



# Commission for Victims and Survivors

## Business Plan 2014/15

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## **1. Introduction to the Plan**

The Commission's Business Plan for 2014/15 is derived from the Commission's 3 year Corporate Plan 2014-17. The Business Plan sets out the organisations key objectives for the financial year.

## **2. The Commission for Victims and Survivors**

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

The Commission is a Non-departmental Public Body (NDPB) of the Office of the First Minister and deputy First Minister (OFMDFM). The principal aim of the Commission is to promote the interests of victims and survivors of the 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 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 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 post of Commissioner for Victims and Survivors is currently vacant.

## **Statutory Duties**

Article 6 of the 2006 Order outlines the duties of the Commissioner as;

- Promoting an awareness of matters relating to the interests of victims and survivors and of the need to safeguard those interests
- Keeping under review the adequacy and effectiveness of law and practice affecting the interests of victims and survivors
- Keeping under review the adequacy and effectiveness of services provided for the victims and survivors by bodies or persons
- Advising the Secretary of State, the Executive Committee of the Assembly and anybody or person providing services for victims and survivors on matters concerning the interests of victims and survivors
- Taking reasonable steps to ensure that the views of victims and survivors are sought
- Making arrangements for a Forum for consultation and discussion with victims and survivors.

Article 7 outlines the general powers of the Commissioner as

- To undertake, commission or provide financial or other assistance for research or educational activities concerning the interests of victims and survivors or the exercise of its functions
- After consultation with such bodies or persons as it thinks fit, issue guidance on best practice in relation to any matter concerning the interests of victims and survivors
- To compile information concerning the interests of victims and survivors
- To provide advice or information on any matter concerning the interests of victims and survivors
- To publish any matter concerning the interests of victims and survivors, including the outcome of any research or activities mentioned above and any advice provided by the Commission
- To make representations or recommendations to anybody or person concerning the interests of victims and survivors.

## **Staff at the Commission**

The Secretary to the Commission is responsible for supporting the work of the Commission and the day to day management of the organisation.

The Secretary is supported by two deputies, Head of Policy and Research and Head of Corporate Services. These three members of staff make up the Commission's Senior Management Team.

The Senior Management Team is responsible for the leadership, strategy and priorities of the Commission and for the delivery of the Business Plan and Budget.

The staffing structure of the Commission is made up of 12 employees. Although the Commission has a small staff, they are highly experienced professionals whose skills reinforce working in partnership with the victims sector.

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 important to victims and survivors.

### **3. Strategic Alignment**

#### **Programme for Government 2011-15**

The Commission's Business Plan directly contributes to

*Priority 2: "creating opportunities, tackling disadvantage and improving health and wellbeing."*

This priority seeks to address the challenges of disadvantage and inequality that afflict society and to address the relatively poor health and long-term shorter life expectancy of our population; its purpose is to stimulate interventions that break the cycle of deprivation, educational under-achievement, and to address health inequalities and poor health and wellbeing as well as economic disengagement.

The OFMDFM Victims and Survivors Strategy which sets the thematic areas for the Commission's Business Plan, is also identified as a key building block to the delivery of this priority.

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

Within the Strategy for Victims and Survivors, the Commission is identified as being the primary source of advice to government on victims and survivors issues; having responsibility for the strategic assessment of need; and to ensure that the correct structures are in place to meet those needs and identify gaps in provision.

The Commission will oversee and provide guidance to the Victims and Survivors Forum in relation to the three key areas of victims and survivors work to ensure that there is a clear focus and that it is productive. The Victims and Survivors Forum will act as an advisory body to the Commission.

The infrastructure envisaged in the Strategy for Victims and Survivors became fully operational for the first time with the establishment of the Victims and Survivors Service (VSS) and also the Victims and Survivors Forum. The Commission's work on the Comprehensive Needs Assessment over the last two years formed the foundations for the planning and delivery of services by the VSS and resulted directly in policy which has shaped its structure and work. Consequently, in April 2012, the VSS was launched.

#### **OFMDFM Departmental Plan 2014/15**

The Commission's Business Plan also makes a direct contribution to the Department's planned targets, specifically:

*C1: Deliver a range of measures to tackle poverty and social exclusion through the Delivering Social Change framework and develop a longer-term policy framework.*

The Commission has a key role to play in the monitoring and review of services delivered by the Victims and Survivors Service. An Independent Assessment of the Victims and Survivors Service was conducted in February 2014 which led to Commissioner's advice to Ministers and agreement on recommendations to improve service delivery.

