

Victims and Survivors Service Limited

Annual Report and Accounts For the year ended 31 March 2023

Laid before the Northern Ireland Assembly under the statutory provision for the Victims and Survivors Service Limited, the Budget Act (Northern Ireland) 2016,
by The Executive Office

on

13 December 2023

COMPANY NUMBER: NI 611922

© Victims and Survivors Service Limited 2023

The text of this document (this excludes all departmental or agency logos) may be reproduced free of charge in any format or medium provided that it is reproduced accurately and not in a misleading context.

The material must be acknowledged as Victims and Survivors Service Limited copyright and the document title specified. Where third party material has been identified, permission from the respective copyright holder must be sought.

Any enquiries related to this publication should be sent to us at the Victims and Survivors Service Limited, First Floor, Seatem House, 28-32 Alfred Street, Belfast, BT2 8EN, or email: enquiries@vssni.org.

This publication is also available for download from our website at www.victimsservice.org.

Contents

Officers and Professional Advisers.....	4
Foreword.....	5
Performance Report for the year ended 31 March 2023	8
1.1 Overview	8
1.2 Performance Analysis	29
Accountability Report for the year ended 31 March 2023.....	75
2.1 Corporate Governance Report	75
2.1.1 Directors' Report	75
2.1.2 Statement of Accounting Officer's and Directors' Responsibilities	78
2.1.3 Governance Statement for the year ended 31 March 2023.....	79
2.2 Remuneration and Staff Report for the year ended 31 March 2023	95
2.3 Assembly Accountability Report for the year ended 31 March 2023	108
Financial Statements	115
3.1 Statement of Comprehensive Net Expenditure	115
3.2 Statement of Financial Position	116
3.3 Statement of Cash Flows	118
3.4 Statement of Changes in Taxpayers' Equity.....	119
Notes to the Financial Statements	120
Appendix 1: Organisation Chart - 31 March 2023.....	139
Appendix 2: Delivery Plan Extract 2022-23	140
Appendix 3: Monitoring and Evaluation Framework.....	157

Officers and Professional Advisers

Officers and Professional Advisers

Directors

Oliver Wilkinson – Director appointed 2 December 2013; Chair appointed 1 April 2015

Bertha McDougall – Director appointed 2 December 2013

Patricia Haren – Director appointed 1 April 2015

Dame Sandra Horley – Director appointed 18 October 2022

John Cahill – Director appointed 18 October 2022

Dr Catriona MacArthur - Director appointed 21 August 2023

Brian Gilfedder - Director appointed 23 August 2023

Auditors

Northern Ireland Audit Office

106 University Street

Belfast

BT7 1EU

Registered Office

1st Floor Seatem House

28-32 Alfred Street

Belfast

BT2 8EN

Principal Bankers

Danske Bank

8/9 Donegall Square North

Belfast

BT1 5GJ

Foreword

I am pleased to present the Victims and Survivors Service Limited Annual Report and Accounts for the 2022-23 financial year.

It has been a year of change at Victims and Survivors Service Limited. Our longstanding Chief Executive, Margaret Bateson moved on to new ventures in September 2022, with Andrew Walker taking up post as Interim Chief Executive, before being appointed as permanent Chief Executive in June 2023. I look forward to continuing to work with Andrew on the new opportunities for Victims and Survivors Service Limited in the coming year. We have also welcomed four new Board Members: Dame Sandra Horley, Mr John Cahill, Dr Catriona MacArthur and Mr Brian Gilfedder, who bring a wealth of experience from the charity, government and private industry sectors.

As we look back on the past 12 months, we recognise significant achievements despite the (often-challenging) environment we operate in as an organisation, and for all the victims and survivors we work to support.

Key Achievements

Pilot service launch for those impacted by Mother and Baby Institutions, Magdalene Laundries and Workhouses

Following the provision of interim support services for those impacted by Mother and Baby Institutions, Magdalene Laundries and Workhouses, Victims and Survivors Service Limited launched a 12 month pilot of service provision in October 2022, working with community partners, WAVE Trauma Centre and Adopt NI. These services are reflective of the five key areas of need and support identified in consultation with individuals, agencies and other organisations and include:

- Dedicated health and wellbeing services;
- Social Support;
- Information recovery and family tracing (including a DNA testing pilot);
- Welfare Support; and
- Advocacy support.

The Victims and Survivors Service Limited completed the pilot phase on 30 September 2023, undertaking an evaluation of this pilot and planning forward for long term service provision from 1 April 2024.

Regional Trauma Network

The Regional Trauma Network (RTN) saw the fulfilment of a commitment set out in the Stormont House Agreement (2014), to implement the recommendation from the Commission for Victims and Survivors for a Comprehensive Mental Trauma Service. The RTN is now in a three-year pilot phase which protects and prioritises specialist trauma care pathways for victims and survivors. Whilst the movement of the service into a live environment in Autumn 2022 was welcome, challenges remain to ensure that the service moves forward with the necessary resources and focus on achieving positive outcomes for victims and survivors.

Culture and structure changes at Victims and Survivors Service Limited

Given the growth in the remit of the Victims and Survivors Service Limited's remit in recent years, 2022-23 was an appropriate juncture to consider the staffing structures to provide optimal support to victims and survivors. A review was carried out in 2022-23 by Business Consultancy Services (BCS) and proposed a new staff structure as agreed with senior management. Alongside this structural review, a programme of organisational and staff development was undertaken, incorporating staff development, and the evolution of the organisation's vision, mission and values. The work to implement the updated structure commenced in 2022-23 and work continues into 2023-24.

Partnership and Collaboration

2022-23 has seen a continuation of the close working relationship with our community and voluntary partners and other statutory bodies, namely The Executive Office (TEO), the Department of Health (DoH), the Commission for Victims and Survivors (CVS) and the Commissioner for Survivors of Institutional Childhood Abuse (COSICA). The needs of victims and survivors today are complex, wide ranging and require a victim centred, trauma informed approach always. The Victims and Survivors Service Limited has benefited from the support, understanding and best practice of our partners to improve how we deliver services.

Looking ahead and planning for the Future

2023-24 will see a particularly challenging and uncertain external environment in the absence of a Northern Ireland Executive. The passing of The Northern Ireland Troubles (Legacy and Reconciliation) Act 2023 amid significant opposition from victims and survivors, and their representative organisations (as well as the main Northern Ireland political parties) is likely to have an impact on the health and wellbeing of victims and survivors, and increase the pressure on victims' organisations to provide additional support within already challenging resources.

We will also continue to support survivors of Historical Institutional Abuse (HIA) and those impacted by Mother and Baby Institutions, Magdalene Laundries and Workhouses (MBMLW) as work continues to implement the outstanding recommendations of both the Hart Inquiry and the Truth Recovery Strategy.

We look forward to further progress towards a new victims strategy and hope that a consultation on the draft strategy will take place in 2023/24.

The organisation submitted a bid for PEACEPLUS funding in August 2023, alongside 12 partner organisations, drawn from the community and voluntary sector, statutory sector and a partner from Ireland. It is hoped that funding approval will be in place by April 2024 and project implementation work will continue throughout 2023/24.

Finally, it is important that I recognise the significant commitment and dedication of our Staff and Board Members (and in particular those reaching the end of their terms in the coming year). Throughout this year of change, with resourcing often below full complement, they have gone above and beyond to ensure that high quality, victim centred service delivery has been maintained.

A handwritten signature in black ink, appearing to read 'Oliver Wilkinson', with a long horizontal flourish extending to the right.

Oliver Wilkinson

Chairperson

Date: 07 December 2023

Performance Report for the year ended 31 March 2023

1.1 Overview

Chief Executive and Accounting Officer's Statement

As Chief Executive of the Victims and Survivors Service Limited, it is my role to support the Board in its work and to ensure the day-to-day operation and management of the organisation is effective and efficient.

2022-23 has presented opportunities for the Victims and Survivors Service Limited to expand our remit further with a twelve-month pilot of substantive services to those impacted by Mother and Baby Institutions, Magdalene Laundries and Workhouses. It also provided a challenging external environment, with demand for services within Victim and Survivors (Trouble/conflict) support organisations seeing sharp increases, which have continued into 2023/24, and have been further compounded by the cost-of-living crisis and the significant budget constraints faced within Departmental budgets.

During 2022-23, the Victims and Survivors Service Limited issued self-directed assistance payments and persistent pain home heating to more than 6,600 victims and survivors who are bereaved, injured or carers. This included payments to over 969 bereaved individuals following the opening of a new bereaved support scheme (the previous scheme having been closed since March 2017).

Ensuring the performance of the Victims and Survivors Service Limited in terms of delivery plan targets is one of my key functions. It is important that focus is maintained in on achieving the best outcomes for victims and survivors alongside robust clinical and corporate governance arrangements.

I am pleased to report the Victims and Survivors Service Limited has fully achieved 23 out of its 30 targets for the year ended 31 March 2023 (with partial achievement in a further 4). The majority of the areas in which targets were not fully achieved related to PEACE Project funding and closure, and were not fully achieved for reasons beyond our control. The Victims and Survivors Service Limited resource outturn position for 2022-23 has fallen outside of the tolerance level of 1.5% of the budget allocation. This is due to operating ring-fenced budget allocations for services of HIA, MBMLW and the Troubles Permanent Disablement Payment Scheme (TPDPS) which are new and developing service areas, and which have been impacted significantly by timing of commencement, estimates of demand, and labour market challenges within the community and voluntary sector throughout 2022-23.

The implementation of an outcomes-based approach to service delivery has been embedded across the organisation for a number of years now, with data on outcomes

Performance Report for the year ended 31 March 2023

captured across an increasing range of activities. This approach is applied consistently across all established and new areas of work. Along with the service delivery model, this approach is making significant improvements to the quality of services provided and to the health and wellbeing of victims and survivors.

Formation and Status

The Victims and Survivors Service Limited was established under the direction of The Executive Office and the Victims and Survivors Service Limited was incorporated on 27 March 2012 as a private company limited by guarantee.

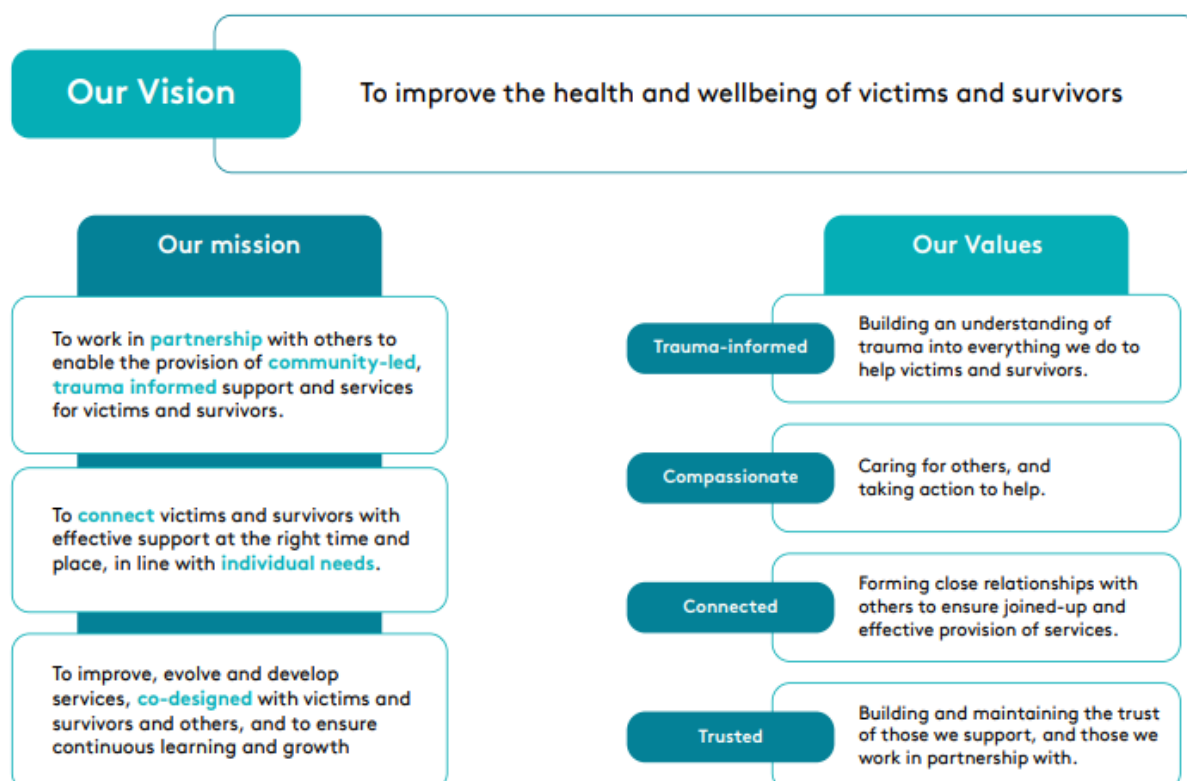
Introduction

This section of the Performance Report outlines the strategic context and operating environment of the Victims and Survivors Service Limited in respect of the support and services provided to victims and survivors of the Troubles/conflict, survivors of Historical Institutional Abuse and those impacted by Mother and Baby Institutions, Magdalene Laundries and Workhouses. This includes:

- Strategic Framework
- Key strategies and objectives
- Key programmes
- Key stakeholders and engagement

Strategic Framework: Victims and Survivors Service Limited

Following a strategic review of the vision, mission, and values of the organisation in 2022, the Victims and Survivors Service Limited Board and Management have agreed on the following as the strategic framework for The Victims and Survivors Service Limited.



