

- 5.3. **JT** sought an update on responses to the consultation and was advised that 2 groups had responded. It was noted that the feedback received was generally positive and had been considered and included, where applicable, in the updated plans.
- 5.4. **JB** advised that the Executive Office had provided initial feedback on the Corporate Plan 2017-20 following the submission of an earlier draft on 17 February 2017.
- 5.5. **JB** advised that he had been asked to consider consolidating the 5 outcomes to 4. **JB** recommended keeping 5 outcomes noting the Commission's transgenerational work.
- 5.6. **JT** welcomed the format and clarity of the Corporate Plan 2017-20 and the move to outcomes based accountability and agreed with **JB**'s rationale for 5 outcomes.
- 5.7. **JB** provided an overview of the Outcome Delivery Plan 2017/18 advising that how the Commission work along with activity, was now being reflected under each outcome.
- 5.8. **JB** advised that agreed outcomes had been based on a small Budget reduction and noted that outcomes may require review should the confirmed reduction be in excess of 4%.
- 5.9. **JB** advised that to date, no feedback had been received from the Executive Office following submission of an earlier draft on 28 February 2017.
- 5.10. **JT** advised that she was content with the direction of travel noting the alignment to outcomes based accountability and thanked staff for their work on both plans.
- 5.11. **JT** asked for any other observations and a discussion took place regarding the benefit of International Engagement.
- 5.12. It was noted that resource allocation had now been incorporated in the Outcome Delivery Plan 2017/18 with allocation to programme as approximately 65%. **JT** advised that this seemed a more accurate way to record resource allocation and advised that she was content with the resource allocation in the current plan.
- 5.13. Following further discussion, the Corporate Plan 2017-20 and Outcome Delivery Plan 2017/18 were approved by the Board.
- 5.14. **JB** advised the Business Plan 2016/17 had been updated to the end of Quarter 4 (31 March 2017) and provided an overview of updates.
- 5.15. It was noted that the Annual Conference was the only target not achieved. **JT** noted the strong rationale for deferring the Conference to 2017/18.
- 5.16. **JB** thanked staff for delivering the Business Plan 2016/17 in spite of vacancies. **JT** also noted her thanks, acknowledging the increased pressure/workload on staff.
- 5.17. **JT** advised that she had some comments on the narrative and would pass these to **SB** for circulation to SMT.

ACTION: JT, SB

Budget Report

- 5.18. **JB** provided an update on the current Resource Budget noting that the Commission were projecting a small underspend which would be within tolerance.
- 5.19. **CG** noted fluctuations in the Budget in recent weeks and confirmed that the projected underspend of approximately £1-2k was within tolerance.
- 5.20. **JT** registered her thanks and noted that the projected spend reflected good management of curtailing resources.
- 5.21. The paper on Budget Scenario Planning for 2017/18 was discussed with **JT** noting the impact of the current political impasse and the potential impact for 2017/18.
- 5.22. **JB** advised that the Commission were still awaiting formal confirmation of the 2017/18 Budget and initial cash allocation and noted that up to 75% of the 2016/17 opening Budget could be expected. **JB** advised that this allocation would enable the Commission to function but discretionary spend in the first quarter of the year would be impaired.
- 5.23. **JB** noted that a Budget reduction beyond 4% would greatly inhibit the work of the Commission and would impact on the ability to carry out statutory duties.
- 5.24. **JB** advised that additional resources would be required should the Commission have a role in legacy consultation.

- 5.25. **JT** advised that the Commission were committed to progressing legacy issues and noted the possible impact of the Budget scenarios on the Commission's ability to make progress.
- 5.26. It was noted that the Commission's work in recent years focussed on services but that work going forward would continue to include and focus on other key areas. Consideration to this work would be required when assessing Budget reductions.
- 5.27. A discussion took place regarding the Commission's role in promoting dialogue regarding legacy issues.
- 5.28. **TMC** advised that the Commission had been operating with a reduced Forum in recent years. Now that the replenishment exercise was complete with further appointments made in March 2017, Forum membership was now at 23. **TMC** advised that Forum Budget was based on spend on a reduced membership and highlighted her concern regarding the Budget for 2017/18. **TMC** noted that new members had committed to attending 75% of meetings, therefore there would be less absentees. **TMC** also noted the need to consider a process for compensation paid to employers for loss of earnings.
- 5.29. Following discussion, it was agreed to scope costs/Budgets for other similar projects.

