



**The Commission for  
Victims & Survivors**

# **CORPORATE PLAN 2019-22**

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## FOREWORD



Research by the Commission indicates that approximately 500,000 people (almost one in three people in Northern Ireland) are victims and survivors of the Troubles. This includes up to 200,000 with mental health problems, 40,000 suffering with injuries, and 3,720 families who were bereaved. In 2018, an Omnibus survey found that one in four of the population in Northern Ireland said that either they or a family member continued to be impacted by a troubles related event. This is the extent of the continuing impact of the Conflict in Northern Ireland.

Yet, whilst it is helpful for us to know the extent of the problem, we are learning what it is that we need to understand better and what is most helpful in addressing harm that's been caused?

Looking towards the next year and onwards, it is my aim that the Commission continue to fund these answers and ensure the support that victims and survivors in Northern Ireland, and beyond need.

Over the course of the next two years the Commission will continue to work with its research teams on three projects funded by the Peace IV programme. These three projects will deliver research resulting in meaningful and needed Advocacy and Health and Wellbeing support on the ground, alongside enabling much more in depth understanding of the nature of the Transgenerational impact and how best to mitigate the harm caused in this generation and potentially the next.

In conjunction with the Trans-generational Legacy and Young People Research Project, two cohort studies are being undertaken. Our aim is that they will help to dig into and understand how parental trauma impacts the next generation. This will allow us to better understand how families can be supported to have difficult conversations about the trauma they have experience, enabling them to minimise the harm that's been caused and help with moving towards building a better future.

The Mental Health Research Project will provide us with a better understanding of the nature of trauma. It has taken time for us to understand the extent of just how our society and mental health have been affected by trauma. Through this research we'll determine what is working best to help people within communities deal with or manage trauma and its impact, and our aim is that this important piece of research will inform the way forward and feed into the development of the Regional Trauma Network. It is vitally important that this resource becomes fully funded and implemented as soon as possible.

The last of the three projects is the Effective Advocacy Services Research Project. It is hugely important that we understand and acknowledge the extent to which this issue matters to people and just how connected unanswered questions can be to pain and mental health. This research will inform a way in which to support people in their individual choice to seek those answers.

In the coming 2019/20 year the Commission the Commission proposes to launch a new research programme, 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 now be taken forward to assess the needs and requirements of people outside of Northern Ireland, in the Republic of Ireland, Great Britain and elsewhere<sup>1</sup>.

An important piece of learning from the work undertaken by the Commission in the last year has been the extent and impact of the Troubles on those victims who live outside Northern Ireland and their feelings of isolation are exacerbated by not being able to access same services and support as those who live here. We have heard the needs expressed by families in Birmingham, the Republic of Ireland, Manchester and beyond, and there will be a sharper focus on their needs in this revisiting of the Comprehensive Needs Assessment.

Last year we commissioned research to inform policy advice to the UK government on a Pension for the Severely Injured for those who were severely injured both physical and psychological by the Conflict and on the proposals for Addressing the Legacy of the Past in Northern Ireland.

Our aim is that the Pension will address the plight of those who are severely injured. A significant number of people were harmed physically and psychologically during the Troubles, and as they become older, their needs become more acute, with financial hardship being one of the major impacts on their lives. In conjunction with the need for ongoing care, mobility help, mental health support and fighting against ongoing isolation it is critical that they are looked after properly financially, and that a Pension is made available in the immediate future.

The Commission Policy Advice on Legacy addressed the understanding that people are looking for answers. These people are getting older, and they have been waiting for decades to be provided with the opportunity to seek the answers they need to find or begin resolution to their own trauma. For the many individuals, families and communities affected across Northern Ireland, Great Britain and the Republic of Ireland there is still pain and loss which is now accompanied by a strong sense that they have been ignored for decades by those with the power to act. This is true across the very different constituencies affected and it must be a key consideration in determining how these measures are taken forward.

I would like to give my thanks to all those who engaged with the Commission during the Addressing the Legacy of the Past in Northern Ireland consultation and who, as a result, informed our response and our policy advice. The extent of these engagements and the feedback we received gave us a deeper understanding of the impact and needs, in this area, on communities in Northern Ireland and beyond.

I would also like to thank the members of the Victims and Survivors Forum and the extent to which their ability to reflect on difficult issues, have difficult and honest conversations, and their desire to move forward has helped and inform our advice and work. The Commission will undertake process in the 2019/20 to introduce new membership to the Forum and we hope to build on the work of all Forum members and their valuable and important contribution.