## 4. Review Process

The detailed 2014/15 Business Plan provides specific details on:

- Key Performance Indicators grouped by the Commissions 5 Key Corporate Objectives
- Results and Impacts
- Senior Responsible Officer for each programme area; and
- Budget 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/Amber**        Broadly on track and there is *justifiable* confidence of getting close to targeted outcomes

**Green**                Target will be met with no issues identified

**Completed** targets will be “greyed out “on the Business Plan

## 5. Corporate Objectives

As per the Corporate Plan 2014-17 the Commission has 5 Corporate Objectives to focus resources on, each with a clear output by the end of the year.

### **1. To ensure excellent service provision to all victims and survivors**

- Engaging with the Forum to inform the Commission of individual victim and survivors experiences of service delivery
- Engaging with the wider victims and survivors sector through a focused seminars on services
- Monitoring the performance of the Victims and Survivors Service
- Ensuring that all services are monitored, evaluated and regulated appropriately
- Engaging collaboratively with the Department, the Victims and Survivors Service and the Forum to ensure that services are delivered to a high quality
- Ensuring that funding is delivered appropriately
- Commissioning research to advise on the best services to meet needs
- Ensuring that each victim has their individual needs met
- Partnership working with all statutory and non statutory service providers is improved.

### **2. To raise awareness of the impact of the past on all victims and survivors**

- Engaging with the Forum to inform the Commission of individual victims and survivors experiences of dealing with the past
- Facilitating the Dealing with the Past Working Group of the Forum
- Engaging with the wider victims and survivors sector through a focused seminar on issues that help account for the past
- Engagement and discussion with individual victims and survivors and representative groups
- Implementing the recommendations of the research on a pension for the seriously injured
- Producing effective advice to Ministers based on our findings
- Ensuring that the processes are cohesive and victim centred

### **3. To empower and support victims and survivors to make a contribution to a better and shared future**

- Engaging with the Forum to inform the Commission of individuals victim and survivors experiences and to identify issues in relation to building for the future
- Encouraging the full participation of the Forum and its individual members;
- Engaging with the wider victims and survivors sector through a focused seminar on specific “live issues” that are identified
- Complete independent research and incorporate into advice to Ministers
- Encouraging departments and the relevant organisations to work in a more co-ordinated and joined up way in relation to victims and survivors.

### **4. To raise the profile of victims and survivors through engagement with the Forum, groups and individuals and dissemination of key issues into Government, the media and wider society**

- Agreeing and implementing the structure of the Forum for continued consultation and engagement on issues affecting victims and survivors
- Organising a series of monthly seminars on the main issues affecting victims and survivors
- Engaging extensively with the victims and survivors sector and individuals
- Engaging with victims and survivors in Great Britain and Ireland.
- Initiate assessment of the implementation of the 2009-2019 Victims and Survivors Strategy
- Engaging with communications service provider to assist in the development, delivery and implementation of an effective communications strategy
- Responding to relevant consultations in order to raise issues affecting victims and survivors

### **5. To demonstrate a high level of administrative and financial support within an effective governance framework**

- Delivery of the Business 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)
- Producing annual Business Plans and Team Business Plans throughout the 2014-17 period
- Maintaining and further developing other organisational strategies and policies that support the achievement of our corporate objectives.

These objectives mirror both the Commission’s statutory duties set out in the Victims and Survivors Order 2006 and the OFMDFM Victims and Survivors Strategy 2009-2019.

## **6. Detailed Business Plan 2014/15**

Detailed in the plan are the programme and key performance indicators, baseline figures and output targets for the organisation. It is underpinned by detailed Departmental Work Programmes and Individual Performance Plans of Commission staff.