ACTION: TMC

- 5.30. A discussion took place regarding current vacancies and resource requirements for the Commission's work and PEACE IV projects.
- 5.31. **CG** advised that recruitment for the vacant post had not been factored into the Budget as it was unclear if the Commission would be in a position to recruit for and fill 2 vacancies in the 2017/18 year. **CG** also noted that permanent recruitment based on the 4% reduction scenario would result in a reduction of the Programme Budget.
- 5.32. **CG** advised that the Commission had absorbed Budget cuts to date by realising efficiencies such as the premises move and not permanently filling vacancies of which 2 would exist at 01 May 2017. **CG** noted that duties and workloads were increasing and that, in the context of the Departmental review and the Commissions' independent advice on organisational capability and capacity, this would have to be considered.
- 5.33. It was noted that 2 vacancies equated to 20% of the Commission's workforce.
- 5.34. **CG** advised that it was unlikely that monitoring rounds would be opened and could not be used as a way to secure additional funding.
- 5.35. A discussion took place regarding the protection of funds for victims and survivors.
- 5.36. It was noted that should the Commission not have the required discretionary spend available during the first quarter of the 2017/18 year, the delivery of outcomes in year would be affected.

Update on Business Cases and Procurement

- 5.37. The update on Business Cases and Procurement was discussed.

External Audit/Annual Report and Accounts

- 5.38. **CG** advised that NIAO would issue the Audit Strategy in advance of the next meeting with the Audit and Risk Assurance Committee, scheduled for 12 April 2017.

Internal Audit

- 5.39. The update on Internal Audit was discussed. **CG** advised that procurement for a new Internal Audit contract from 01 April 2017 had been undertaken and ASM had been reappointed.
- 5.40. It was noted that 2 Tenders had been received via ETender.
- 5.41. It was noted that fieldwork for 2016/17 had been completed.

Risk Management

- 5.42. **JB** provided an overview of the Revised Risk Register highlighting external dependencies

- 5.43. It was noted that there were 4 amber rated risks, 1 green rated risk and 1 red rated risk.
- 5.44. **JB** advised that CR4 had been elevated to red to reflect the current political uncertainty. As there was no First or deputy First Minister in office, the Commission would be unable to submit any advice to the Executive Office if required. It was noted that this was a time bound situation.
- 5.45. **JT** highlighted mitigating actions noting the Commission's engagement and influence at a political level. **JT** advised that current issues were outside of the Commission's control.
- 5.46. A discussion took place regarding CR2. **JT** advised that the Commission had been proactive rather than cautious. **JB** advised that whilst historically, the Commission had been risk averse, a more open approach had been applied in order to promote victims and survivors interests.
- 5.47. Following discussion it was agreed to amend the Strategy for CR2 from cautious to open.
- ACTION: CG**
- 5.48. It was noted that members of the Audit and Risk Assurance Committee attended the Forum/Panel meeting in December 2016. Feedback provided by the Chair was noted.

Communications and Engagement Strategy including the Stakeholder Engagement Plan and Group Meetings

- 5.49. **TMC** provided an update on the Communications Strategy and Stakeholder Engagement Plan.
- 5.50. The report on engagements during February 2017 were discussed with **TMC** noting that meetings in relation to Forum appointments had taken precedence.
- 5.51. **TMC** provided an overview of the reporting of engagements and sought clarification on capturing the activity of all staff going forward. Following discussion it was agreed to capture the activity of all staff and to align the activity to the Commission's outcomes.