Victims and Survivors Strategy 2009-19

(Victims and survivors of the Troubles/conflict)

The Victims and Survivors Service Limited is the delivery body named in the ten-year Strategy for Victims and Survivors 2009-19 published by the Office of the First Minister and Deputy First Minister, now known as The Executive Office. It is responsible for providing support and services to victims and survivors on behalf of The Executive Office.

“Victims and Survivors” has the meaning ascribed by the Victims and Survivors (Northern Ireland) Order 2006, as amended by the Commission for Victims and Survivors (Northern Ireland) Act 2008. This definition has two distinctive dimensions, as follows:

- (1) In this Order references to “victim and survivor” are references to an individual appearing to the Commission to be any of the following:*
 - (a) someone who is or has been physically or psychologically injured as a result of or in consequence of a conflict-related incident;*
 - (b) someone who provides a substantial amount of care on a regular basis for an individual mentioned in paragraph (a); or*
 - (c) someone who has been bereaved as a result of or in consequence of a conflict-related incident.*
- (2) Without prejudice to the generality of paragraph (1), an individual may be psychologically injured as a result of or in consequence of:*
 - (a) witnessing a conflict-related incident or the consequences of such an incident; or*
 - (b) providing medical or other emergency assistance to an individual in connection with a conflict-related incident.¹*

In the absence of Ministers and a functioning Northern Ireland Executive, a new Victims and Survivors Strategy for the post 2019 period was not developed before the end of 2019. With the return of the Assembly and Executive in early 2020, work was completed on the evaluation of the 2009-19 strategy and the design of a new strategy commenced. In the interim, the existing strategy was extended annually for three years, and the Victims and Survivors Service Limited programmes also extended annually for a further three years (2020-21, 2021-22 and 2022-23). The Victims and Survivors Service Limited has continued to deliver services and support in line with the existing strategy.

A co-design process to design a new strategy commenced in 2021-22, and this work remains ongoing at time of writing. The Victims and Survivors Service Limited

¹ Victims and Survivors (Northern Ireland) Order 2006, available at:
<http://www.legislation.gov.uk/nisi/2006/2953/contents>

Performance Report for the year ended 31 March 2023

programmes have also been extended for 2023-24, with an option to extend for a further year in 2024/25, following which a new programme cycle will commence aligned to the next strategy.

Report of the Historical Institutional Abuse Inquiry (2017) (Survivors of Historical Institutional Abuse)

In its report, the inquiry into Historical Institutional Abuse recommended:

- an apology
- a memorial
- **additional service provision/specialist care and help for those who were abused**
- a statutory commissioner for survivors of institutional childhood abuse (COSICA)
- financial compensation to be administered by a redress board
- annual grant funding for the Child Migrants Trust

In line with the recommendations The Historical Institutional Abuse (Northern Ireland) Act 2019 became an Act of Parliament on 5 November 2019, with the Act providing the legal framework for establishing the HIA Redress Board and Statutory Commissioner.

The HIA Redress Board was formally established on 31 March 2020, with its principal function to receive and assess applications made by survivors or in respect of survivors. As of 30 June 2023 the Board has received 3,848 applications.

The First and deputy First Ministers appointed Ms Fiona Ryan as the Commissioner for Survivors of Institutional Childhood Abuse (COSICA) on 6 October 2020 for a five-year term from 14 December 2020.

The Executive Office appointed the Victims and Survivors Service Limited as the service delivery body for the provision of health and wellbeing support and services to survivors of Historical Institutional Abuse on 23 October 2020, with services now established in line with the Victims and Survivors Service Limited's service delivery model.

Mother and Baby Institutions, Magdalene Laundries and Workhouses

The Victims and Survivors Service Limited was appointed on 13 January 2022 to deliver health and wellbeing support and services to those impacted by Mother and Baby Institutions, Magdalene Laundries and Workhouses.

Since October 2022, the Victims and Survivors Service Limited has been operating a pilot project with two community based partners, WAVE Trauma Centre and Adopt NI. The pilot phase is expected to run until 31 March 2024, with an open call process expected to appoint community based service providers from 1 April 2024.

Strategic Priorities

The Victims and Survivors Service Limited has the following three priorities:

1. Delivering a needs-based approach to allocating resources and defining services;
2. Ensuring the highest standard of service provision for those in need; and
3. Measuring outcomes associated with the allocation of resources and services.

These priorities underpin the work of the Victims and Survivors Service Limited in delivering three programmes of support for victims and survivors of the Troubles/conflict, two programmes of support for survivors of Historical Institutional Abuse (HIA) and two programmes of support for those impacted by Mother and Baby Institutions, Magdalene Laundries and Workhouses (MBMLW).

Programmes supporting victims and survivors of the Troubles/conflict

Support for Individuals: The Individual Needs Programme

The Victims and Survivors Service Limited aims to provide support that is responsive to the particular needs of the individual and that respects the dignity and personal choices of each victim and survivor.

Assistance for individuals is delivered under both the Individual Needs and the Health & Wellbeing Programmes and is informed by advice given by the Commission for Victims and Survivors in relation to the needs of victims and survivors. It includes:

- Support for individuals living with physical and psychological injuries to access services and goods that contribute to improved wellbeing and quality of life;
- Support for primary carers and for the bereaved to access services and goods that contribute to improved wellbeing and quality of life;
- In certain circumstances: direct financial assistance for victims and survivors; and
- In certain circumstances: support for individuals to access education, training and other opportunities.

Funding for Organisations: The Victims Support Programme

The Victims and Survivors Service Limited provides support and funding to community partner organisations to provide services and support to victims and survivors on a regional basis. The work funded through the Victims Support Programme within these organisations meets the Victims and Survivors Service Limited vision and mission (outlined above) and is informed by advice given by the Commission for Victims and Survivors regarding the needs of victims and survivors.

Performance Report for the year ended 31 March 2023

The services and support delivered by organisations funded through the Victims Support Programme include:

- Talking therapies and complementary therapies that improve the mental, emotional and physical wellbeing of victims and survivors and that enhance their quality of life;
- Services that support and maintain resilience and wellbeing among victims and survivors;
- Welfare advice and support for victims and survivors and opportunities/activities focused on personal and professional development; and
- Support and activities for young people affected by the impact of trauma in families and communities.

PEACE IV Programme

The PEACE IV Programme is a unique cross-border initiative, designed to support peace and reconciliation in Northern Ireland and the Border Region of Ireland. It also contributes to the promotion of social and economic stability.

The Victims and Survivors Service Limited, as Lead Partner in this project, received a Letter of Offer on 15 December 2016 for a project running initially from 1 November 2016 to 31 July 2021. A further extension was awarded in July 2020, increasing the value of the project and extending the end date to 31 December 2022. A final extension was awarded which extended the end date to 31 March 2023 was approved in September 2023.

The PEACE IV Programme has added value to the existing Victims Support Programme by investing in cross-border advocacy and health and well-being services. It has also complemented and enhanced the Individual Needs Programme by enabling the development of an engagement and outreach network of qualified and experienced Health and Wellbeing caseworkers which connects victims and survivors to services and the delivery of additional services and support.

Specifically, the PEACE IV Programme includes provision for:

- The development of a Network of Regional Health and Wellbeing Case Managers and Health and Wellbeing Case Workers based in organisations across Northern Ireland and Great Britain (1) to identify and address the needs of victims and survivors (5 Case Managers, 26 Health and Wellbeing Case Workers);
- The delivery of Advocacy Support to include practical support for victims and survivors engaging with institutions, historical process and inquiries (6 Advocacy Managers, 21.5 FTE Advocacy Support workers);

Performance Report for the year ended 31 March 2023

- A Resilience Programme to address existing gaps and meet the individual needs of victims and survivors based on the Take 5 Framework for Health and Wellbeing (<https://www.publichealth.hscni.net/publications/take-5-steps-wellbeing-english-and-11-translations>); and
- The development of the capacity of the sector through training and development to meet national and regional standards, research, and improved regulation.
- The Victims and Survivors Service Limited is intending to build upon the achievements of the PEACE IV project through the new PEACE PLUS programme. An application to the new PEACE PLUS programme was submitted in August 2023.

Programmes supporting survivors of Historical Institutional Abuse (HIA)

The needs-based service delivery model for victims and survivors, considers Health and Wellbeing (HWB) in its broadest sense, with support and services coordinated by the Victims and Survivors Service Limited in partnership with community partners, underpinned by a network of HWB caseworkers which improves pathways and the survivor journey.

Funding for Organisations

The Victims and Survivors Service Limited provides support and funding to two community partner organisations to provide services and support to survivors of HIA across Northern Ireland.

The services and support delivered by the two funded organisations include:

- Health and Wellbeing Case Workers to identify and address the needs of survivors of HIA;
- Talking therapies and complementary therapies that improve the mental, emotional and physical wellbeing of survivors and that enhance their quality of life.
- Services that support and maintain resilience and wellbeing among survivors;
- Welfare advice and support for survivors and opportunities and activities focused on personal and professional development.
- Support to retrieve information and access records to assist with family reunification and redress processes.
- Support to navigate redress processes and aid in the documenting of 'Statements of Lived Experiences' for the purposes of redress.

Programmes supporting those impacted by Mother and Baby Institutions, Magdalene Laundries and Workhouses (MBMLW)

As referenced above, the Victims and Survivors Service Limited has been operating a pilot project which includes a needs based service delivery model since October 2022. Health and Wellbeing support and services are coordinated by the Victims and Survivors Service Limited in partnership with two community partners.

Funding for Organisations

Within the pilot phase in 2022-23, the Victims and Survivors Service Limited provides funding to two community partner organisations to provide services and support to those impacted by Mother and Baby Institutions, Magdalene Laundries and Workhouses across Northern Ireland and beyond.

These pilot services and support delivered by the two funded organisations include:

- Health and Wellbeing Case Workers to identify and address the needs of impacted individuals;
- Talking therapies and complementary therapies that improve the mental, emotional and physical wellbeing of individuals and that enhance their quality of life;
- Services that support and maintain resilience and wellbeing among those impacted;
- Welfare advice and support for individuals and opportunities and activities focused on personal and professional development.
- Support to retrieve information and family tracing.

Stakeholders and Key Relationships

The Victims and Survivors Service Limited aims to support victims and survivors as they engage with the diverse services, agencies and other parts of society that contribute to the full and healthy life of the individual.

To achieve this, the organisation needs and values a strong network of partners with whom it can communicate and work in the interests of both victims and survivors of the Troubles/conflict, survivors of HIA and those impacted by Mother and Baby Institutions, Magdalene Laundries and Workhouses. These key partnership level stakeholder relationships are illustrated in **Diagram 1** below.

Diagram 1: Partnership-level Stakeholders



Key Partnership-Level Stakeholders for Victims and Survivors (Troubles/conflict)

The Strategy for Victims and Survivors (2009-19) highlights the key strategic partners that support the Victims and Survivors Service Limited to deliver on its aims and objectives for victims and survivors of the Troubles/conflict, namely: The Executive Office (TEO), the Commission for Victims and Survivors (CVS), and the Victims and Survivors Forum.

These bodies work together to review the delivery of services for victims and survivors (as well as other matters), including the impact on victims and survivors of the thematic areas of work referred to as Dealing with the Past, and Building for the Future. On the basis of this analysis and insight, the Commission is responsible for developing advice for TEO on policy matters affecting victims and survivors. As part of its role the Commission also promotes the interests of victims and survivors, undertakes research and reviews the effectiveness of the services provided to victims and survivors.

The Victims and Survivors Service Limited also works closely with Victims and Survivors organisations, establishing working groups to input into the design of new services and informing best practice. These working groups have been critical in informing the co-design and development of the victims strategy.