**Corporate Objective 1: To ensure excellent service provision to all victims and survivors**



**Key Output – Commission Advice Papers to Ministers by end of March 2015**

KEY ACTIONS	KEY PERFORMANCE INDICATORS	RESULTS & IMPACTS	BUDGET	SRO
<p>1.1. <b>Forum contribution to improved services</b></p>	<p>Forum Report to Commissioner produced by end of January 2015.</p> <p>Services Working Group to meet on 12 Occasions and engage with VSS</p>	<p><b>Results:</b></p> <ul style="list-style-type: none"> <li>• Commission informed by Forum experiences that enhances the quality of advice provided.</li> <li>• Regular engagement with the VSS on the implementation of the recommendations of the Independent Assessment</li> </ul> <p><b>Impact:</b></p> <ul style="list-style-type: none"> <li>• Improvements for Service delivery.</li> </ul>	<p>See 4.1.</p>	<p>Head of P&amp;R</p>
<p>1.2. <b>Service Reporting</b></p>	<p>4 quarterly reports completed and submitted during 2014/15</p> <p>Monthly bi-lateral meetings with the Victims and Survivors Service</p> <p>Monthly meetings between Chair of the VSS Board and the Commissioner</p> <p>Attendance at the Victims and Survivors Update on a monthly basis</p> <p>Independent review of complaints handling at VSS</p>	<p><b>Results:</b></p> <ul style="list-style-type: none"> <li>• Recommendations are made for improving Service Delivery for victims and survivors in each report</li> <li>• Monitoring of progress with the implementation of the recommendations of the Independent Assessment</li> </ul> <p><b>Impact:</b></p> <ul style="list-style-type: none"> <li>• Services for victims are improved</li> </ul>	<p>N/A</p>	<p>Head of P&amp;R</p>

**Corporate Objective 1: To ensure excellent service provision to all victims and survivors**



**Key Output – Commission Advice Papers to Ministers by end of March 2015**

KEY ACTIONS	KEY PERFORMANCE INDICATORS	RESULTS & IMPACTS	BUDGET	SRO
<p>1.3. <b>Research on Group funding</b></p>	<p>Draft Report submitted by end of June 2014</p> <p>Final Report submitted by end of October 2014</p>	<p><b>Results:</b></p> <ul style="list-style-type: none"> <li>• Key research project initiated and field work completed</li> </ul> <p><b>Impact:</b></p> <ul style="list-style-type: none"> <li>• Independent research informs the Commission</li> <li>• Provides the evidence base on which to base conclusions and recommendations for future service provision</li> </ul>	<p>£25,000</p>	<p>Head of P&amp;R</p>
<p>1.4. <b>Research on the Individual Needs Programme</b></p>	<p>Draft Report submitted by July 2014</p> <p>Final Report submitted by end of October 2014</p>	<p><b>Results:</b></p> <ul style="list-style-type: none"> <li>• Key research project initiated and field work completed</li> </ul> <p><b>Impact:</b></p> <ul style="list-style-type: none"> <li>• Independent research informs the Commission</li> <li>• Provides the evidence base on which to base conclusions and recommendations for future service provision</li> </ul>	<p>£25,000</p>	<p>Head of P&amp;R</p>

**Corporate Objective 1: To ensure excellent service provision to all victims and survivors**



**Key Output – Commission Advice Papers to Ministers by end of March 2015**

KEY ACTIONS	KEY PERFORMANCE INDICATORS	RESULTS & IMPACTS	BUDGET	SRO
1.5.  Review of the implementation of the recommendations of the Assessment of the Victims and Survivors Service (VSS)	Final Report submitted in October 2014	<p><b><u>Results:</u></b></p> <ul style="list-style-type: none"> <li>• Follow up assessment of recommendations undertaken and evidence base for future recommendations provided</li> </ul> <p><b><u>Impact:</u></b></p> <ul style="list-style-type: none"> <li>• Independent research informs the Commission</li> <li>• Provides the evidence base on which to base conclusions and recommendations for future service provision</li> </ul>	£11,000	AO

**Corporate Objective 2: To raise awareness of the impact of the past on all victims and survivors**



**Key Output – Commission Advice Papers to Ministers by end of March 2015**

KEY ACTIONS	KEY PERFORMANCE INDICATORS	RESULTS & IMPACTS	BUDGET	SRO
<p>2.1. <b>Forum contribution to raising the awareness of the impact of the past</b></p>	<p>Report to Commissioner produced by end of January 2015</p> <p>12 Meetings of Dealing with the Past Working Group</p>	<p><b>Results:</b></p> <ul style="list-style-type: none"> <li>Commission informed by Forum experiences that enhance the quality of advice provided</li> </ul> <p><b>Impact:</b></p> <ul style="list-style-type: none"> <li>Improved awareness of the impact of the past</li> </ul>	<p>See 4.1.</p>	<p>Head of P&amp;R</p>
<p>2.2. <b>Commission promotes the recommendations of the Pension Research</b></p>	<p>Commission advocates for a pension for the seriously injured with government</p>	<p><b>Impact:</b></p> <ul style="list-style-type: none"> <li>The case for a pension for the seriously injured is progressed during 2014/15</li> </ul>	<p>N/A</p>	<p>Head of P&amp;R</p>