ACTION: TMC

- 5.52. **JT** requested a review of the Communications Strategy to align activity and targets to the Commission's outcomes and sought an update on a meeting to review draft engagement databases.
- 5.53. **TMC** advised that a review could be progressed following approval of the Corporate Plan 2017-20 and Outcome Delivery Plan 2017/18.
- 5.54. **TMC** clarified that draft engagement databases had been prepared but that further discussion on the inclusion of outcomes based accountability was required to enable the final columns to be added. **TMC** advised that the meeting had been postponed due to changes to the timeline for Forum appointments, the media launch and the residential. It was noted that the meeting would be rescheduled following a review of the diary and priorities for April 2017.

ACTION: TMC

- 5.55. **JT** acknowledged the workload and pressures on **TMC** and the Communications and Engagement team.
- 5.56. Following discussion, it was agreed to arrange a planning day for **JT**, **JB** and **TMC** with the Forum and Communications Services Provider to discuss the Communications Strategy and Engagement Plans.

ACTION: TMC, SB

Forum

- 5.57. **TMC** advised that the next meeting of the Forum would be at the residential on 25-26 April 2017 and it was agreed to rearrange group visits scheduled for 27 April 2017.

ACTION: SB, TMC

- 5.58. It was noted that the Department of Foreign Affairs and Trade hosted a dinner on 02 March 2017 to recognise the work of the outgoing Forum members. The Commission also hosted an event on 09 March 2017.
- 5.59. **JT** advised that the Forum was an incredible resource and noted the need to fully utilise it and invest in the development of members.
- 5.60. A discussion took place around working groups and the role of the Forum.

Staffing

- 5.61. It was noted that the Commission currently had 1 vacancy. Recruitment for this vacancy would not be progressed at present in light of Budget pressures and uncertainty around the 2017-18 Budget.

Review of the Commission

- 5.62. It was noted that draft findings were expected in March 2017 but had not yet been received and that Terms of Reference had been shared with the Chair of the Audit and Risk Assurance Committee.

Independent Advice on Organisational Capability and Capacity

- 5.63. **JB** advised that the report on Organisational Capability and Capacity had been received and that recommendations were being considered by SMT. See notes at agenda item 8.

Freedom of Information

- 5.64. No FOI requests were received in the last month.

Complaints

- 5.62. No complaints were received in the last month.

Gifts & Hospitality

- 5.63. It was noted that no exceptional gifts or hospitality were received or provided.
- 5.64. **JB** advised that registers to January 2017 were available on the Commission's website.

Fraud

- 5.65. There were no instances of Fraud reported during the last month.

6. Website

- 6.1. **TMC** provided an update on the website and social media redevelopment.
- 6.2. **TMC** advised that the Communications Officer was monitoring website and social media traffic and had prepared a report on statistics and targets, also highlighting media engagements and requests.
- 6.3. **TMC** advised that the Communications Officer had reviewed the Google Analytics report to identify user preference in relation to content. It was noted that storyboards for content had been drafted but a meeting to review these had been postponed due to changes to the timeline for Forum appointments, the media launch and the residential. It was noted that the meeting would be rescheduled following a review of the diary and priorities for April 2017.

ACTION: TMC

- 6.4. A discussion regarding target audiences took place with **TMC** advising that traffic had increased in recent months.
- 6.5. It was noted that social media training for staff took place on 24 March 2017 and would allow the Commission to be more proactive on social media.
- 6.6. **TMC** advised that a Facebook page had been progressed and was ready to go live.

6.7. **JT** thanked **TMC** for the update.

7. Realising the Best Outcomes for Victims and Survivors through new 'Steady State' Monitoring Arrangements

- 7.1. **JB** provide an overview of the paper on Realising the Best Outcomes for Victims and Survivors through new 'Steady State' Monitoring Arrangements, noting that the Executive Office and the VSS had accepted the new arrangements.
- 7.2. **JB** advised that a meeting had taken place on 29 March 2017 with Operational Managers to discuss the new arrangements and the impact on the MOU.
- 7.3. **JB** advised that the MOU and Terms of Reference for Trilateral meetings were being reviewed and amended for sign off in April 2017.
- 7.4. **JB** advised that new staff and MIS systems were now in place at the VSS and advised that he would seek a further meeting for CVS staff to discuss the MIS system and to clarify what data was required and could be provided. This would ensure compliance with PEACE IV and Research data requirements.