Key Partnership-Level Stakeholders in delivery of services for survivors of HIA

The Victims and Survivors Service Limited, in its work to provide support and services to survivors of HIA, has identified key strategic partners that support it to deliver on its aims and objectives, including: The Executive Office (TEO), the Commissioner for Survivors of Institutional Childhood Abuse (COSICA), and the HIA Redress Board. These bodies work together to ensure the effective implementation of the recommendations outlined in the Hart Inquiry.

The Victims and Survivors Service Limited regularly engage with our community and voluntary sector partner organisations to input into the design of services and inform best practice.

Key Partnership-Level Stakeholders in delivery of services for those impacted by MBMLW

With dedicated structures/ agencies for those impacted by MBMLW in their infancy, the Victims and Survivors Service Limited has identified the following key strategic partners that support it to deliver its aims and objectives, including: The Executive Office (TEO), the MBMLW Consultative Forum and the appointed MBMLW Independent Panel.

The Victims and Survivors Service Limited will also work closely with the community and voluntary sector partners who are providing service through this pilot phase to input into the design of new services and informing best practice.

Key Partnership working with TEO as Sponsor Department

The Victims and Survivors Service Limited is accountable to TEO in terms of its procedures, activities, and financial responsibilities which are managed through a

Management Statement and Financial Memorandum (MSFM) and through regular Accountability meetings.

Strategic Developments Impacting Programmes Delivery and Stakeholder Engagement

The Victims and Survivors Service Limited continues to operate within a challenging, complex and changing strategic context. Key elements of this context include:

1. New Victims Strategy

The ten-year strategy published by The Executive Office in November 2009 has been extended now to 31 March 2024 to allow for the co-design of a new strategy. That co-design process included sessions attended by representatives of partner organisations in the community & voluntary sector. This was to help design and develop a new strategy which builds on lessons from the previous strategy (including the formal evaluation of that strategy), identify areas for further research, and consider structures, timeframes and delivery models. It is anticipated that a draft strategy will be available for consultation in 2023/24.

2. The Troubles Permanent Disablement Payment (TPDP) scheme

The Troubles Permanent Disablement Payment Scheme (TPDPS) opened for applications in August 2021. Whilst the Victims and Survivors Service Limited is not responsible for the delivery of the scheme, we have received funding from TEO to provide resources to five community partner organisations who will assist victims and survivors of the Troubles/conflict to make applications to this scheme.

Experience to date shows that where applicants benefited from support from Victims and Survivors Service Limited Community Partners, their application is of a higher quality than those who have not. However, there is significant demand for support, and community partners are reporting increasing waiting lists within their organisations.

The Victims and Survivors Service Limited, along with these five organisations, works closely with TEO and the Victims Payment Board (VPB) to ensure that the scheme is victim centred and to share the learning from victims and survivors experiences. The aim is also to help address some of the challenges that have arisen from the implementation of the scheme, such as the length of time taken to process applications and how to minimise the risk that victims are retraumatised during the process.

Applicants to the scheme are signposted to Victims and Survivors Service Limited for further health and wellbeing support and services if required. Our funded organisations are reporting that this has resulted in an increase in demand across

all services, particularly support for Talking Therapies and is impacting negatively on waiting lists.

3. The Northern Ireland Troubles (Legacy and Reconciliation) Act 2023

The Northern Ireland Troubles (Legacy and Reconciliation) Act received Royal Assent on 18 September 2023. The Victims and Survivors Service Limited understands that there is significant opposition to the Act amongst victims and survivors, and their representative organisations. The Victims and Survivors Service Limited plays a key role in supporting the advocacy needs of victims and survivors through the current Advocacy Support Network.

We will continue to support the organisations delivering advocacy support to enable them to meet the needs of victims and survivors, through whatever legacy mechanisms are in place, and in whatever way they wish to engage in these processes. We also recognise that the impact of the passing of the Act and the media coverage that will ensue, is likely to have an impact on the health and wellbeing of victims and survivors, and increase the pressure on victims' organisations to provide additional support with already challenging resources.

4. Regional Trauma Network

The Regional Trauma Network (RTN) provides a managed care network for those within the Victims and Survivors Service Limited remit, whose mental health has been impacted.

The RTN is in a pilot phase for three years. The focus of activity during the pilot phase will be to protect and prioritise pathways to connect victims and survivors to specialist trauma care, by drawing on existing resources and expertise from both the statutory and community and voluntary sectors.

The RTN moved into a live environment in Autumn 2022 and work continues to embed the referral process to operate effectively.

5. Needs of the Bereaved

Using the outcomes-based monitoring and evaluation data and in consultation with victims and survivors and their representative groups, the Victims and Survivors Service Limited has identified gaps and required changes in service provision. In particular, the needs of the Bereaved have been highlighted. In March 2020, the Self-Directed Assistance Payments scheme reopened for applications from individuals bereaved of a parent, spouse/partner or child, who had missed this cut-off date - enabling them now to access a payment in 2021-22 and in subsequent years. A total of 969 bereaved victims and survivors have been supported since the re-opening of the scheme in April 2021. Further work is necessary to adequately and equitably meet the needs of the bereaved.

6. Outstanding recommendations of the Hart Inquiry

Whilst significant progress has been made in implementing a number of the Hart Inquiry recommendations, further work is required in key areas including recommended changes to the HIA redress process and plans for memorial, with the controversial nature and pace of progress in these areas placing greater demands on services. The Victims and Survivors Service Limited will continue to work closely with COSICA, TEO and HIA Redress Board to support progress in these areas.

7. Outstanding recommendations of the Truth Recovery Strategy

With implementation of key recommendations outlined and agreed by Ministers in the Truth Recovery Strategy (2021) now underway and with dedicated support services for survivors established, focus has now turned to the long awaited public inquiry and redress scheme, with perceived lack of progress in these areas contributing to more challenging client presentations and placing greater demands on services.

8. Staffing re-structure

The remit of Victims and Survivors Service Limited has expanded significantly since 2020, first with the introduction of HIA, then additional work required to support TPDPS and later with the MBMLW pilot services. As a result of these additional services being introduced, the Victims and Survivors Service Limited has had to consider our staffing structures and how these are best structured to work to support victims and survivors. In Q2 of 2022-23, Business Consultancy Services (BCS) reported on their work in which they reviewed the staffing, structures and resource requirements of the Victims and Survivors Service Limited. They proposed a new staff structure as agreed with senior management. The work to implement this updated structure commenced in 2022-23 and is planned to be concluded within 2023/24.

Summary Performance against Delivery Plan Strategic Outcomes

The principal activities of the Victims and Survivors Service Limited in this year have been outlined above. This activity was premised on **5** Strategic Outcomes (as shown on page 30), comprising **30** Key Actions (with associated outputs and outcomes), agreed with The Executive Office.



The areas of partial or non-achievement of these seven delivery plan targets are as follows:

Strategic outcome 2 (SO2) – Improved access to opportunities for learning and development

Three targets were partially achieved within SO2, two targets in the HIA service area and one in the Troubles/conflict service area:

1. Provide access and availability of **personal and professional development**, supporting **25 survivors of HIA**.
 - This support was provided to **23 individuals** to increase opportunities to develop interests and establish connections with others.
 - This target was close to being achieved and was impacted by a delay in the rollout of these activities due to other operational pressures within the service.
2. Ensure access and availability of **Education and Training**, including numeracy and literacy support via the individual needs programme to **10 survivors of HIA**.
 - This support was provided to **6 individuals** which allowed for increased opportunities for employment progressions and/or career development.
 - Frameworks are needs based and needs-led, therefore difficult to predict in any individual year. In this particular area (HIA), it has been a learning point that survivors often benefit from accessing support in a more graduated/linear way (e.g. initial engagement in lower intensity support such as social support, complementary therapy etc – which may lead in to more intensive areas).

3. Ensure access and availability of **Education and Training** including numeracy and literacy support to **100 victims and survivors (Troubles/conflict (T/c))**.
 - Support was provided to **77 individuals** which increased opportunities for employment progression and/or career development.
 - Uptake was impacted by changes made to the scope of the framework, which changed the types of courses/activity that could be funded. These changes were in response to the findings of Northern Ireland Audit Office (NIAO) in the 2021-22 year.

Strategic outcome 4 (SO4)– Victims and survivors, and their families, are supported to engage in legacy issues, information recovery and redress processes.

One target was partially achieved within SO4 and was in respect of the HIA service area.

1. Provide Welfare/Advocacy support to those retrieving information or engaging with the Redress Board or solicitors to **75 survivors of HIA**.
 - **62 individuals** received advocacy support in the 2022-23 year.
 - 37 individuals were supported to record their statement of experience and the remaining 25 obtained a range of support that included liaising with solicitors, liaising with the Redress Board, attending solicitors with clients and accompanying clients to court.
 - This support was provided without a dedicated advocacy resource due to recruitment delays for the community delivery partner. The dedicated resource is in place now in 2023/24 and the numbers being supported within this service has increased again.

Strategic outcome 5 (SO5) – An efficient and effective organisation.

Three targets were not achieved in this area and are detailed below.

1. Develop and complete the **PEACE PLUS application** as per the Special European Union Programmes Body (SEUPB) call document building on the learning from PEACE IV. At 31 March 2023, SEUPB had not yet released the call documentation and so this target was impossible for this to have been completed. Instead, the call opened on 15 June 2023 and the final application was submitted on 15 August 2023.
2. Ensure that all **PEACE IV closure** requirements are met. At 31 March 2023, the Victims and Survivors Service Limited were actively working on the completion of final claims in finance and project reporting, along with completing the post project evaluation, but final project closure requires SEUPB verification of all claims and reports and SEUPB have not completed this as at 31 March 2023. At the time of setting this target, it was anticipated that the project end date would be June 2022. An extension to March 2023 has extended the closure period. Other key closure milestones have been achieved (including a celebration event etc).

3. By year end **operate within allocated budget**, avoiding overspend and managing underspend within a tolerance of 1.5%. The financial results are shown on page 115, with the total underspend being 3.14%.

TEO provided the Victims and Survivors Service Limited with a final budget allocation for 2022-23 on 9 January 2023 totalling **£18.386m**. It included **£2,844k of ring-fenced (RF) budget** in the areas of **HIA, TPDPS and MBMLW**. A ring-fenced budget can only be utilised for that specific areas of spend.

The combined underspend within the non-ringfenced areas is £115k – 0.74%.

The significant underspends in the areas of TPDPS and MBMLW were notified to TEO early in Q4 of 2022-23. TEO advised that there were no mechanisms by which to allow surrender of this budget but were content that they would provide easements of pressures at departmental level. The MBMLW in particular was an area within which expenditure is very much demand-led, and the level of demand could not be accurately forecast in this initial year of service.

Further details of these summary performance indicators are outlined in the extracts of the Victims and Survivors Service Limited Delivery Plan, provided in [Appendix 2](#).

Summary Programme Performance

As noted above there are three programmes supporting victims and survivors of the Troubles/conflict:

1. Victims Support Programme (2017-23) - The Victims Support Programme provides funding to organisations to enable them to deliver services and support to victims and survivors. Following a call for funding that opened in November 2016, applications to the Programme were assessed against published criteria and Letters of Offer were issued to 55 successful organisations to deliver services over a three-year period from 1 April 2017 to 31 March 2020. 48 organisations provided services to victims and survivors in the course of the 2022-23 financial year.