In the coming years the issues I have outlined will continue to be a focus in our work; to raise the profile of these issues with government and seek the implementation of new measures. The

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<sup>1</sup> This project is to be undertaken in partnership with the Victims and Survivors Service and funded by SEUPB. An outcome of the bid is expected to be received in 2019/20.

intention of all the research and work to be undertaken by the Commission in the coming years in addressing the past, ensuring and delivering the best services and tackling trans-generational trauma and harm is all about building a better future and contributing to reconciliation for individuals, and for society as a whole.

A handwritten signature in black ink, appearing to read "Judith Thompson". The signature is fluid and cursive, with a large, stylized initial "J" and "T".

Judith Thompson  
**Commissioner for Victims and Survivors**

## 1. WHO WE ARE

The Commission for Victims and Survivors 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 OFMDFM). 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 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.”*

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 period of four years. The post of Commissioner is currently held by Judith Thompson. The Commissioner also fulfils the role of the Board to the Commission.

## **2. WHY WE ARE HERE**

We exist primarily to fulfil our founding statutory duties set out in the Victims and Survivors Order 2006 (these are detailed in Section 3). In doing so we work under the strategic direction of the Victims and Survivors Strategy 2009-19 and we advise government on how it should address the comprehensive and complex needs of many victims and survivors. We also believe 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.

We however do not underestimate the scale of this issue. 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 families bereaved.

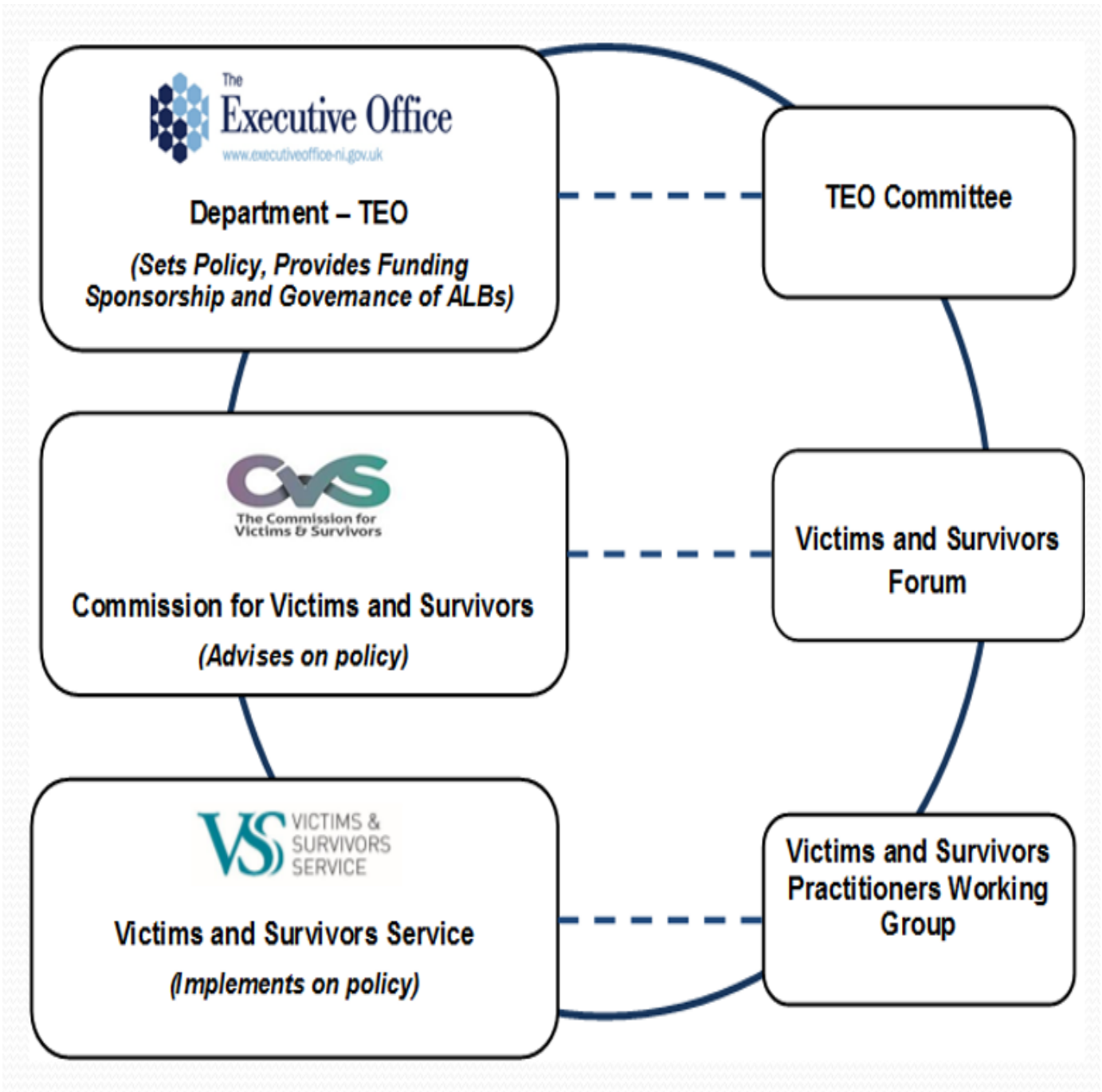
### **Victims and Survivors Strategy, 2009-2019**