**Corporate Objective 3: To empower and support victims and survivors to make a contribution to a better and shared future**



**Key Output – Commission Advice Papers to Ministers by end of March 2015**

KEY ACTIONS	KEY PERFORMANCE INDICATORS	RESULTS & IMPACTS	BUDGET	SRO
<p>3.1. <b>Forum contribution to a better and shared future</b></p>	<p>Report to Commissioner produced by end of January 2015</p> <p>12 Meetings of the Building for the Future Working Group</p>	<p><b>Results:</b></p> <ul style="list-style-type: none"> <li>Commission informed by Forum experiences that enhances the quality of advice provided</li> </ul> <p><b>Impact:</b></p> <ul style="list-style-type: none"> <li>Improved services and awareness of requirements for Building for the Future</li> </ul>	<p>See 4.1.</p>	<p>Head of P&amp;R</p>
<p>3.2. <b>Building for the Future - Research</b></p>	<p>Research project fieldwork between February 2014 and December 2014</p> <p>Draft Report produced by end of January 2015</p> <p>Final Report produced by end of February 2015</p>	<p><b>Results:</b></p> <ul style="list-style-type: none"> <li>Key research project initiated and field work completed in year</li> </ul> <p><b>Impact:</b></p> <ul style="list-style-type: none"> <li>Independent research informs the Commission</li> <li>Provides the evidence base on which to base conclusions and recommendations for future service provision</li> </ul>	<p>£22,000</p>	<p>Head of P&amp;R</p>

**Corporate Objective 4: To raise the profile of victims and survivors through engagement with the Forum, groups and individuals and dissemination of key issues into Government, the media and wider society**



**Key Output –** Through both proactive consultation and engagement with key stakeholders to provide advice to Government on emerging victims issues throughout 2014/15.

KEY ACTIONS	KEY PERFORMANCE INDICATORS	RESULTS & IMPACTS	BUDGET	SRO
<p>4.1. <b>Management of the Forum</b></p>	<p>Forum meets on 10 occasions during the year</p> <p>Independent Post Project Evaluation of Forum completed</p> <p>Business Case for Forum from September 2014-March 2017 to be completed and approved</p>	<p><b>Results:</b></p> <ul style="list-style-type: none"> <li>• Business Case agreed</li> <li>• Forum members provided with skills base, knowledge and experience to contribute to the work of the Forum</li> <li>• Independent Post Project Evaluation Report produced</li> </ul> <p><b>Impact:</b></p> <ul style="list-style-type: none"> <li>• Structure of the Forum agreed</li> <li>• Commission receives advice from the Forum in relation to the important issues for victims and survivors</li> <li>• Independent PPE Report comments on the effectiveness of the Forum</li> </ul>	<p>£48,000</p>	<p>Head of P&amp;R</p>

**Corporate Objective 4: To raise the profile of victims and survivors through engagement with the Forum, groups and individuals and dissemination of key issues into Government, the media and wider society**



**Key Output –** Through both proactive consultation and engagement with key stakeholders to provide advice to Government on emerging victims issues throughout 2014/15.

KEY ACTIONS	KEY PERFORMANCE INDICATORS	RESULTS & IMPACTS	BUDGET	SRO
<p>4.2. <b>Engagement with the Sector - Seminars</b></p>	<p>The Commission will hold four quarterly seminars during the year (Services, Dealing with the Past, Building for the Future and responsive to live issues)</p> <p>A seminar report will be produced for each event</p>	<p><b>Results:</b></p> <ul style="list-style-type: none"> <li>• Commission more informed and responds to live issues within victims and survivors sector</li> <li>• Sector more informed of “live issues” for victims and survivors</li> <li>• Recommendations made to address “live issues”</li> </ul> <p><b>Impact:</b></p> <ul style="list-style-type: none"> <li>• Main issues affecting victims and survivors are identified and addressed in conjunction with the sector</li> </ul>	<p>£8,000</p>	<p>Head of P&amp;R</p>

**Corporate Objective 4: To raise the profile of victims and survivors through engagement with the Forum, groups and individuals and dissemination of key issues into Government, the media and wider society**



**Key Output –** Through both proactive consultation and engagement with key stakeholders to provide advice to Government on emerging victims issues throughout 2014/15.