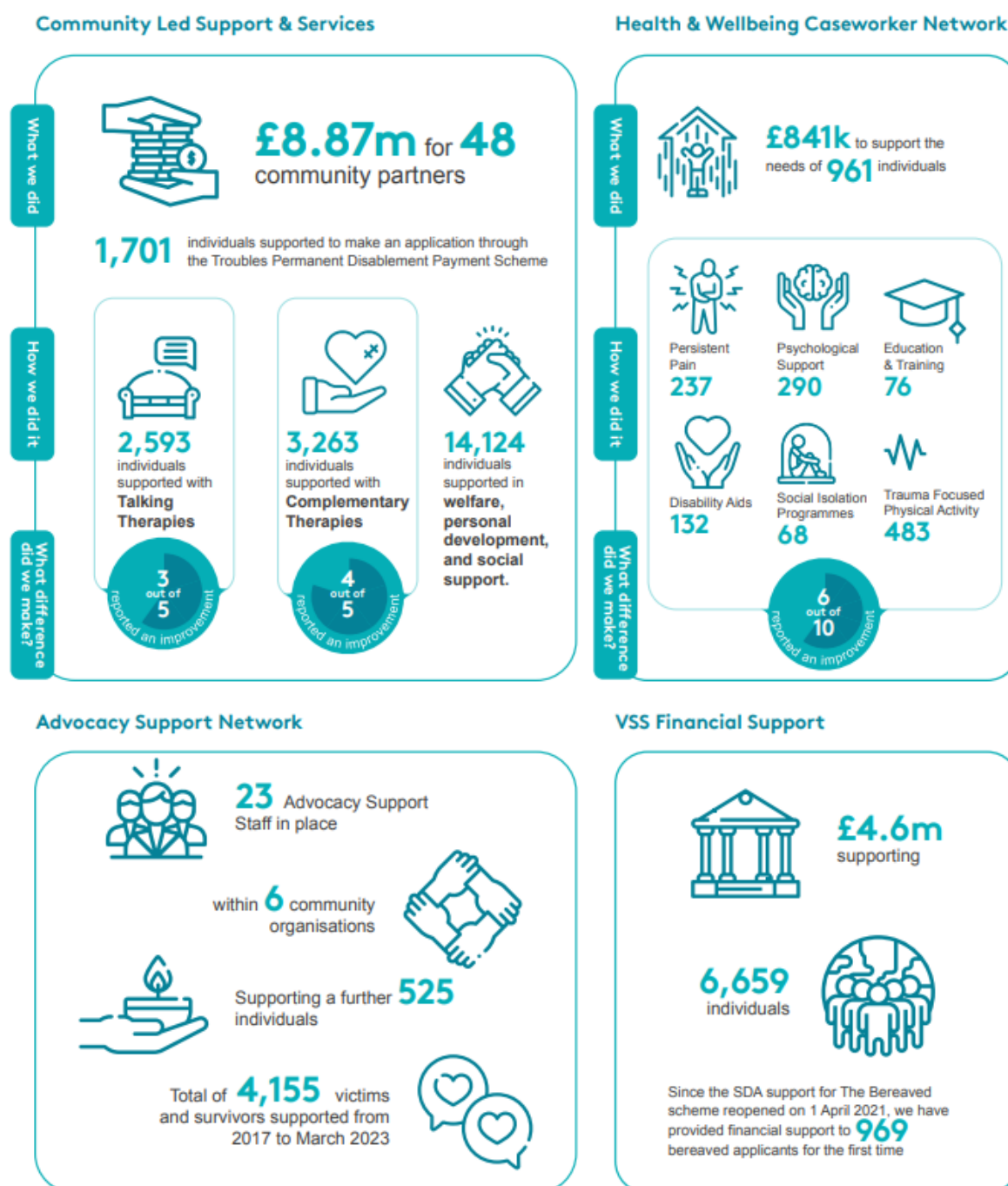
2. Individual Needs Programme (2022-23) - The Individual Needs Programme delivers funding and funded services directly to individuals who meet the definition of a victim or survivor, as per the Victims and Survivors (NI) Order (2006) (see page 11). 2022-23 was the sixth year of service delivery under the needs-based service delivery model. This has required continued partnership working with Victims Support Programme funded organisations across the region, supported and enabled by the PEACE IV funded Health and Wellbeing Caseworker Network and Advocacy Support Network.

3. PEACE IV Programme (2016-23) - The PEACE IV Programme complements and enhances the existing services and support delivered under the Victims Support Programme and Individual Needs Programme. 2022-23 was the final year of implementation of this Programme as an integrated and value-adding element of the revised service delivery model.

- On project initiation **18** organisations were awarded PEACE IV funding totalling **£7.5m** to deliver services under this Programme. **13** organisations were in receipt of PEACE IV funding in 2022-23.
- The structures for the implementation of the PEACE IV Programme are well embedded. Networks have been established for both the Health and Wellbeing Caseworkers and the Advocacy Support Programme. These networks provide ongoing peer support for PEACE IV funded staff as well as providing an opportunity to further develop and refine processes and procedures.

Performance Report for the year ended 31 March 2023

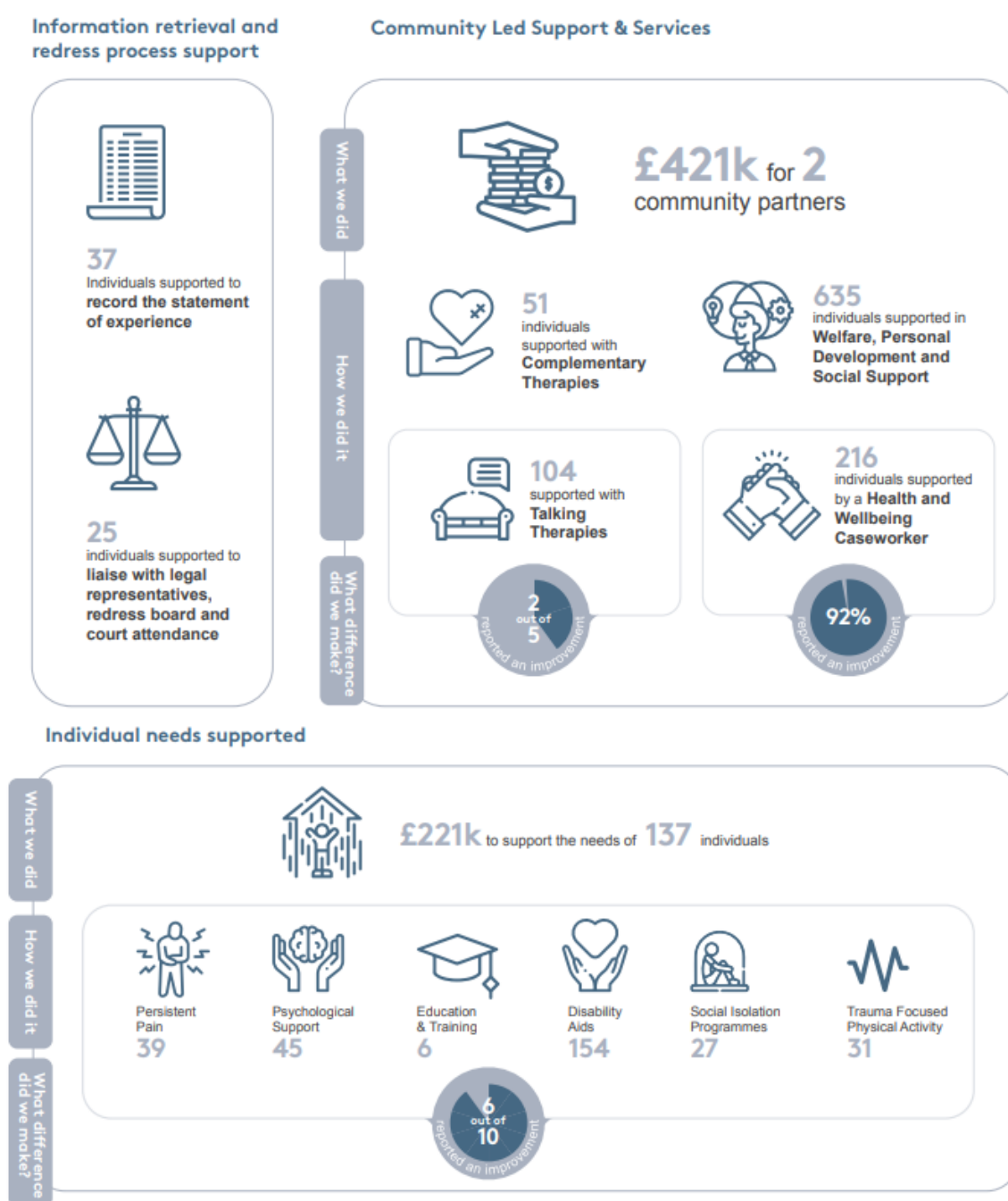
The impact of these programmes for victims and survivors of the Troubles/conflict in 2022-23 are shown below:



Historical Institutional Abuse (HIA)

As noted above at page 12, the Victims and Survivors Service Limited support survivors of HIA directly to meet individuals needs and through funding our community partner organisations, WAVE Trauma Centre and Advice NI.

The impact of these programmes for **survivors of HIA** in 2022-23 are shown below:



Further detail on each of the above areas is outlined in the Performance Analysis below and in the Corporate Governance Report.

Mother and Baby Institutions and Magdalene Laundries

The Victims and Survivors Service Limited was appointed in January 2022 by The Executive Office to deliver health and wellbeing support services to those impacted by Mother and Baby Institutions, Magdalene Laundries and Workhouses.

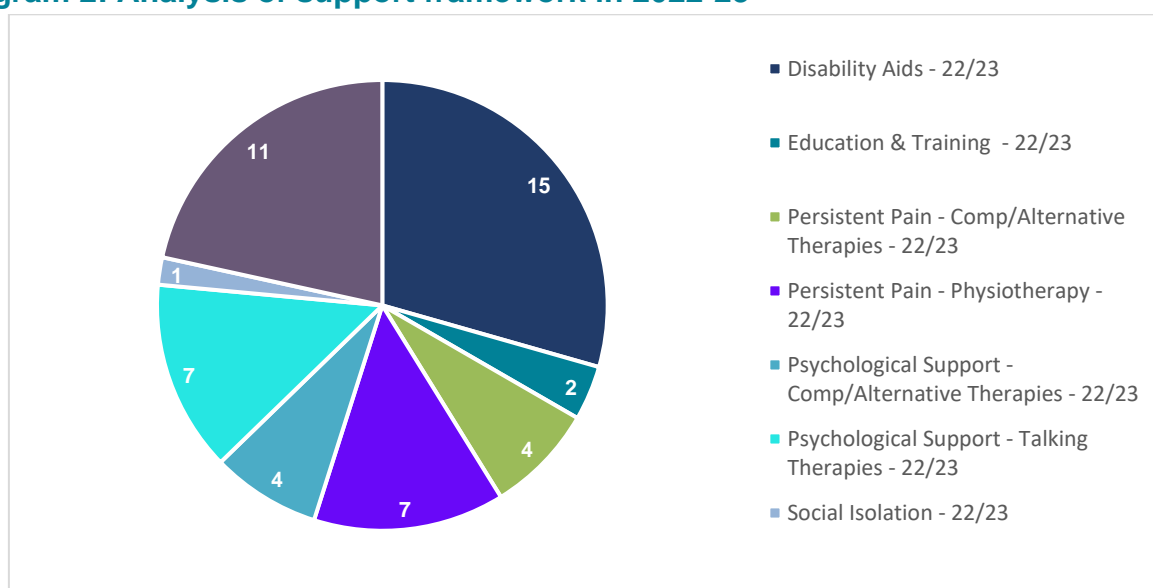
Service provision for those impacted has encompassed a phased approach with interim support services made available to those with immediate needs from January 2022, in advance of the substantive full service launch of the pilot in October 2022 with community partners Wave Trauma Centre and Adopt NI.

As at 31 March 2023, **107** individuals had engaged with Victims and Survivors Service Limited, Adopt NI or WAVE services.

During this time, Victims and Survivors Service Limited met immediate needs in the areas of persistent pain, disability aids, and psychological and social support for 25 Individuals with 51 support packages.

Diagram 2 below provides analysis of the frameworks in which the 51 support packages have been provided.

Diagram 2: Analysis of support framework in 2022-23



Since the service launch on 1 October 2022, **Adopt NI** have engaged and registered **52** individuals with their service and provided **72** interventions to **44** individuals requiring support with information retrieval, family tracing and advocacy.

In the same period, **Wave Trauma Centre's** dedicated caseworkers facilitated over **380** engagements with **86** individuals to identify their needs for support. They also facilitated peer support groups and social support activities.

1.2 Performance Analysis

As summarised above, during 2022-23 the Victims and Survivors Service Limited was responsible for delivering funding and resources to support victims and survivors of the Troubles/conflict, survivors of Historical Institutional Abuse, and support for those impacted by Mother and Baby Institutions, Magdalene Laundries and Workhouses.

Victims and survivors of the Troubles/conflict were supported through three key programmes: the Victims Support Programme (2017-23), the Individual Needs Programme (2022-23), the PEACE IV Programme (2016-23).

Support for survivors of Historical Institutional Abuse involves needs based awards directly to survivors as well as health and wellbeing support provided by funded organisations within the community and voluntary sector.