ACTION: JB

- 7.5. **JT** advised that she was content with the paper noting the clarity provided around roles to ensure effective service delivery, monitoring and evaluation and evidence of compliance with the Standards.
- 7.6. **JT** noted that the MOU should be kept under regular review going forward.
- 7.7. A discussion took place regarding the publication of the VSS Quarterly Reports. It was noted that these reports contained evidence of the Commission fulfilling their statutory duties in relation to outcome data and service provision and provided evidence of compliance with the Standards.
- 7.8. **JB** highlighted the Executive Offices' concern regarding information which may result or be used in the development of new policy.
- 7.9. Following discussion, it was agreed that the Commission would continue to publish the Quarterly Reports for transparency noting that real time differences could be articulated. **AMN** advised that any policy issues identified would be escalated to Co-Design and that information provided under new monitoring arrangements would not be captured until the April – June 2017 Quarterly Report.

8. Update on Independent Advice on Organisational Capability and Capacity Recommendations

- 8.1. **JB** advised that the report on Organisational Capability and Capacity had been received and that recommendations were being considered by SMT. **JB** provided assurance that recommendations had been captured and were being progressed.
- 8.2. A discussion took place regarding Safeguarding and Resilience training for staff which took place in February 2017. **JT** noted outstanding actions as the updating of the Safeguarding Policy and the development of client management procedures for staff. **JT** noted that this required a review of roles and responsibilities.

ACTION: SMT

- 8.3. **JB** advised that the review of roles and responsibilities would be progressed following receipt of the findings of the Departmental Review of the Commission.
- 8.4. **CG** advised that resource allocation was now included with the Outcome Delivery Plan 2017/18. It was agreed to circulate the allocation to attendees to articulate the percentage of resources allocated to each area of work.

ACTION: CG

- 8.5. **AMN** noted the direct staff resource costs involved in the procurement process and distribution of information in relation to PEACE IV projects.

8.6. **JB** acknowledged **AMN**'s corporate history and **AMN** noted that he had taken this into consideration when preparing for his exit interview.

9. PEACE IV Development Plans

Advocacy Project

9.1. **AMN** advised that a letter of offer had been issued to the VSS by SEUPB but that authorisation to spend had not yet been received.

JT sought assurance that the Commission had sufficient resources to deliver the PEACE IV projects.

AMN advised that the Advocacy Project had a Budget of £50k and was the smallest of the 3 Research projects. **AMN** advised that the Management Structure and a Risk Register had been included in each project plan.

AMN advised that the purpose of the project was to ascertain the effectiveness of advocacy services available to victims and survivors and to inform further development. **AMN** advised that 23 caseworker posts would be available and that the VSS were considering the possibility of increasing the number based on demand.

A discussion took place regarding case studies for the research project and the sharing of learning internationally.

A discussion took place regarding the Management Structure for the projects. **AMN** advised that the Commission would assume overall responsibility and that he intended to convene an Advisory Committee. 3 project sub groups would also be formed.

AMN provided an overview of proposed membership of the Advisory Committee and it was agreed that the Forum would be represented. **TMC** sought clarification on the time commitment for Forum members.

A discussion regarding partnerships took place and **AMN** advised that the Advisory Committee would need to meet in May/June 2017 to sign off the ITT for project procurement.

A discussion took place around parallels with the Co-Design plan and the timeline for reporting. **AMN** advised that the project would run over a three year period and noted the critical aspects, such as cohort studies, which would leave the Commission unable to report accurate findings at an earlier stage.

TMC requested that a presentation on the PEACE IV projects be made to the Forum to enable members to make an informed decision on participation. It was agreed to circulate the PEACE IV project plans to the Forum and to include an overview as part of the induction on 25-26 April 2017.

ACTION: JB, AMN, TMC

A discussion took place around timetables, key milestones and financial projections.

AMN provided an overview of risks and a discussion took place regarding any possible conflicts of interest.

AMN provided an overview of the Stakeholder Engagement and Monitoring and Evaluation Plans.