KEY ACTIONS	KEY PERFORMANCE INDICATORS	RESULTS & IMPACTS	BUDGET	SRO
<p>4.3. <b>Engagement with the Sector (Northern Ireland)</b></p>	<p>The Commission will hold four quarterly seminars during the year</p> <ul style="list-style-type: none"> <li>• Services</li> <li>• Dealing with the Past</li> <li>• Building for the Future</li> <li>• Responsive to Live Issues</li> </ul> <p>The Commissioner’s attendance at group events and meetings across Northern Ireland</p>	<p><b>Results:</b></p> <ul style="list-style-type: none"> <li>• Visits highlight issues that the Commissioner identifies as key areas of action by Commission</li> <li>• Personal links with groups are enhanced.</li> </ul> <p><b>Impact:</b></p> <ul style="list-style-type: none"> <li>• “Live issues” identified to inform the Business Plan of the Commission</li> <li>• Visits contribute to an increase in the profile and awareness of the Commissioner and the role of the Commission</li> </ul>	<p>N/A</p>	<p>Head of P&amp;R</p>

**Corporate Objective 4: To raise the profile of victims and survivors through engagement with the Forum, groups and individuals and dissemination of key issues into Government, the media and wider society**



**Key Output –** Through both proactive consultation and engagement with key stakeholders to provide advice to Government on emerging victims issues throughout 2014/15.

KEY ACTIONS	KEY PERFORMANCE INDICATORS	RESULTS & IMPACTS	BUDGET	SRO
4.4. <b>Commission engages with individual Victims and Survivors</b>	Commission addresses the concerns of individual victims and survivors throughout the year both proactively and in relation to live issues emerging.	<p><b>Results:</b></p> <ul style="list-style-type: none"> <li>• Commission informed of complaints within the sector</li> </ul> <p><b>Impact:</b></p> <ul style="list-style-type: none"> <li>• Commission providing a voice for individuals</li> </ul>	N/A	Head of P&R

**Corporate Objective 4: To raise the profile of victims and survivors through engagement with the Forum, groups and individuals and dissemination of key issues into Government, the media and wider society**



**Key Output –** Through both proactive consultation and engagement with key stakeholders to provide advice to Government on emerging victims issues throughout 2014/15.

KEY ACTIONS	KEY PERFORMANCE INDICATORS	RESULTS & IMPACTS	BUDGET	SRO
<p>4.5. <b>Monitoring the Implementation of the 2009-2019 Strategy</b></p>	<p>Commission produces a status report, including recommendations by end of February 2015</p>	<p><b>Results:</b></p> <ul style="list-style-type: none"> <li>Recommendations made in relation to managing the implementation of the Victims and Survivors strategy</li> </ul> <p><b>Impact:</b></p> <ul style="list-style-type: none"> <li>Commission makes a contribution to the strategic direction and management of the victims and survivors sector</li> </ul>	<p>£2,000</p>	<p>Head of P&amp;R</p>
<p>4.6. <b>Engage with Communications Expert to implement the strategy and increase the media profile of the Commission</b></p>	<p>Develop and approve Communications Audit and Plan in Quarter 1</p> <p>Review and maintain the Commissions website and Twitter Account</p>	<p><b>Impact:</b></p> <ul style="list-style-type: none"> <li>Improved communications and public awareness of the work of the Commission.</li> <li>Commission and Accounting Officer assured of the relevance and effectiveness of the website and Twitter account information tools</li> </ul>	<p>£15,000</p>	<p>Head of CS</p>

**Corporate Objective 4: To raise the profile of victims and survivors through engagement with the Forum, groups and individuals and dissemination of key issues into Government, the media and wider society**



**Key Output –** Through both proactive consultation and engagement with key stakeholders to provide advice to Government on emerging victims issues throughout 2014/15.

KEY ACTIONS	KEY PERFORMANCE INDICATORS	RESULTS & IMPACTS	BUDGET	SRO
4.7. <b>Responding to consultations</b>	Response submitted to relevant consultations within required deadlines	<p><b>Impact:</b></p> <ul style="list-style-type: none"> <li>• Commission advocates on behalf of victims and survivors and gives voice to their concerns</li> <li>• Consultation responses increase the profile and awareness of the functions of the Commission</li> </ul>	N/A	Head of P&R

**Corporate Objective 5: To demonstrate a high level of administrative and financial support within an effective governance framework**



**Key Output** – Delivery of Annual Business Plan and Budget to comply with requirements of Management Statement and Financial Memorandum and receipt of unqualified opinion from Northern Ireland Audit Office.