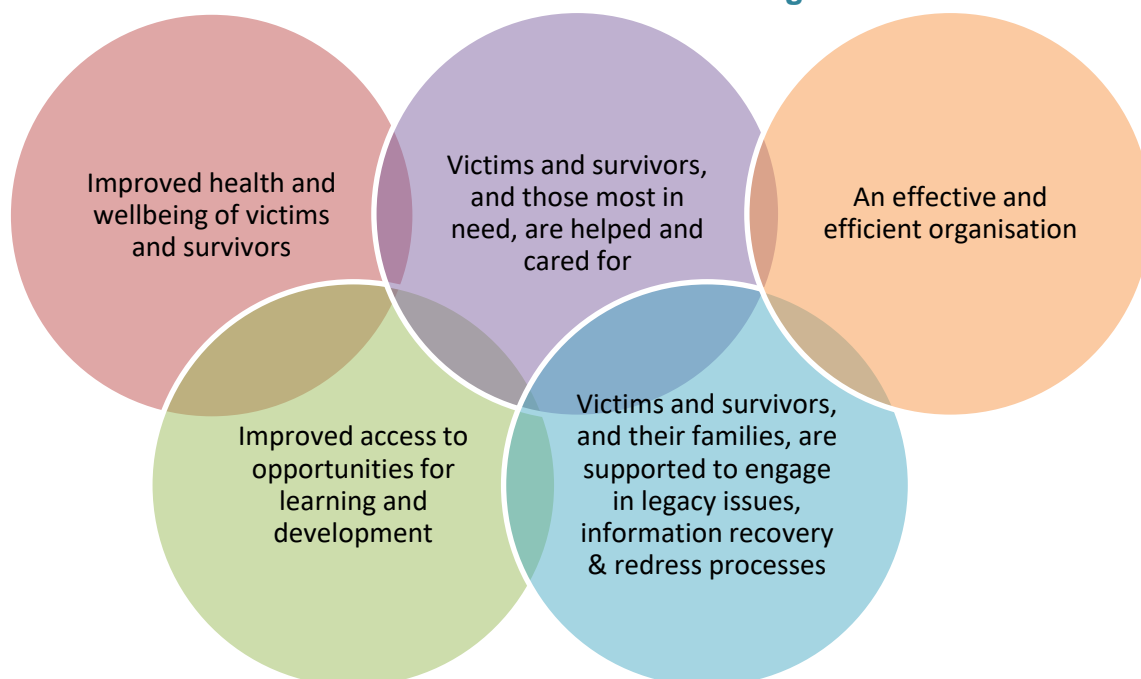
During 2022-23, interim support for those impacted by Mother and Baby Institutions, Magdalene Laundries and Workhouses was primarily provided directly by Victims and Survivors Service Limited up to 30 September 2022, with a twelve-month pilot, introducing a full suite of Health and Wellbeing Services from 1 October 2022.

This section provides a detailed analysis of each of these Programmes and assesses this information in the context of the organisation's agreed Strategic Outcomes and Key Performance Indicators (see [Appendix 2](#)).

Focus on Strategic Outcomes

The vision of the Victims and Survivors Service Limited is to 'improve the health and wellbeing of victims and survivors'. The organisation has worked collaboratively with our strategic partners, to develop five strategic outcomes to help us achieve this for all the victims and survivors that we support. These are outlined in [Diagram 3 below](#):

Diagram 3: Victims and Survivors Service Limited Strategic Outcomes



Whilst a Programme for Government has not been finalised by an Executive, Ministers agreed to a consultation on a draft Outcomes Framework in 2021, shown below:

Diagram 4: Draft Programme for Government Outcomes Framework 2021



Performance Report for the year ended 31 March 2023

The Victims and Survivors Service Limited delivery plan is designed to align and link with the outcomes contained within the draft PfG 2021, specifically;



We have an equal and inclusive society where everyone is valued and treated with respect



We all enjoy long, healthy, active lives



Everyone can reach their potential



We have a caring society that supports people throughout their lives

All the Programmes delivered by the Victims and Survivors Service Limited in 2022-23 have been modelled to reflect these key strategic outcomes. Reporting on progress against these objectives is a priority for the organisation.

A detailed monitoring and evaluation framework that applies to this activity, is included within each Victims and Survivors Service Limited Corporate Plan and is attached at [Appendix 3](#). These frameworks shape and inform the below discussion of performance and outcomes measurement.

VICTIMS SUPPORT PROGRAMME (2017-23)

Victims and Survivors of the Troubles/conflict

Background

With an indicative budget of over £6 million per annum, the Victims Support Programme 2017-2020 opened for applications in November 2016. At that time 55 organisations were successful in securing funding. In 2020 a two-year extension was put in place to enable time for the evaluation of the previous programme to be completed as well as the consultation and drafting of a new strategy for victims and survivors post 2022. Due to the impact of COVID a further extension was awarded until 2023 to facilitate the consultation and drafting of the new strategy. It is now expected that the new Victims Strategy will be implemented in 2024 and a new Victims Support Programme will be in place from 1 April 2025.

Community and Voluntary Sector organisations in receipt of funding under the Victims Support Programme are committed to supporting victims and survivors in line with the vision, mission and values of the Victims and Survivors Service Limited.

Performance Report for the year ended 31 March 2023

The Victims Support Programme supports the delivery of services which align with the key themes and needs identified in the [Comprehensive Needs Assessment](#) published by the Commission for Victims and Survivors in 2012, reviewed again in 2021 ([Better Together Report](#)) by the Commission which identified the areas of need identified in 2012 continued to be of relevance almost a decade later.

For a full list of organisations currently in receipt of funding, please refer to the Victims and Survivors Service Limited website (www.victimsservice.org).

Funding delivered under the Victims Support Programme

The services and activities delivered under the Victims Support Programme in 2022-23 can be grouped into the following broad categories:

- Talking Therapies.
- Complementary Therapies.
- Befriending Services.
- Personal and Professional Development.
- Transgenerational Services.
- Truth, Justice, and Acknowledgement Activities.
- Welfare Support.
- Other Social Support Activities.

Monitoring and Evaluation

Outcomes-based monitoring is fully operational in all organisations funded to deliver Complementary Therapies and Talking Therapies under the Victims Support Programme. To monitor and evaluate these services, the Victims and Survivors Service Limited operates the standardised measurement tools described below.

Complementary Therapies: MYMOP (Measure Yourself Medical Outcome Profile)

MYMOP is a client-generated outcome questionnaire which is problem-specific but includes measures of general wellbeing and is applicable to all clients, whether their presenting symptoms are physical, emotional or social.

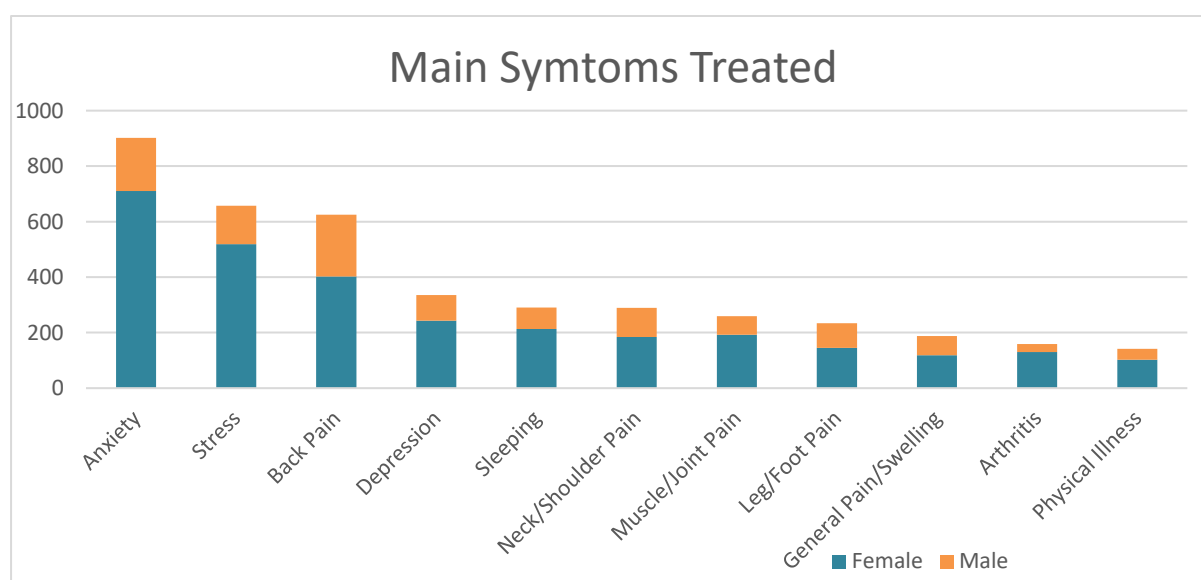
The monitoring data gathered using MYMOP provides the following key insights into this area of funded service delivery:

- In 2022-23 **21** community partner organisations recommenced the delivery of complementary therapies, following periods of suspension in line with Covid restrictions. In this period **3,263** individuals availed of complementary therapies.

Performance Report for the year ended 31 March 2023

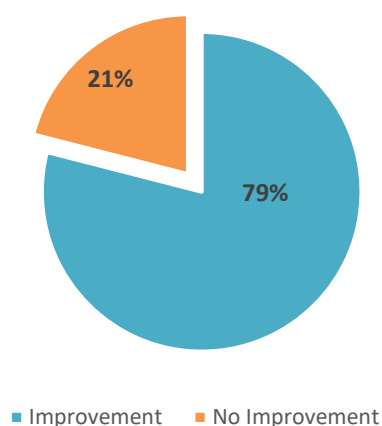
- **3,078** of these individuals completed their course and **185** ended therapies early (5.67% compared to 7.73% in 2021-22).
- The ratio of female:male accessing support is **7:3**.
- The most common symptoms reported by individuals accessing funded Complementary Therapies continue to be anxiety, stress, back pain and depression. This information, along with the detail of additional symptoms frequently reported, is shown in **Diagram 5** below.

Diagram 5: Summary Monitoring Information – MYMOP: Complementary Therapies (Client Numbers, Client Gender Breakdown and Symptoms Treated)



Overall, the outcomes data for individuals accessing Complementary Therapies in 2022-23 has remained the same as reported last year and has returned to pre-covid levels. In 2022-23, just under 4 out of 5 individuals reported an overall improvement in symptoms. This information is shown in **Diagram 6** below.

Diagram 6: Summary Outcomes Information – MYMOP: Complementary Therapies



The information analysed above demonstrates that Complementary Therapies continue to deliver overwhelmingly positive outcomes, making a significant contribution to improving the health and wellbeing of victims and survivors. Feedback as to why a minority of individuals do not benefit from Complementary Therapies often points to external factors.

Talking Therapies - CORE Net (Clinical Outcomes in Routine Evaluation Net)

CORE Net is a web-based system based around the CORE (Clinical Outcomes in Routine Evaluation) standard which records outcome measures that track the progress and recovery of individuals accessing Talking Therapies. It is a client self-report questionnaire administered at each therapy session to measure outcomes across the following four domains:

- Wellbeing
- Risk
- Problems
- Functioning

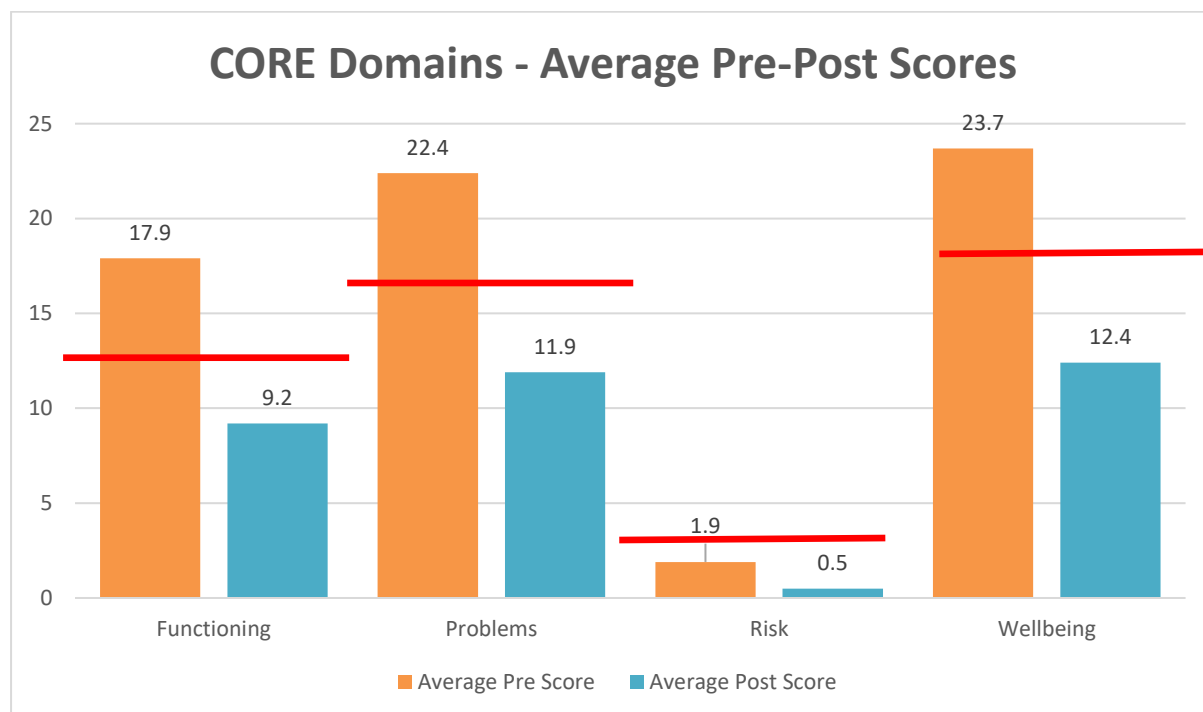
The monitoring data gathered using CORE Net provides the following key insights into this area of funded service delivery:

- In 2022-23 **19** funded organisations offered Talking Therapies to victims and survivors; and
- **2,593** individuals attended talking therapy sessions during the year, with **1,500** courses of therapy completed during the period. **1,001** (67%) of these were completed as planned while **499** (33%) ended early (unplanned).