The three themes of: Dealing with The Past; Improving Services; and Building For the Future are underpinned by 11 overarching principles:

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; and

- 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**

Following the publication of the Victims and Survivors Strategy, the Commission conducted fundamental research into the needs of victims and survivors. This research concluded on seven 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

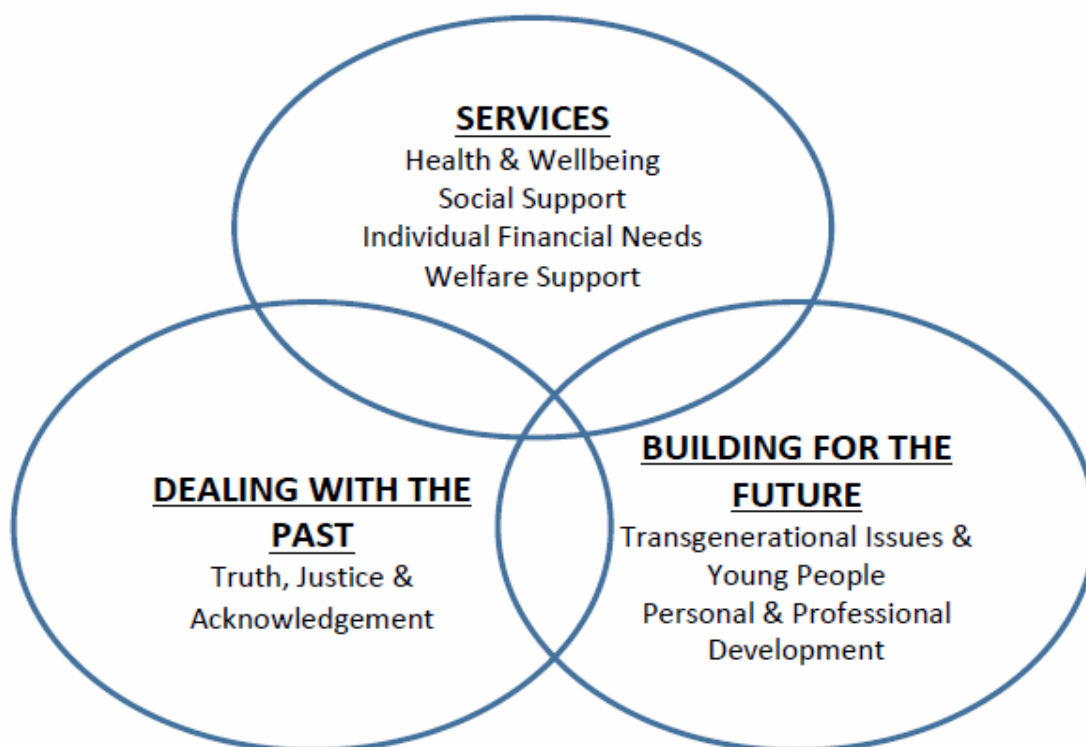
### **6. Transgenerational Issues and Young People:**

- 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 below:



### **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 to 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 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.

### 3. HOW WE WORK

#### Our Vision

Our Vision is to improve the overall wellbeing of victims and survivors.

#### Our Mission

Our Mission is to address the needs of victims and survivors by addressing the legacy of the past, ensuring excellent service provision and building for a better future.