**(i) FINANCE**

KEY ACTIONS	KEY PERFORMANCE INDICATORS	OUTPUTS, RESULTS & IMPACTS	BUDGET	SRO
<p>5.1. <b>To comply with the requirements of the Department in order to manage, monitor and report on the budget.</b></p>	<p>To effectively manage the Commission’s funds within 1.5% of agreed budget, meeting requirements of Department</p> <p>To respond to Departmental financial returns on a monthly and quarterly basis</p> <p>Compliance with prompt payment requirements to process all 95% of invoices within 10 days and 100% of all invoices within 30 days</p>	<ul style="list-style-type: none"> <li>• Accounting Officer, Board and ARC assured effective management and utilisation of resources</li> <li>• Accounting Officer, Board and ARC assured monitoring of budget and funds received is ongoing, current and relevant</li> <li>• Commission demonstrates accountability and transparency</li> </ul> <p>Commission meets targets laid out by the Department and demonstrates robust financial procedures and processes</p>	<p>N/A</p>	<p>AO</p>

**Corporate Objective 5: To demonstrate a high level of administrative and financial support within an effective governance framework**



**Key Output** – Delivery of Annual Business Plan and Budget to comply with requirements of Management Statement and Financial Memorandum and receipt of unqualified opinion from Northern Ireland Audit Office.

**(i) FINANCE**

KEY ACTIONS	KEY PERFORMANCE INDICATORS	OUTPUTS, RESULTS & IMPACTS	BUDGET	SRO
<p>5.2. <b>To lay and publish Annual Report and Accounts 2013/14 no later than 2 weeks after they have been audited and signed</b></p>	<p>Audited and Unqualified Financial Statements.</p> <p>Production of Annual Report &amp; Accounts 2013/14</p>	<ul style="list-style-type: none"> <li>Commission meets legislative requirement and demonstrates accountability and transparency</li> </ul>	<p>£23,000</p>	<p>AO</p>

**Corporate Objective 5: To demonstrate a high level of administrative and financial support within an effective governance framework**



**Key Output** – Delivery of Annual Business Plan and Budget to comply with requirements of Management Statement and Financial Memorandum and receipt of unqualified opinion from Northern Ireland Audit Office.

**(ii) FACILITIES AND HUMAN RESOURCES**

KEY ACTIONS	KEY PERFORMANCE INDICATORS	OUTPUTS, RESULTS & IMPACTS	BUDGET	SRO
<p>5.3. <b>To provide administrative support to the Commission in order to ensure high level quality of service and meet all health and safety requirements</b></p>	<p>Provide full management of an electronic based diary and act as front line contact for the Commission</p> <p>To maintain and regularly update the register of the Commission's assets including ICT assets</p> <p>Manage all contracts with premises services suppliers and ensure that Commission premises and contents requirements of the relevant legislation and Commission policies</p>	<ul style="list-style-type: none"> <li>Assurance of high level quality of service in engagement with individuals, groups and other key stakeholders</li> <li>Commission and Accounting Officer provided with record of all Commission assets for information and for accounting purposes.</li> <li>Commission assured premises and contents meet Health &amp; Safety at Work requirements of the relevant legislation and Commission policies</li> </ul>	<p>N/A</p>	<p>Head of CS</p>

**Corporate Objective 5: To demonstrate a high level of administrative and financial support within an effective governance framework**



**Key Output** – Delivery of Annual Business Plan and Budget to comply with requirements of Management Statement and Financial Memorandum and receipt of unqualified opinion from Northern Ireland Audit Office.

**(ii) FACILITIES AND HUMAN RESOURCES**

KEY ACTIONS	KEY PERFORMANCE INDICATORS	OUTPUTS, RESULTS & IMPACTS	BUDGET	SRO
<p>5.4. <b>Provision of HR services and recruitment to ensure staff are in post and trained with appropriate skills and competencies</b></p>	<p>Manage internally, or refer to external service provider as appropriate, any internal HR operational issues that may arise through the lifecycle of employment from recruitment to resignation or dismissal</p> <p>Management of Service Level Agreement for Provision of HR Services</p> <p>Maintain Sick Leave target in accordance with NICS target of 8.5 day</p> <p>Complete recruitment as required</p> <p>Complete induction and requisite training of new staff</p> <p>Corporate, team and individual development undertaken in line with the Commissions training plan and budget</p>	<ul style="list-style-type: none"> <li>• Commission ensures provision of reliable, accurate and responsive HR services</li> <li>• Commission ensures staff are in post and trained with the appropriate skills and competencies</li> <li>• Commission meets the requirements of the Board in terms of its obligations as a statutory body and an employer</li> </ul>	<p>£30,900</p>	<p>Head of CS</p>

**Corporate Objective 5: To demonstrate a high level of administrative and financial support within an effective governance framework**



**Key Output** – Delivery of Annual Business Plan and Budget to comply with requirements of Management Statement and Financial Memorandum and receipt of unqualified opinion from Northern Ireland Audit Office.