Performance Report for the year ended 31 March 2023

Overall, **58%** of individuals accessing this service reported a positive improvement which is demonstrated across all four domains in [Diagram 7](#) below.

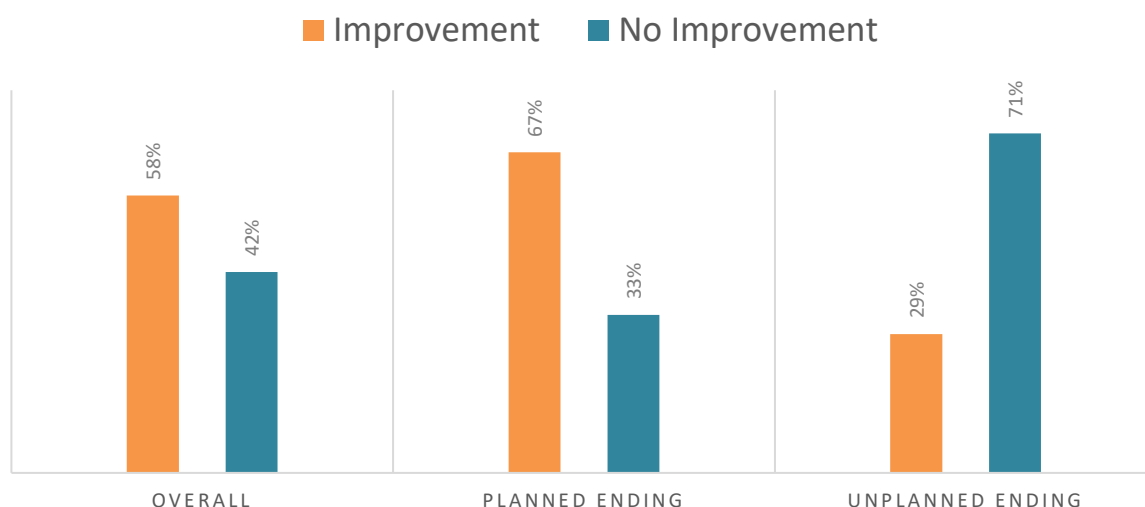
Diagram 7: Improvements By Domain – CORE Net: Talking Therapies



— The Clinical Cut-off Score refers to a score that is presumed to represent the boundary between "normal" and the "clinical range" on an outcome measure.

Data shows that individuals who complete therapy with their therapist, as planned, have a much greater likelihood of a positive outcome (67%). However, it is noteworthy that a significant percentage of individuals who have an unplanned ending of therapy also experience a positive outcome (29%). This information is shown in [Diagram 8](#) below.

Diagram 8: Summary Outcomes Information – CORE Net: Talking Therapies
(showing variance between planned and unplanned endings)

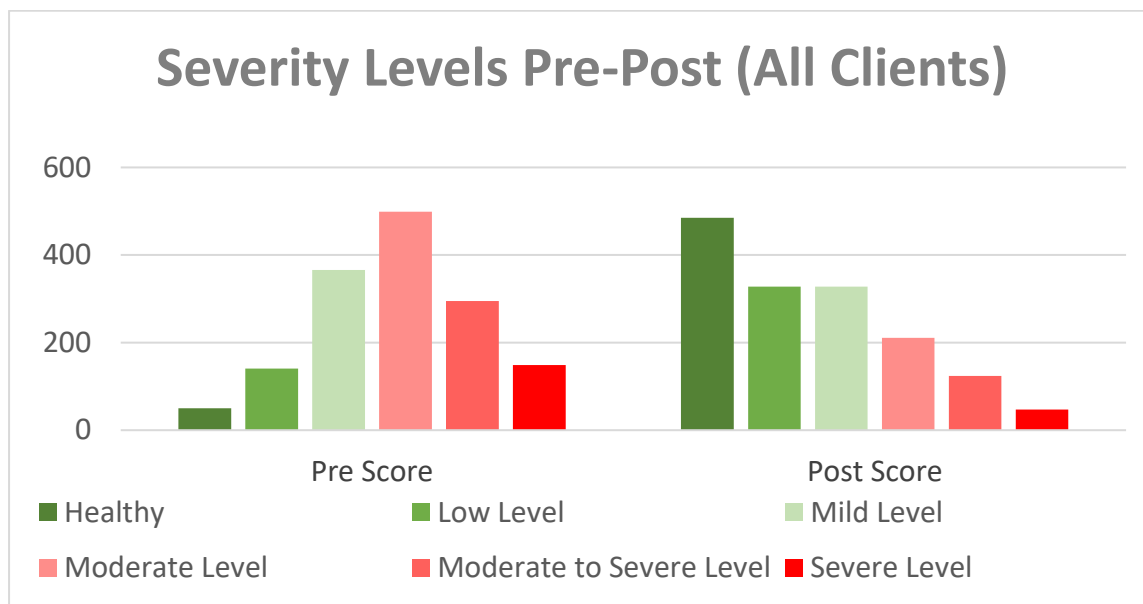


The reasons as to why 33% of Talking Therapy clients do not complete their therapy as planned have been investigated, with the most common reasons listed as:

- Too many DNAs ('Did Not Attend' session). Organisations may apply a policy to discontinue therapy based on repeated failure to attend;
- Client moved;
- Client crisis; and
- Client DNA final session.

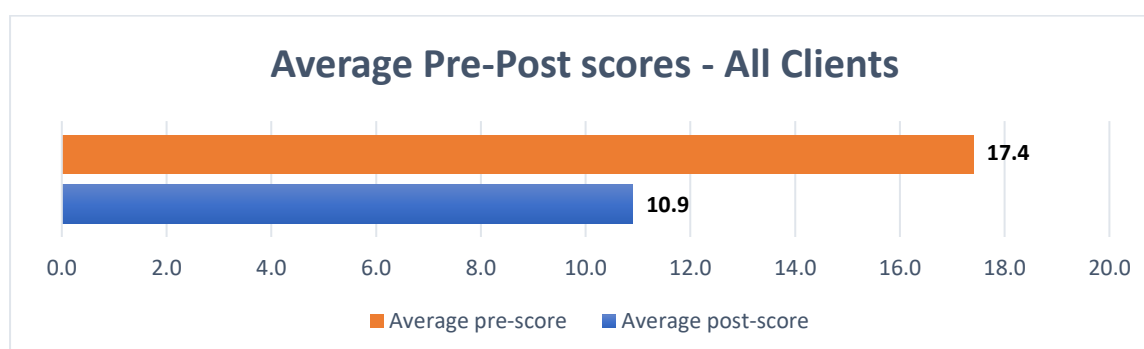
Although there is a wide range of pre and post-scores at the individual level, 63% of client pre-therapy scores are in the **Moderate** to **Severe** ranges. The average overall pre-score is at the upper extreme of the **Moderate** range, as presented in [Diagram 9](#) below.

Diagram 9: Outcomes Information – CORE Net: Talking Therapies (showing severity of pre- and post-therapy scores)



By contrast, post-therapy only 25% of client scores are in the **Moderate** to **Severe** ranges, the average score is at the lower end of the **mild** range and on average there has been a **reliable** change. This information is shown in [Diagram 10](#) below.

Diagram 10: Summary Outcomes Information – CORE Net: Talking Therapies (showing difference between average pre- and post-therapy scores)



0-4 healthy non-clinical, 5-9 mild non-clinical, 10-14 mild, 15-19 moderate, 20-24 moderate-to-severe, 25-40 severe

The information analysed above demonstrates that in just under 3 out of 5 cases, **Talking Therapies deliver positive outcomes**. This confirms that the service makes a positive contribution to improving the health and wellbeing of victims and survivors.

Additional Health and Wellbeing Activities and Services: Outcomes

Outcomes monitoring measures for additional health and wellbeing activities and services delivered by funded community partners are collected through organisational case studies and quotes from direct beneficiaries. Three examples of service user feedback are shown below:

Personal Professional Development

‘Since joining the class, she has realised that she is not on her own and has flourished with positivity. She found the need to learn more was pushing her to engage in other classes. On a respite trip she used her new positivity to help the organisers, communicate with and looking after others.’

Trouble Permanent Disablement Payment Scheme (application support)

Client sought assistance to complete their application to the TPDPS. When relating their experience, medical history and how they have been trying to manage over the years to the advisor, they realised how much they had been affected. Client stated “I have opened a can of worms, I’d pushed these feelings down for so long as there was no point, no practical support, it was easier to ignore”. The advisor assisted them to complete their application for submission to the Victims Payment Board but also made a referral for the individual to access support from a Health and Wellbeing Caseworker. The individual was supported with Talking Therapies and their partner also engaged with a personal and professional development class and both continue to receive support from the organisation.

Befriending Support

Client was accessing psychological support as a result of his trauma. Client was extremely nervous prior to attending his appointments. He was allocated with a befriender to collect and bring him to his appointments. After each session they went for a coffee or a walk. The client reported that without the support of the befriender, knowing there was someone there after each session to check in, stopped him going home to an empty house after a difficult session with his therapist and feeling alone. Client stopped dreading each appointment and focused instead on meeting with his befriender each week which became a real turning point in his life.

INDIVIDUAL NEEDS PROGRAMME (2022-23)

Victims and Survivors of the Troubles/conflict

Background

A new **service delivery model** commenced on 1 April 2017. The new service delivery model moved away from a grant-led approach towards a **needs-based** and **outcomes-focused model of integrated services and support**, working in **partnership with funded organisations** across the region.

Like the Victims Support Programme, the services and support provided under the Individual Needs Programme are modelled to reflect the five Strategic Outcomes in **Diagram 3** (see page 30) and monitored in line with the framework at **Appendix 3**.

Grant Funding Schemes

‘Existing Clients’: Self-Directed Assistance Payments

Under the revised model, limited grant funding (now referred to as Self-Directed Assistance) was available to all individuals registered with the Victims and Survivors Service Limited as at 5pm on Friday 31 March 2017 and found to be eligible per the rules governing the Support Schemes and/or the Financial Assistance Scheme delivered in 2016-17.

These awards were made in the following schemes:

- **Support for Bereaved** which is support for individuals bereaved by a parent, partner or child due to a Troubles/conflict related incident;
- **Support for the Injured Scheme** ongoing physical or psychological injury from Troubles/conflict related incident where the individual was in receipt of middle or high-rate DLA;
- **Support for Carers** which is support for the carers of an individual who was injured due to a Troubles/conflict related injury and provided caring for more than 35 hours per week); and
- **Financial Assistance Scheme** a means tested scheme.

The Bereaved Self-Directed Assistance Payments Scheme which opened on 1st April 2021.

The scheme applies to individuals **bereaved of a parent, spouse/partner, and/or a child**. These victims and survivors continued to receive an annual payment within the

Performance Report for the year ended 31 March 2023

2022-23 Financial Year (and any subsequent years subject to the scheme remaining operational), with the scheme remaining open to new entrants.

Needs Based Schemes

Existing and New Clients: Additional Needs Based Support Frameworks

Further to the Self-Directed Assistance Payments, under the revised service delivery model both previously registered and new individuals coming forward all have access to needs-led assistance through a range of measures, enabled specifically by the PEACE IV-funded network of Health and Wellbeing Caseworkers and Regional Case Managers. This includes:

- Additional Needs Based Support Frameworks under the Individual Needs Programme, delivering bespoke assistance to meet individual needs. Some elements of these Frameworks benefit from PEACE IV Resilience Programme funding;
- The full range of services and support delivered by community-based organisations funded under the Victims Support Programme; and
- One-to-one Health and Wellbeing Caseworker support and Advocacy Support to engage with legacy institutions and processes, funded by PEACE IV.

The eligibility criteria for accessing this additional support is confirmation that the individual meets the definition of a victim/survivor per the Victims and Survivors (NI) Order (2006).

Table 1 on the next page summarises the support made available in 2022-23 under the Additional Needs Based Support Frameworks, along with the anticipated health and wellbeing outcomes that the support will deliver for victims and survivors and the outcomes achieved in each case.