#### Our Values

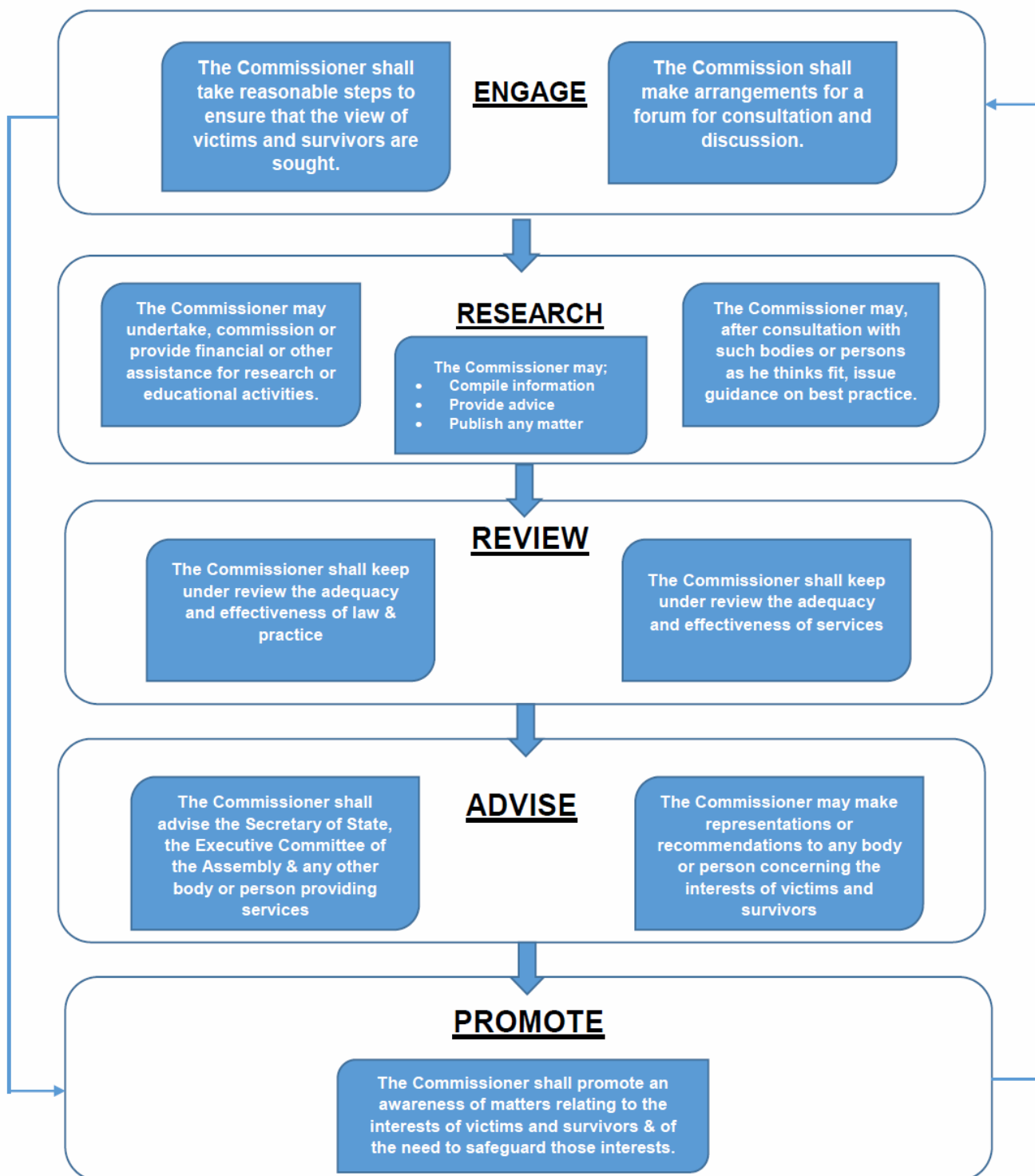
All our work is underpinned by a number of core values. We use these in our day to day work and we seek outcomes based on the fulfilment of these values:

- **TRUST** - Working confidentially, impartially and respectfully with victims and survivors and others to develop and sustain an open and honest relationship;
- **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; and
- **INDEPENDENCE** - Upholding our statutory duties and maintaining a critical distance to challenge government and relevant authorities on behalf of victims and survivors.

Our work is primarily enabled by our statutory duties and powers. The way in which we work follows a set pattern of:

- extensive engagement with victims and survivors;
- conducting and commissioning research to explore issues raised;
- review of services, law and practice affecting victims and survivors;
- issuing policy advice and making representation to government; and
- promoting and communicating victims' issues in the wider public domain.

This approach and our statutory duties and powers are outlined below:



Our 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.

## Financial Performance

The Commission is sponsored by The Executive Office. In year pressures and easements are reported to The Executive Office through the process of quarterly monitoring rounds.

Expenditure Heading	Actual 2016-17	Actual 2017/18	Projected 2018/19
<b>Salaries &amp; Commissioner's Fees</b>	572,342	590,685	593,756
<b>Overheads &amp; other</b>	165,501	139,287	148,256
<b>Programme (excluding staff costs)</b>	119,163	97,047	123,610
<b>Total Recurrent</b>	<b>857,006</b>	827,019	865,622

Actual capital expenditure per the audited accounts against the budget is shown below:

<b>Capital</b>	-	716	18,000
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Actual non cash depreciation commitment per the audited accounts against the budget is shown below:

<b>Depreciation</b>	5,489	5,489	2,724
<b>Total Budget</b>	<b>862,495</b>	833,224	886,346

We have an indicative resource budget of £845,000 in 2019/20 to fulfil our duties to the best of our ability.

