their delivery of work programmes	Provide Induction materials, staff training, development and upskilling to ensure employees feel valued and respected during their employment with the Commission. Ensure effective Staff support and supervision. Provide clear job descriptions and understanding of contributions amongst staff to the broader objectives of the organisation. Effectively implement corporate policies and procedures. (Including a new Volunteer policy) Rebranding, launch and staff training on a new website. <i>As assessed by Staff Performance appraisals and Learning and Development progress plans.</i>	As required. Ongoing Ongoing Ongoing Ongoing Q3/Q4	
We continually review our outcomes ensuring they remain fit for purpose for victims and survivors.	Monitoring and reporting on Outcome Delivery Plan (ODP). <i>Assessed at monthly SMT and Quarterly Departmental Accountability and ARAC meetings.</i>	Quarterly	
We continually review our internal operations ensuring they remain effective and efficient.	Effectively managing and completing the Internal Audit plan. Provide the required ICT support systems. <i>As assessed by the Internal Audit Assurance statement.</i>	Q1- Q4 Ongoing	
We effectively manage public money ensuring value and compliance with the law and public sector guidelines.	Effectively implement policies and procedures. Conduct and learn from Post project evaluations. (e.g. Forum Evaluation) Effectively manage our assets and contracts by reviewing performance. Manage and report on our budget to ensure we are within a 1.5% tolerance level in line with departmental needs. Lay and publish our Annual Report and Accounts with a satisfactory and unqualified audit by NIAO. Ensure effective assurances that we are well governed and meeting our objectives through effective internal audit; an effective Audit Committee (4 meetings per year); and provision of quarterly Assurance Reports. Effectively manage team and corporate risk registers. <i>As assessed by the External Audit Office, the Report to those charged with governance and the Audit Committee yearly report.</i>	Ongoing Q1-Q4 Q1- Q4 Quarterly Q3 Quarterly Monthly	