Table 2 on page 48 summarises the value of awards issued under each framework for the Individual Needs Programme, PEACE IV Funded Resilience Programme and to Survivors of HIA. The value of award is variable, depending on the needs and relevant support identified.

Table 1 Additional Needs Based Support Frameworks 2022-23

Framework	Description	Anticipated Outcome(s)	Outcome achieved
1 Disability Aids	Provides a personalised approach to assessing and improving the safety and independence of victims and survivors impacted physically by Troubles/conflict related events, by prescribing functional aids and equipment to assist with everyday activities.	<ul style="list-style-type: none"> Improved wellbeing, function and independence for 65% of individuals as a result of disability aid provided. 	<ul style="list-style-type: none"> The Disability Aids framework is reserved for those with severe and often irreversible life changing physical injuries as a result of troubles/conflict related events. In the financial year 2022-2023 68% of those supported under the Disability Aids Framework reported improvement in terms of wellbeing, function and independence. 32% showed no improvement or reported a dis-improvement, demonstrating that while a significant proportion of individuals supported have been positively impacted, there is a notable percentage for whom this support has a limited benefit. This reflects the complexity of the multifaceted issues that those with severe and enduring physical health issues present with, coupled with additional life circumstances or social factors that potentially mitigate the benefits of such support.
2 Education and Training <i>(Includes 1:1 Literacy and</i>	Provides a personalised approach to accessing education and training opportunities, which lead to	<ul style="list-style-type: none"> Increased opportunities for employment progression and/or career development. 	<ul style="list-style-type: none"> Whilst 62% of those who engaged in Education and Training opportunities reported improvement 38% reported no improvement or a dis-improvement.

Performance Report for the year ended 31 March 2023

Framework		Description	Anticipated Outcome(s)	Outcome achieved
	<i>Numeracy funded under PEACE IV Resilience Programme)</i>	<p>employment, enhancement of employability and career progression for those whose education and development opportunities have been impacted by Troubles/conflict related events.</p> <p>A second strand to the framework aims to improve the confidence and functioning of those whose development in relation to numeracy and/or literacy was adversely impacted by Troubles/conflict related events.</p>	<ul style="list-style-type: none"> Increased opportunities to develop interests and time to connect with other people. Improved psychological, physical and social functioning and subjective wellbeing of 65% of individuals who engage in numeracy and literacy tuition. 	<ul style="list-style-type: none"> For those who have completed courses they may not have benefitted from their efforts yet and this may have influenced the outcome.
3	Persistent Pain	<p>Provides a personalised approach to assessing and improving the health and wellbeing of victims and survivors impacted by Troubles/conflict related events and living with persistent pain issues by providing:</p> <ul style="list-style-type: none"> Interventions tailored to meet individual needs and 	<ul style="list-style-type: none"> Improved wellbeing, function and independence for 65% of individuals as a result of persistent pain interventions. 	<ul style="list-style-type: none"> 66% of those supported with Persistent Pain interventions reported improvement, with 34% reporting no improvement or a dis-improvement in their condition. A range of contributing factors including aging, deteriorations in physical health and occurrence of co-morbid medical conditions may have influenced these figures.

Performance Report for the year ended 31 March 2023

Framework	Description	Anticipated Outcome(s)	Outcome achieved
	<p>circumstances e.g. physiotherapy</p> <ul style="list-style-type: none"> Alternative/ complementary treatment to manage pain symptoms or promote relaxation and stress reduction e.g. reflexology. Home Heat assistance 		
4	<p>Volunteering (Funded under PEACE IV Resilience Programme)</p> <p>Provides a personalised approach to supporting and encouraging victims and survivors impacted by Troubles/conflict related events to take up a new role in volunteering or overcome any practical barriers associated with their current volunteering roles to enhance and/or maintain improved health and wellbeing.</p>	<ul style="list-style-type: none"> Improved psychological, physical and social functioning and subjective wellbeing for 80% of individuals engaged in Volunteering Programme. 	<ul style="list-style-type: none"> 60% of individuals supported under the Volunteering Framework reported an improvement whilst 40% reported no improvement or a dis-improvement. Award analysis indicates the vast majority of support offered under the Volunteer Framework in 2022-2023 was for Carers Respite. Several contributing factors including aging, deteriorations in physical health and occurrence of co-morbid medical conditions for victims and survivors likely leads to greater strain on carers impacting many aspects of their health and wellbeing and this may have influenced improvement outcomes.
5	<p>Trauma-Focused</p> <p>Offers a personalised approach to addressing the needs of victim and survivors</p>	<ul style="list-style-type: none"> Improved wellbeing, function and independence for 65% of individuals as a 	<ul style="list-style-type: none"> 59% of individuals supported to engage in physical activity reported an improvement in

Performance Report for the year ended 31 March 2023

Framework		Description	Anticipated Outcome(s)	Outcome achieved
	Physical Activity (Funded under PEACE IV Resilience Programme)	impacted by Troubles/conflict events in relation to managing their traumatic experiences and supporting recommended trauma-focused physical activity.	result of trauma focused-physical activity.	<p>their circumstances, with 41% reporting no improvement or a dis-improvement.</p> <ul style="list-style-type: none"> Since most awards in 2022-2023 were recurring, the initial positive improvement experienced through engagement in physical activity may have stabilised which may have influenced these figures.
6	Psychological Support	Aims to enhance and/or maintain the psychological and psychosocial functioning and wellbeing of individual's psychologically injured by Troubles/conflict related events in unique cases where psychological supports are not available within statutory, voluntary or community provision.	<ul style="list-style-type: none"> Improved wellbeing, function and independence for 70% of individuals as a result of psychological support. 	<ul style="list-style-type: none"> 59% of the individuals accessing psychological supports reported an improvement, with 41% reporting no improvement or a dis-improvement. Multiple factors including the aftermath of the COVID-19 pandemic, socio-economic and socio-political factors may have influenced these figures.
7	Social Isolation Framework	Aims to address the needs of victims and survivors impacted by Troubles/conflict related events in supporting activity and / or aids to facilitate social engagement and interaction to improve and/or maintain health and wellbeing and reduce the barriers that restrict individuals from participating fully in society.	<ul style="list-style-type: none"> Improved psychological, physical and social functioning and subjective wellbeing for 65% of individuals engaged in Social Isolation activities. 	<ul style="list-style-type: none"> 48% of those supported under the Social Isolation Framework reported an improvement, 52% reported no improvement or a dis-improvement. Despite the World Health Organisation declaring an end to the COVID-19 pandemic, many individuals continue to be cautious regarding socialising with others.

Performance Report for the year ended 31 March 2023

Framework	Description	Anticipated Outcome(s)	Outcome achieved
			<ul style="list-style-type: none">Furthermore, several other contributing factors including wider social / life circumstances and socio-economic factors could have influenced these results.

Client reports are from The Work and Social Adjustment Scale (WSAS) which is a gentle, client-centred self-report scale of functional impairment attributable to an identified problem. It is typically completed twice: before and after an intervention, to measure the impact of the intervention on the client's self-reported impairment. The outcomes above are indicative and based on responses recorded from clients in receipt of the frameworks named above.

Case Examples

Included below are two condensed case examples that illustrate the types of outcomes achieved for clients through Additional Needs Based Framework support.

Social Isolation Framework

Client is an existing member of a VSS funded Organisation and after engagement in a mother and daughter social support activity, felt ready to be referred for health and wellbeing caseworker support.

The client is a widow who, after her husband's murder was left to raise a large family alone without support. She faced many challenges and trials and battled on, living daily with her sad, fearful, anxious emotions with no confidence or self-esteem. She carried a lot of guilt that her children missed out on having a father figure. She endured flashbacks but learnt to cope with these with the attitude that this was life, and she would have to learn to cope herself.

As she grew older, her hearing deteriorated markedly. Her hearing difficulties became a barrier and caused feelings of loneliness. She felt very much isolated from her family, and she stopped communicating with others due to this. Sadly, this affected her confidence and caused further distress and anxiety.

The client and her caseworker completed an INC and identified Hearing Aids to enable her to communicate more effectively and mitigate against feelings of isolation.

She reported that getting Hearing Aids and being able to communicate again has changed her life. She has gone from a lonely lady sitting in the corner to someone interacting again in family conversations, she always felt left out but now can engage in more social events outside. She states "The support I have got has been life changing, it has turned dark days into bright days, I have a purpose to get up in the morning, I have to say getting my hearing aids has alleviated a lot of my social problems which has been amazing, my main aim is to get back to socially interacting and getting back to my church events. I always love this saying and apply it to my life. The smile on my face doesn't mean my life is perfect. It means that despite all my challenges I choose to focus on my blessings."

Volunteering Framework– Carer's Respite

Client was referred for casework support by the director of VSS funded organisation. Until the referral was made, she was unaware of any available support.

Client is the main carer for her father who was severely physically injured. Her father also has dementia and the caring demands have taken a toll on her general wellbeing. She experiences anxiety and stress, and her social life has diminished because of her caring commitment. She reported feeling stressed, lonely, and unsupported. She felt cut off from the outside world.

Client met with a caseworker who carried out an INC and identified support through the volunteering framework – carers respite to arrange carers to look after her father and enable her to participate in church activities to reduce her feelings of loneliness and lack of support. The carers' support also meant client could free up some time to engage in complementary therapy, encouraging her to reduce stress levels, relax and build capacity, giving her the opportunity to rest and temporarily escape the demands of full time caring.

She is grateful for the support and reports it has lessened the pressure she felt she was dealing with alone. She states the support has allowed her to "get my life back and feel normal again for easing the feelings of loneliness and helping me rest and feel less frustrated and stressed."

Getting some respite to be social and less isolated without worrying has been a huge benefit to her general mood. She is feeling more 'normal' now that she can engage in her church activities knowing her father is being well looked after. She feels valued and supported and not as lonely.

Table 2: Awards and Payments made under the Individual Needs Programme, and PEACE IV Resilience Programme in 2022-23

Award Description	Value of Individual Awards	Number of Awards Issued	Payments Made
Self-Directed Assistance Payments			
Self-Directed Assistance – 22-23 Bereaved	£500	3,696	£1,845,000
Self-Directed Assistance – 22-23 Carer	£500	499	£248,000
Self-Directed Assistance –22-23 FA Only	£500	427	£213,500
Self-Directed Assistance –22-23 Injured (HRC)	£500	812	£405,500
Self-Directed Assistance –22-23 Injured (MRC)	£500	1,039	£518,500
Self-Directed Assistance – Additional Needs Based Payments – 22-23 (Severely Injured)	£500	812	£405,500
Self-Directed Assistance – Additional Needs Based Payments – 22-23 (Bereaved)	£500	715	£356,500
Sub Total – Self-Directed Assistance Payments		8,000	£3,992,500
Individual Needs Programme Additional Needs Based Support Frameworks			
Disability Aids 22-23	variable	133	£263,568
Education and Training 22-23	variable	76	£89,872
Persistent Pain - Complementary Therapies 22-23	variable	59	£27,455
Persistent Pain - Home Heating Support 22-23	£500	726	£363,000
Persistent Pain - Pain Relief 22-23	variable	1	£392
Persistent Pain - Physiotherapy 22-23	variable	177	£75,383
Psychological Support 22-23	variable	289	£128,697
Sub Total - Individual Needs Programme Additional Needs Based Support Frameworks		1,461	£948,367

Performance Report for the year ended 31 March 2023

PEACE IV Resilience Programme			
PIV Resilience (Trauma-Focused Physical Activity) 22-23	variable	483	£172,372
PIV Resilience (Volunteering) 22-23	variable	29	£11,192
PIV - Resilience (Social Isolation) 22-23	variable	68	£57,002
Sub Total PEACE IV Resilience Programme		580	£240,566
TOTALS		10,041	£5,181,433

There were a number of awards with unspent balances during 2022-23, which explains the variance between the awards issued and the actual payments made. Unspent balances at 31st March 2023 were accrued in the year end accounts. In addition, expenditure of £7,025 was incurred in 2022-23 for awards related to closed schemes and frameworks from prior years. These two items bring the total expense under the Individual Needs Programme and Peace IV resilience programme in 2022-23 to £5,347,821.

PEACE IV PROGRAMME (2016-2023)

Background

The Victims and Survivors Service Limited was named as lead partner for the victims and survivors element of the EU Programme for Peace and Reconciliation (PEACE IV). **The Victims and Survivors Service Limited PEACE IV project completed in November 2022, and closed in March 2023.**

The original total value of the project was **£13,372,518** to be delivered from 1 November 2016 until 31 July 2021 with a further successful bid resulting in an additional **£1.57 million** to extend delivery of Health & Wellbeing and Advocacy support services until **30 November 2022**. Since this date, interim funding has been provided by The Executive Office to allow the continuation of this project until such times as a successful PEACEPLUS bid is awarded, anticipated to be April 2024.