We use this budget to employ a fulltime Commissioner and 11 staff at our offices in Equality House, Belfast. The remainder of our funding enables us to carry out engagement, communication and research activities. In addition the Commission has secured additional funding of £250k through PEACE IV for specific research projects that will run over the period of this plan and in the coming 2019/20 year the Commission proposes to launch a new research programme. 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 of Northern Ireland, in the Republic of Ireland, Great Britain and elsewhere.

Over the next three years of this plan the resource budget is expected to reduce by 4% each year.

<b>Expenditure Heading</b>	<b>Budget 2019/20</b>
<b>Salaries &amp; Commissioner's Fees</b>	612,988
<b>Overheads &amp; other</b>	140,612
<b>Programme (excluding staff costs)</b>	86,400
<b>Capital</b>	0
<b>Depreciation</b>	5,000
<b>Total Budget</b>	<b>845,000</b>
<b>Research Projects funded by Peace IV</b>	
<b>Mental Health Research Project</b>	95,000
<b>Advocacy Research Project</b>	60,000
<b>Trans-generational Legacy and Young People Research Project</b>	95,000
<b>Update of the Comprehensive Needs Assessment (To be confirmed in 2019/20)</b>	139,000
<b>Total Research Budget</b>	<b>389,000</b>

## 4. WHAT DIFFERENCE CAN WE 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.

We have established five outcomes framed around the seven 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 five 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 the detailed activities and outputs presented in our annual Outcome Delivery Plan.

Strategic Outcome	CNA Thematic Area	Potential Indicators	How will this be measured
<p>1. Improved health and wellbeing of victims and survivors</p>	<p><b>Health &amp; Wellbeing</b></p> <p><b>Social Support</b></p>	<ul style="list-style-type: none"> <li>• Improved mental health</li> <li>• Reduced risk</li> <li>• Improved physical and social function</li> <li>• Reduction of symptoms</li> <li>• Positive attitude</li> <li>• Improved integration</li> <li>• Improved quality of life</li> <li>• Reduced Isolation and improved social networks</li> </ul>	<ul style="list-style-type: none"> <li>• <b>CORENET (Talking Therapies)</b> <i>Collects client reported outcome measures and uses this to manage therapeutic outcomes.</i> <a href="http://www.coreims.co.uk/About_Core_Tools.html">http://www.coreims.co.uk/About_Core_Tools.html</a></li> <li>• <b>MYMOP (Complementary Therapies)</b> <i>Client centred and individualised outcome questionnaire focusing on specific problems but also general wellbeing</i></li> <li>• <b>TAKE 5</b> Monitoring Framework under development by the Victims Practitioners Working Group</li> <li>• <b>PEACE IV</b> cohort study</li> </ul>
<p>2. Victims and survivors, and those most in need, are helped and cared for.</p>	<p><b>Financial Needs</b></p> <p><b>Welfare Support</b></p>	<ul style="list-style-type: none"> <li>• Improved financial support</li> <li>• Greater sense of responsibility and independence in addressing practical needs</li> <li>• Increased access to benefits and support</li> </ul>	<ul style="list-style-type: none"> <li>• Surveys</li> <li>• Welfare changes and support reporting</li> <li>• Case studies</li> </ul>
<p>3. Victims and survivors, and their families, are supported to engage in legacy issues</p>	<p><b>Truth, Justice and Acknowledgement</b></p>	<ul style="list-style-type: none"> <li>• Renewed relationships and trust within families and communities</li> <li>• Improved mental health and social networks</li> <li>• Agreed narrative with families and agencies around the incident</li> <li>• Increased confidence and reduced isolation due to being acknowledged and supported</li> </ul>	<ul style="list-style-type: none"> <li>• Case Studies</li> <li>• 1 to 1 interviews</li> <li>• External and internal periodic evaluations</li> <li>• <b>PEACE IV</b> cohort study</li> </ul>