**(ii) FACILITIES AND HUMAN RESOURCES**

KEY ACTIONS	KEY PERFORMANCE INDICATORS	RESULTS & IMPACTS	BUDGET	SRO
<p>5.5. <b>Determine Accommodation for the Commission until May 2019</b></p>	<p>Draft Business Case to determine preferred accommodation arrangements for the Commission</p>	<ul style="list-style-type: none"> <li>• Commission assured of accommodation arrangements until May 2019.</li> <li>• Commission able to determine accommodation costs for budgeting purposes</li> </ul>	<p>Costs to be determined upon B/Case approval</p>	<p>Head of CS</p>

**Corporate Objective 5: To demonstrate a high level of administrative and financial support within an effective governance framework**



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**(iii) CORPORATE GOVERNANCE**

KEY ACTIONS	KEY PERFORMANCE INDICATORS	RESULTS & IMPACTS	BUDGET	SRO
<p>5.6. <b>To provide secretariat support to the Audit and Risk Committee (ARC)</b></p>	<p>4 meetings of the ARC held and report in the forms of minutes provided</p> <p>Provide reports to the Board of meetings in the form of minutes provided</p> <p>1 Annual Report completed</p> <p>1 self assessment meeting of the ARC completed</p>	<ul style="list-style-type: none"> <li>Commission and Accounting Officer provided with means of independent assurance and objective review of Commission's financial systems, financial information and internal control mechanisms</li> </ul>	<p>£3,000</p>	<p>Head of CS</p>
<p>5.7. <b>To monitor Business Plan and develop new plan for 2015-2016</b></p>	<p>To monitor delivery of the 2014/15 Business Plan and provide updates at monthly Board meetings and at quarterly ARC meetings and Accountability meetings.</p> <p>To develop, consult upon and submit 2015/16 Business Plan to the Department by 31/1/15</p>	<ul style="list-style-type: none"> <li>Commission ensures Business Plan is developed, regularly reviewed and monitored at all levels of the organisation</li> <li>Commission meets requirements of MSFM</li> </ul>	<p>N/A</p>	<p>Head of CS</p>

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**(iii) CORPORATE GOVERNANCE**

KEY ACTIONS	KEY PERFORMANCE INDICATORS	RESULTS & IMPACTS	BUDGET	SRO
5.8. <b>To develop new Corporate Plan</b>	<p>Consultation completed by end of December 2014</p> <p>Complete final draft and submit to Department by 31 January 2015</p>	<ul style="list-style-type: none"> <li>Commission meets requirements of MSFM</li> </ul>	N/A	Head of CS
5.9. <b>To maintain a robust and fit for purpose Risk Register</b>	<p>12 Updated and current Risk Registers on a monthly basis to the SMT and Board</p> <p>4 Updated and current Risk Registers on a quarterly basis to the ARC</p>	<ul style="list-style-type: none"> <li>Commission and Accounting Officer provided with record of all risks that have been identified, together with analysis and plans for how risks are to be treated.</li> </ul>	N/A	Head of CS

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**(iii) CORPORATE GOVERNANCE**

KEY ACTIONS	KEY PERFORMANCE INDICATORS	RESULTS & IMPACTS	BUDGET	SRO
<p>5.10. <b>To keep under review and update when necessary corporate governance and risk management procedures in line with Internal Audit recommendations</b></p>	<p>Facilitate Internal Audit to undertake reviews as required by Strategy for Internal Audit 14/15</p>	<ul style="list-style-type: none"> <li>Commission meets requirements of MSFM</li> </ul>	<p>£8,000</p>	<p>Head of CS</p>

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**(iii) CORPORATE GOVERNANCE**