JT advised that the Commission should seek advice from Chief Constable Jon Boutcher, from Bedfordshire Police, on supporting victims through an investigative process. It was noted that Jon Boutcher was leading an independent team to conduct an investigation into a legacy case. It was agreed that an initial call with **JT** would be sought and a follow up meeting arranged if required.

ACTION: SB

Transgenerational Legacy and Young People Research Project

9.2. **AMN** provided an overview of the project noting that it would be carried out in partnership with NICCY.

Review of Trauma Services Research Project

9.3. **AMN** provided an overview of the project noting the emphasis on a cohort study and a review of existing data. Potential difficulties in obtaining required data were discussed.

AMN advised that the purpose of the project was to inform the Mental Trauma Service and noted a reporting date of 2020.

JB advised that he would provide interim cover for **AMN** following his resignation and departure in April 2017 and a discussion regarding resources took place. **JT** noted that project management should not necessarily lie within the PDR team and it was agreed that **JB** and **CG** would consider options for administrative support for procurement and project management. **AMN** advised that the PEACE IV research projects and the Attitudinal Study would occupy 100% of the Research Officer's time.

ACTION: JB, CG

JT noted that the PEACE IV projects could make a significant difference to victims and survivors and thanked **AMN** for his work to date.

JT requested copies of updated Project Plans to enable review and approval.

ACTION: AMN

It was agreed that the PEACE IV Development Plans would be made available on the Commission's website following the introductory seminar in May 2017.

ACTION: JB, TMC

10. Review of the Strategy Final Summary Report

10.1. **AMN** advised that the Review of the Strategy Final Summary Report had been received and that the final payment had been released.

10.2. **JB** advised that Co-Design would consider the Report and discuss a new Strategy post 2019.

10.3. A discussion took place regarding publication of the Final Summary Report. It was noted that the Review of the Strategy was the topic of the 2016 annual conference. Following discussion, It was agreed to publish the Summary Report on the Commission's website and it was noted that a decision on publication of the full report would take place at a later date.

ACTION: AMN

10.4. **JB** advised that the Final Summary Report had been submitted to the Executive Office and a request for policy advice was discussed. It was noted that as Ministers were not currently

in place, the Commission would be unable to submit formal policy advice to the Executive Office.

10.5. **JT** thanked **JB**, **AMN** and the PDR team for their work on the Review of the Strategy.

11. Forum Papers

Summary of Forum Discussions on Dealing with the Past 2016/17

11.1. **AMN** advised that 3 Forum papers had been prepared for 31 March 2017 to meet targets within the Business Plan 2016/17 and noted that each paper outlined and summarised Forum discussions.

AMN provided an overview of the Dealing with the Past paper noting engagements with the UN Special Rapporteur on the promotion of truth, justice, reparation and guarantees of non-recurrence in 2016.

A discussion took place around refreshing and updating the Commission's 2014 advice paper on Dealing with the Past.

Summary of Forum Discussions on Services 2016/17

11.2. **AMN** advised that the same approach had been taken in the preparation of the Summary of Forum Discussions on Services and provided an overview of the paper. The importance of engaging with and taking feedback from the Forum was noted.

Summary of Forum Discussions on Building for the Future 2016/17

11.3. **AMN** provided an overview of the Building for the Future paper noting engagements/discussions regarding welfare reform, memorialisation and consultation on the Programme for Government and engagement with Commission on Flags, Identity, Culture and Tradition.

JT sought clarification on whether or not the papers had been approved by the Forum. **AMN** advised that they had not as they were a summary of discussions rather than Forum advice to the Commission.

JT approved the Forum papers and requested that they be circulated to the Forum and made available on the Commission's website following the residential at the end of April 2017.

ACTION: JB, TMC

12. Forum Work Programme

12.1. **TMC** provided an overview of the Forum Work Programme by month, noting the inclusion of resources.

12.2. **JT** sought clarification on the colour coding.

12.3. **TMC** sought clarification on the potential for media training for the Forum in collaboration with QUB. **AMN** advised that this would be discussed during his exit interview.