Strategic Outcome	CNA Thematic Area	Potential Indicators	How will this be measured
<p>4. Children and grandchildren of victims and survivors are given the best start in life</p>	<p><b>Transgenerational Issues and Young People</b></p>	<ul style="list-style-type: none"> <li>• Improved family relationships</li> </ul>	<ul style="list-style-type: none"> <li>• Case studies</li> <li>• 1 to 1 interviews</li> <li>• External and Internal periodic evaluations</li> <li>• <b>PEACE IV</b> cohort study</li> </ul>
<p>5. Improved access to opportunities for learning and development for victims and survivors</p>	<p><b>Personal and Professional Development</b></p>	<ul style="list-style-type: none"> <li>• Enhanced self-esteem and self-worth</li> <li>• Enhanced opportunities to contribute to wellbeing of others</li> </ul>	<ul style="list-style-type: none"> <li>• Case studies</li> <li>• Surveys (pre and post training)</li> </ul>

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

### Population Level:

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

### Population Level Indicator:

- 0% population with GHQ12 scores  $\geq 4$  (signifying possible mental health problem)
- % people who are satisfied with health and social care

### Performance Level:

The Commission improves the mental health and wellbeing of victims and survivors that engage with the VSS, the new Regional Trauma Network and funded groups

What are we doing?	Why?	Measured by?
<p>The Commission, with the support of the Forum, continues to review the adequacy and effectiveness of services through monitoring arrangements and involvement in the development of a new Regional Trauma Network.</p> <p>We continue to advise government on policy improvements for victims and survivors.</p> <p>We continue to promote the interests of victims and survivors through a targeted communications strategy.</p>	<p>Improved circumstances for victims and survivors:</p> <ul style="list-style-type: none"> <li>• Improved mental health</li> <li>• Improved physical and social function</li> <li>• Reduction of symptoms</li> <li>• Positive attitude</li> <li>• Improved integration</li> <li>• Improved quality of life</li> <li>• Reduced isolation and improved social networks</li> </ul>	<p>Analysis of VSS data from funded groups (Corenet, Mymop and Take 5)</p> <p>Analysis of VSS data collected from individuals</p> <p>Analysis of data from 3 Research and cohort study projects funded by PEACE IV</p> <p>Analysis of Individual case studies</p>

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

### Population Level:

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

### Population Level Indicator:

- 0% population with GHQ12 scores  $\geq 4$  (signifying possible mental health problem)
- % population living in absolute and relative poverty (before housing costs)

### Performance Level:

The Commission improves the circumstances of victims and survivors accessing the new service delivery model for individuals and reduce the impact of welfare reform for victims and survivors registered with the VSS

What are we doing?	Why?	Measured by?
<p>The Commission, with the support of the Forum, continues to review the adequacy and effectiveness of services through monitoring arrangements; and the adequacy and effectiveness of law and practice for welfare reform and a pension for the severely injured.</p> <p>We continue to advise government on Policy improvements for victims and survivors.</p> <p>We continue to promote the interests of victims and survivors through a targeted communications strategy.</p>	<p>Improved circumstances for victims and survivors:</p> <ul style="list-style-type: none"> <li>• Improved financial support</li> <li>• Greater sense of responsibility and independence in addressing practical needs</li> <li>• Increased access to benefits and support</li> </ul>	<p>Analysis of VSS data from individuals</p> <p>Analysis of Individual case studies</p>

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

**Population Level:**

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

**Population Level Indicator:**

- A Respect Index
- % population who believe their cultural identity is respected by society

**Performance Level:**

The Commission lobbies, influences and applies pressure to politicians to pass legislation in order to implement the institutions and measures agreed within the Stormont House Agreement to improve the circumstances of victims and survivors

What are we doing?	Why?	Measured by?
<p>The Commission, with the support of the Forum, continues to review the adequacy and effectiveness of law and practice for the implementation and delivery of the legacy institutions in the Stormont House Agreement.</p> <p>We continue to advise government on Policy improvements for victims and survivors.</p> <p>We continue to promote the interests of victims and survivors through a targeted communications strategy.</p>	<p><b>Circumstances</b> of victims and survivors engaging with legacy institutions are changed for the better</p> <p>To achieve <b>attitudinal</b> change regarding legacy institutions</p> <p>Increasing the <b>knowledge</b> and understanding of the needs of families participating with the legacy institutions</p> <p>Increase the <b>knowledge</b> of the impact of non-agreement of the legacy institutions on individual victims and survivors and their families with key decision makers.</p>	<p>Commission advice is reflected in progress on legacy issues.</p> <p>Analysis of data from 3 PEACE IV research and cohort study projects</p> <p>Analysis of Individual case studies</p>

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

### Population Level:

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

### Population Level Indicator:

- % children at appropriate stage of development in their immediate pre-school year
- % care leavers who, aged 19, were in education, training or employment

### Performance Level:

The Commission leads a programme of research into the impact of the conflict on the generations and transgenerational services are improved