KEY ACTIONS	KEY PERFORMANCE INDICATORS	RESULTS & IMPACTS	BUDGET	SRO
<p>5.11. <b>To maintain a Register of Interests and confirm no conflict of interests on ongoing basis by Board (monthly) and ARC (quarterly)</b></p>	<p>To review and update the Register of Interests for Commissioner and Senior Management on an annual basis</p> <p>To record and update the Declaration of Interests for Board members on a monthly basis</p> <p>To record and update the Declaration of Interests for Audit &amp; Risk Committee members on a quarterly basis</p>	<ul style="list-style-type: none"> <li>Commission and Accounting Officer provided with record of all risks that have been identified, together with analysis and plans for how risks are to be treated.</li> </ul>	<p>N/A</p>	<p>Head of CS</p>
<p>5.12. <b>To prepare for the Review of the Commission undertaken in 2014/15 by the Department</b></p>	<p>Obtain legal advice and submit proposals to Department regarding the Commission's corporate status by June 2014</p>	<ul style="list-style-type: none"> <li>Commission and Accounting Officer provided with means of independent assurance and objective review of Commission's corporate status</li> </ul>	<p>See 5.15</p>	<p>Head of CS</p>

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**(iv) COMPLIANCE**

KEY ACTIONS	KEY PERFORMANCE INDICATORS	RESULTS & IMPACTS	BUDGET	SRO
<p>5.13. <b>To undertake policy screening, annual reviews or provide Annual Progress Reports as required in order to meet the requirements of the Board in terms of its obligations as a statutory body</b></p>	<p>Submit Equality Scheme Annual Progress Report to ECNI by 31 August 2014</p> <p>Finalise Publication Scheme and publish revised Publication Scheme by 31 March 2015</p> <p>To keep under review the Commission Standing Orders and Scheme of Delegation</p> <p>To screen or develop relevant Commission HR policies to reflect guidance related to equality and good relations by end of March 2015</p> <p>Finalise Information Security Policy and publish revised Information Security Policy by 31 March 2015</p>	<ul style="list-style-type: none"> <li>Commission meets the requirements of the Board in terms of its obligations as a statutory body</li> <li>Commission and Accounting Officer assured of delegation of financial and non-financial responsibilities and clarity for decision-making control.</li> </ul>	<p>£5,000</p>	<p>Head of CS</p>

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**(iv) COMPLIANCE**

KEY ACTIONS	KEY PERFORMANCE INDICATORS	RESULTS & IMPACTS	BUDGET	SRO
<p>5.14. <b>To process all Departmental returns and requests for information (including AQs), complaints and FOI requests in accordance with the Commission’s procedures and within the required timeframe</b></p>	<p>All complaints processed in accordance with Commission procedures</p> <p>All Departmental returns and requests for information (including AQs) responded to within the required timeframe</p> <p>All requests for information under FOI and DPA returned within set timescales</p> <p>Board, ARC and Department advised as required</p>	<ul style="list-style-type: none"> <li>• Commission demonstrates accountability and transparency</li> <li>• Commission meets the requirements of the Board in terms of its obligations as a statutory body</li> </ul>	<p>N/A</p>	<p>Head of CS</p>

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**(iv) COMPLIANCE**

KEY ACTIONS	KEY PERFORMANCE INDICATORS	RESULTS & IMPACTS	BUDGET	SRO
<p>5.15. <b>To manage all new and existing Contracts for professional services in accordance with procurement guidance and contractual obligations</b></p>	<p>Issue contracts</p> <p>Monitor and evaluate performance</p> <p>Provide reports on management of contracts to SMT, Board and ARC as required</p>	<ul style="list-style-type: none"> <li>• Commission meets the requirements of the Board in terms of its obligations as a statutory body</li> <li>• Commission demonstrates accountability and transparency</li> <li>• Commission identifies and mitigates risk at earliest possible opportunity</li> </ul>	<p>£9,000</p>	<p>Head of CS</p>
<p>5.16. <b>To update the Asset Management Plan in line with the Departments Asset Management Strategy</b></p>	<p>Review Asset Management Plan in line with Departmental objectives</p>	<ul style="list-style-type: none"> <li>• Improve the Management of Public Sector assets to reduce costs and release resources</li> </ul>	<p>N/A</p>	<p>Head of CS</p>

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**(v) INFORMATION & COMMUNICATION TECHNOLOGY**

KEY ACTIONS	KEY PERFORMANCE INDICATORS	RESULTS & IMPACTS	BUDGET	SRO
5.17. <b>To undertake a review of the Commission’s ICT provision by end of June 2014</b>	Review SLA for ICT provision and make arrangements for continued provision for ICT that provides best value for money by end of June 2014	<ul style="list-style-type: none"> <li>• Commission demonstrates accountability and transparency and procures ICT provision at best value for money</li> <li>• Continued provision of value for money ICT services</li> </ul>	£22,100	Head of CS