12.4. A discussion took place regarding resources.

12.5. A discussion took place regarding working groups. **TMC** advised that it would cost the Commission to convene working groups and advised that further consideration of outcomes, activities and the resourcing of Forum meetings and working groups was required.

12.6. It was agreed to consult with the Forum on Standards on a quarterly basis. **AMN** noted that the Standards Working Group would produce a quarterly report which could be reviewed by the Forum.

- 12.7. **TMC** advised that she would work with the Research Officer to align PEACE IV to the Forum's work programme.
- 12.8. The momentum and capacity of the replenished Forum was noted. **TMC** advised that a robust induction for members should be carried out as soon as possible and sought clarification on the possibility of bringing forward training.
- 12.9. **TMC** asked attendees to be mindful of the Forum Budget noting costs involved for travel/expenses and compensation paid to employer's for loss of earnings.
- 12.10. **JT** thanked **TMC** for the update noting that while the work programme may change and evolve, it would enable purposeful meetings to be convened and would provide assurance to members.

13.Policies for Approval

Social Media Policy and User Guide

- 13.1. **TMC** provided an overview of the Social Media Policy and User Guide noting that training for staff had taken place on 24 March 2017.

Following discussion, the Social Media Policy and User Guide was approved by the Board.

Dignity at Work Policy

- 13.2. **CG** advised that items 13.2-13.8 were due for annual review and had been updated where necessary to ensure continued alignment to NICS policy. **CG** advised that no significant changes had been made to the Dignity at Work Policy.

Following discussion, the Dignity at Work Policy was approved by the Board.

Data Protection Policy

- 13.3. **JT** sought clarification on sensitive data held by the Commission. **CG** advised that the policy related to protection of data in relation to employees of the Commission and noted that the protection of information related to clients was included in the Information Security Policy. **JT** advised that she was satisfied with the answer to her query and noted a need to consolidate Commission policies and procedures.

Following discussion, the Data Protection Policy was approved by the Board.

Code of Conduct

- 13.4. **CG** provided an overview of the Code of Conduct. Following discussion, the S Code of Conduct was approved by the Board.

Clear Desk Policy

- 13.5. **CG** provided an overview of the Clear Desk Policy. **JT** sought clarification that staff adhered to the Policy.

Following discussion, the Clear Desk Policy was approved by the Board.

Anti-Fraud Policy

- 13.6. **CG** provided an overview of the Anti-Fraud Policy. Following discussion, the Anti-Fraud Policy was approved by the Board.

Accessible Information Policy

- 13.7. **CG** provided an overview of the Accessible Information Policy. **JT** sought clarification that the Commission complied with the Accessible Information Policy. It was noted that the

Commission were able to provide information in a range of languages and formats on request.

Following discussion, the Accessible Information Policy was approved by the Board.

Publication Scheme

- 13.8. **CG** provided an overview of the Publication Scheme and noted that a review had recently been carried out by Audit.

Following discussion, the Publication Scheme was approved by the Board.

14. Procurement Guidance Note

- 14.1. The PGN 02/17 - Innovation in Public Procurement was noted.
- 14.2. **JT** requested that this be considered further noting budget reductions and contracts which would require procurement.
- 14.3. **CG** provided an overview of forward commitment procurement model noting the ability to raise awareness without breaking procurement guidance.
- 14.4. A discussion took place regarding Etendering and procurement for research projects.

15. AOB

Request from Forum Member

- 15.3. **TMC** advised that a Forum member had requested that the Commission issue meeting papers one week in advance of each meeting.
- 15.4. It was noted that a request had been received for the Commission to undertake research in relation to widows and the bereaved with a view to addressing financial support.
- 15.5. **AMN** advised that the Commission had already carried out some research and suggested convening a working group to take this forward.
- 15.6. **AMN** advised that the Commission should consider the report from the UN Special Rapporteur on the promotion of truth, justice, reparation and guarantees of non-recurrence' on reparations and a discussion followed.
- 15.7. A discussion took place around potential case studies and gender inequality.
- 15.8. **JT** acknowledged the appropriateness of the request and agreed with **AMN's** suggestions for next steps.

NAME: **Judith Thompson**

SIGNED:



DATE: 11/04/17