What are we doing?	Why?	Measured by?
<p>The Commission leads a programme of research into the impact of the conflict on the generations and services provided are improved due to the findings and recommendation.</p> <p>We continue to advise government on Policy improvements for victims and survivors.</p> <p>We continue to promote the interests of victims and survivors through a targeted communications strategy.</p>	<p>To increase the <b>knowledge</b> and understanding of the service required to address the needs of families and young people accessing services</p> <p><b>Circumstances</b> of victims and survivors engaging services are changed for the better due to the findings of the research</p>	<p>Analysis of data from 3 PEACE IV research and cohort study projects</p>

## Corporate Outcome 5: Improved access to opportunities for learning and development for victims and survivors.

### Population Level:

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

### Population Level Indicator:

- % engaging in arts/cultural activities in the past year
- Self-efficacy

### Performance Level:

The Commission improves the circumstances of victims and survivors accessing the new service delivery model for individuals and support from funded groups.

What are we doing?	Why?	Measured by?
<p>The Commission, with the support of the Forum, continues to review the adequacy and effectiveness of services through monitoring arrangements.</p> <p>We continue to advise government on Policy improvements for victims and survivors.</p> <p>We continue to promote the interests of victims and survivors through a targeted communications strategy.</p>	<p>Improved circumstances for victims and survivors:</p> <ul style="list-style-type: none"> <li>• Enhanced self-esteem and self-worth</li> <li>• Enhanced opportunities to contribute to wellbeing of others</li> </ul>	<p>Analysis of VSS data from groups and individuals</p> <p>Analysis of Individual case studies</p>

## Corporate Outcome 6: We are an effective and efficient organisation

In fulfilling this outcome the Commission will continue to ensure the effective management of staff and resources to fulfil its statutory duties, in line with the best corporate governance practice. The Commission will also focus on ensuring all activities are properly tracked to make sure that work planning is effectively reported upon and manages to meet all targets as established in its annual Outcome Delivery Plan.

This outcome is seen as an enabling and supporting the realisation of the five corporate outcomes identified in this plan. The annual activities and outputs are articulated in the Outcome Delivery Plan.

### We will do this through:

- Management and development of the Victims and Survivors Forum;
- Management and development of the Communications Strategy;
- Completion and audit certification of Annual Report and Accounts;
- Delivery of the Outcome Delivery Plan targets and annual budget;
- Monitoring and evaluating the impact of our work;
- Reviewing and revising key organisational strategies (Finance, Facilities & Human Resources, Corporate Governance and Compliance);
- Maintaining a quarterly Risk Register;
- Updating the Asset Management Plan in line with the Executive Office Asset Management Strategy;
- Producing annual Outcome Delivery Plans and Team work programme throughout the period; and
- Maintaining and further developing other organisational strategies and policies that support the achievement of our corporate outcomes above.

What are we doing?	Why?	Measured by?
<p>Ensuring the effective management of staff and resources to fulfil statutory duties, in line with the best corporate governance practice.</p> <p>Ensuring all activities are properly tracked to make sure that work planning is effectively reported upon and manages to meet all targets as established in the annual Outcome Delivery Plan.</p>	<p>To enable and support the realisation of the five corporate outcomes.</p>	<p>Meeting targets laid out by the Department</p> <p>Demonstrating robust procedures and processes in all areas and meeting the requirements of the MSFM</p> <p>Meeting legislative requirements and demonstrating accountability and transparency</p>

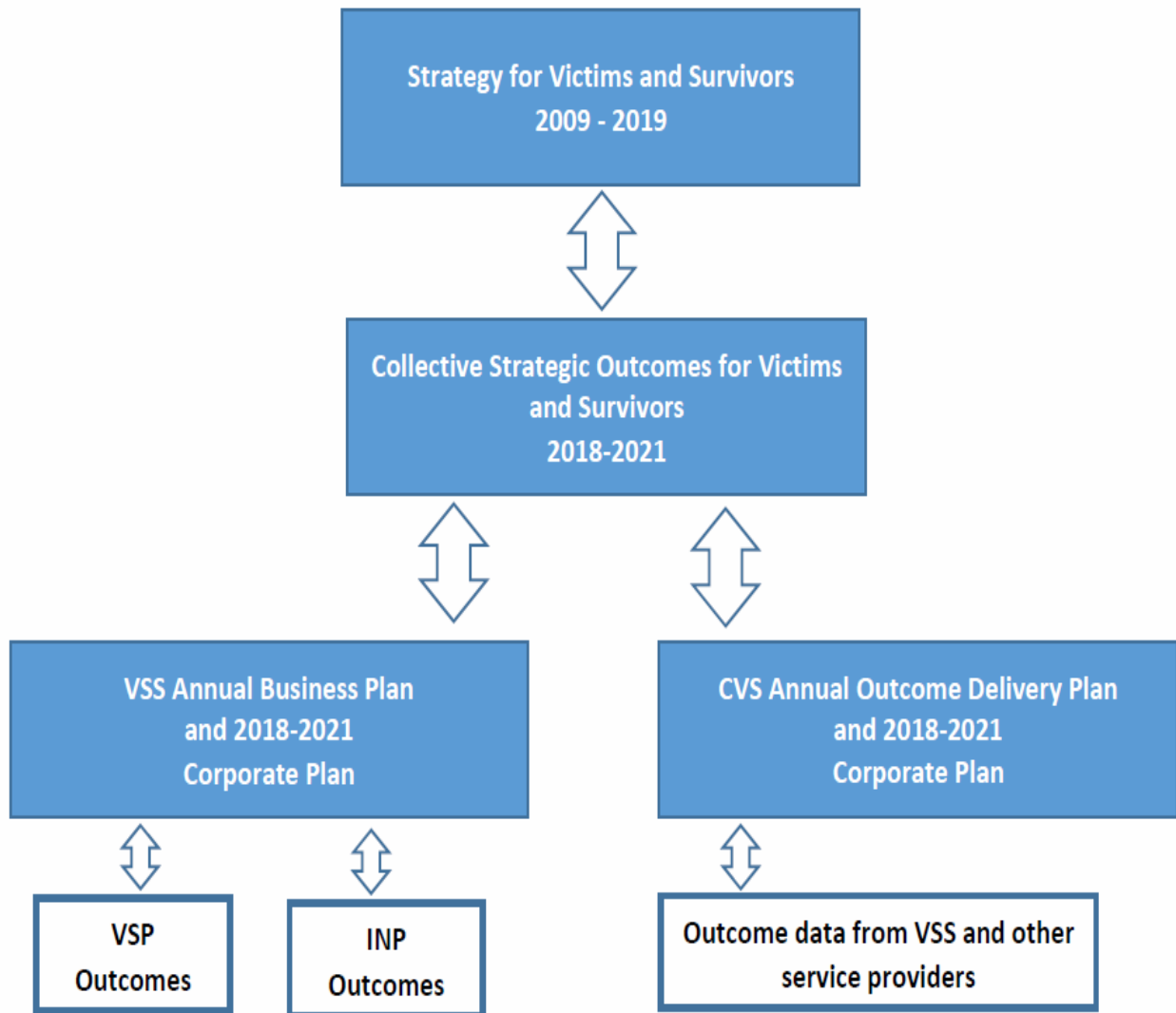
		<p>Ensuring value for money is sought and showing improvement in accordance with the Management of Public Sector assets to reduce costs and release resources.</p> <p>Ensuring provision of reliable, accurate and responsive services.</p> <p>Meeting the requirements of the Board in terms of the Commissions obligations as a statutory body.</p> <p>Demonstrating improved efficiency and effectiveness of the organisation (as indicated by Internal and External Audit review)</p>
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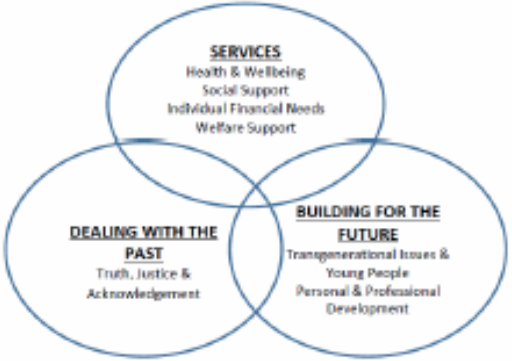
## 5. WHEN WILL WE MAKE A DIFFERENCE?

The collective outcomes set for period 2019-22 will be monitored by us on a quarterly basis using data emerging from the VSS and our research programme.

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



Continuing evaluation of impact will take place at the end of in 2019/20 as part of the overall evaluation of the Victims and Survivors Strategy. It is hoped impact resulting from the implementation of the new service delivery model in the VSS and Building for the Future and Dealing with the Past will be realised or significantly and positively impacted by the end of 2020.

WHY?	WHAT?
	<ol style="list-style-type: none"> <li>1. Improved health and wellbeing of victims and survivors;</li> <li>2. Victims and survivors, and those most in need, are helped and cared for;</li> <li>3. Victims and survivors, and their families, are supported to engage in legacy issues;</li> <li>4. Children and grandchildren of victims and survivors are given the best start in life;</li> <li>5. Improved access to opportunities for learning and development for victims and survivors.</li> </ol>
HOW?	WHEN?