Through the Victims and Survivors Service Limited and PEACE IV funded organisations, the PEACE IV project provided Health and Wellbeing and Advocacy services by improving the quality and access to services in the sector for victims and survivors and their families across Northern Ireland, Republic of Ireland, Great Britain and beyond through an inclusive and co-ordinated model of service.

Performance Report for the year ended 31 March 2023

The PEACE IV project established a network of **experienced and trauma informed Health and Wellbeing Caseworkers and Advocacy Support Workers** within the community that support the individual needs of victims and survivors.

The project also established referral pathways – Health and Wellbeing Caseworkers are now part of the Regional Trauma Network playing a key role in ensuring that victims and survivors have clear referral pathways into statutory provision.

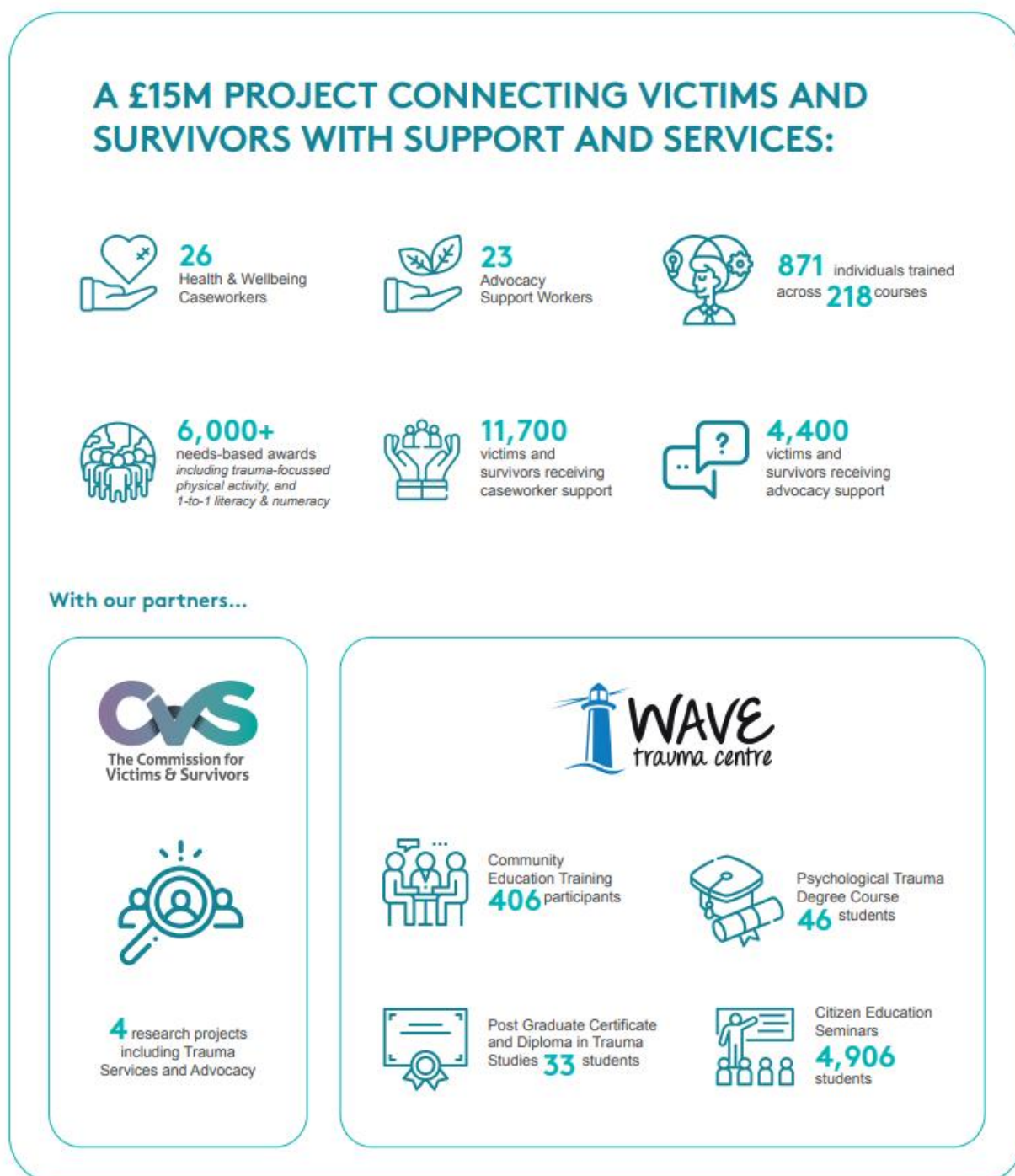
The PEACE IV model from April 2017 until November 2022 had the following areas of service:

- The **delivery of Advocacy Support** by our community based grantees, employing 4 Advocacy Managers and 19 FTE Advocacy Support Workers, whose focus is to assist victims and survivors to engage with legacy institutions and processes.
- The establishment of a **Health and Wellbeing Caseworker Network** including 5 Regional Case Managers employed by the Victims and Survivors Service Limited, and 26 Health and Wellbeing Caseworkers employed within funded organisations.
- The delivery of a **Resilience Programme** including One-to-One Literacy and Numeracy support, Trauma-Focussed Physical Activity, Volunteering activities, and steps to address Social Isolation and in January 2020 following a successful bid, additional resilience activities which involved victims and survivors in storytelling projects, gender specific interventions, with community peace building and dialogue also delivered.
- **Professional Training and Capacity Building** (referred to as the Workforce Training and Development Plan): to build capacity to ensure all service providers are able to attain minimum standards set by the Commission for Victims and Survivors and in line with current National Institute for Health and Care Excellence (NICE) guidance. The Victims and Survivors Service Limited has established a partner arrangement with WAVE Trauma Centre in relation to the delivery of Trauma Training as part of the wider training plan.
- **Research:** The Victims and Survivors Service Limited has established a partner arrangement with the Commission for Victims and Survivors with regard to this element. The Commission has the statutory remit to review services and provide policy advice to support the needs of victims and survivors and under PEACE IV completed the following research projects:
 - Review of Advocacy Services
 - “It Didn’t End in 1998” – Examining the Impacts of Conflict Legacy Across Generations
 - Review of Trauma Services

Performance Report for the year ended 31 March 2023

- Needs Review (NI, GB and ROI)

The key achievements of the **Victims and Survivors Service Limited PEACE IV Programme** are shown below.



Interim funding from The Executive Office

The Victims and Survivors Service Limited's PEACE IV project closed in March 2023, with funding for activity ending on 30 November 2022. The Executive Office (TEO) has made available funds for the continuation of the service since 1 December 2022 and have committed to do so until the PEACEPLUS Programme is operational, which is anticipated to be from Spring 2024. This ensures that there is no disruption to Health & Wellbeing and Advocacy services, allowing the retention of existing PEACE IV funded staff who hold a wealth of knowledge and experience built throughout the course of the PEACE IV programme.

PEACEPLUS

The PEACEPLUS Programme is a unique cross-border structural funding programme aimed at reinforcing progress towards a peaceful, stable, and prosperous society in Northern Ireland and the border counties of Ireland. PEACEPLUS has been designed to build upon the achievements of the previous PEACE IV programme.

The PEACEPLUS Programme is supported by the European Union, the UK Government, the Northern Ireland Executive, and the Irish Government. It is managed by the Special EU Programmes Body (SEUPB). PEACEPLUS comprises six themes, which are outlined below:



The Victims and Survivors Service Limited has been named as the **Lead Partner** for **Theme 4 (Investment Area 3 – ‘Victims and Survivors’)** of the new PEACEPLUS Programme.

Investment Area 3 (Victims and Survivors) of Theme 4 (Healthy and Inclusive Communities) aims to further build on the health and wellbeing support and services delivered to victims and survivors of the Troubles/conflict as part of our previous PEACE IV project.

The **objective** of this Theme and Investment Area is to contribute to the creation of a more cohesive society through an increase in the provision of **Health and Wellbeing** and **Advocacy Support** for victims and survivors.

Performance Report for the year ended 31 March 2023

It will **result** in improved access to services by victims and survivors and enhanced understanding of the effects of the past Troubles/conflict, in a manner which contributes to peace and reconciliation.

The PEACEPLUS Project will be delivered by the Victims and Survivors Service Limited, alongside community and voluntary partners to deliver the following services:

- Health and Wellbeing Support Services and Caseworker Networks;
- Advocacy Support Services;
- Resilience Programmes;
- Training; and
- Research

The PEACEPLUS application process opened on the 15 June 2023 and the Victims and Survivors Service Limited's completed application was submitted to SEUPB on 15 August 2023.

Troubles Permanent Disablement Payment Scheme (TPDPS)

The Troubles Permanent Disablement Payment Scheme (TPDPS) opened for applications in August 2021. Whilst Victims and Survivors Service Limited is not responsible for the delivery of the scheme, we have received funding from TEO to provide resources to 5 community partner organisations who will assist victims and survivors of the Troubles/conflict to make applications to this scheme.

During 2022-2023 a total of £1.375m was allocated to these 5 organisations who have supported 1,555 individuals to submit applications to the scheme.

Experience to date shows that where applicants benefited from support from Victims and Survivors Service Limited Community Partners, their application is of a higher quality than those who have not. However, there is significant demand for support and community partners are reporting increasing waiting lists within their organisations.

Victims and Survivors Service Limited, along with these 5 organisations, works closely with TEO and the Victims Payment Board (VPB) to ensure that the scheme is victim centred and to share the learning from victims and survivors experiences. It also works to address some of the challenges that have arisen from the implementation of the scheme, such as the length of time taken to process applications and how to minimise the risk that victims are retraumatised during the process.

Performance Report for the year ended 31 March 2023

Victims and Survivors Service Limited also has three staff who support applicants to the scheme with obtaining records held by Victims and Survivors Service Limited. They also provide applicant information directly to the Victims Payment Board (VPB) and Capita to support applications. During 2022-23 the team support dealt with 645 Subject Access Requests. Victims and Survivors Service Limited staff also co-ordinate and provide support for the wider network of welfare staff across the community partner organisations.

Applicants to the scheme are signposted to Victims and Survivors Service Limited for further health and wellbeing support and services if required.

Health and wellbeing service provision to survivors of Historical Institutional Abuse (2022-23)

The Victims and Survivors Service Limited was appointed by The Executive Office to coordinate and deliver health and wellbeing support and services to survivors of Historical Institutional Abuse (HIA) on 23 October 2020.

The service launched on 1 December 2020 following the appointment of WAVE Trauma Centre and Advice NI as community partners to enable survivors of HIA to access local support and services. Community services commenced in May 2021 following their recruitment and procurement processes.

SUPPORT DELIVERED THROUGH FUNDED COMMUNITY PARTNERS (2022-23) Survivors of HIA

In **partnership** with WAVE Trauma Centre and Advice NI, services have been delivered to survivors of HIA to meet both complex and non-complex needs.

Our community partners delivered **2,689 Social Support interventions** including outreach support services, social support activities, welfare advice and advocacy support.

Between 1 April 2022 and 31 March 2023 dedicated HWB Caseworkers engaged with **216 individuals** to identify their unique needs for support. Based on their assessments **298 additional needs-based packages** of support were provided to **137 individuals** across a range of areas including Persistent Pain, Disability Aids, Education & Training, Psychological Therapies, Trauma Focused Physical Activity and Social Isolation.

Advocacy support is provided by funded community partners. During 2022-23 financial year Health and Wellbeing caseworkers have facilitated **114 sessions** for **37 individuals** to **record their statement of experience**. This has increased considerably in comparison to 2021-22 financial year (68 sessions were delivered to 22 individuals). A further **25 individuals** obtained a range of support that included liaising with solicitors, liaising with the Redress Board, attending solicitors with clients and accompanying clients to court.

Performance Report for the year ended 31 March 2023

The advocacy support element is expected to grow further in 2023-24 with the introduction of a dedicated advocacy support worker.

Outcomes based monitoring has been implemented in respect of these services for survivors of HIA. Use of the standardised tools of **MYMOP** (Measure Yourself Medical Outcome Profile) for survivors receiving Complementary Therapies, **CORE Net** (Clinical Outcomes in Routine Evaluation Net) for survivors accessing Talking Therapies and **WSAS** scores (Work and Social Adjustment Scale) for needs based framework supports such as Disability Aids, Education and Training are in place alongside qualitative outcomes monitoring collected through organisational case studies and quotes from direct beneficiaries. Feedback from service users have also be captured and monitored.

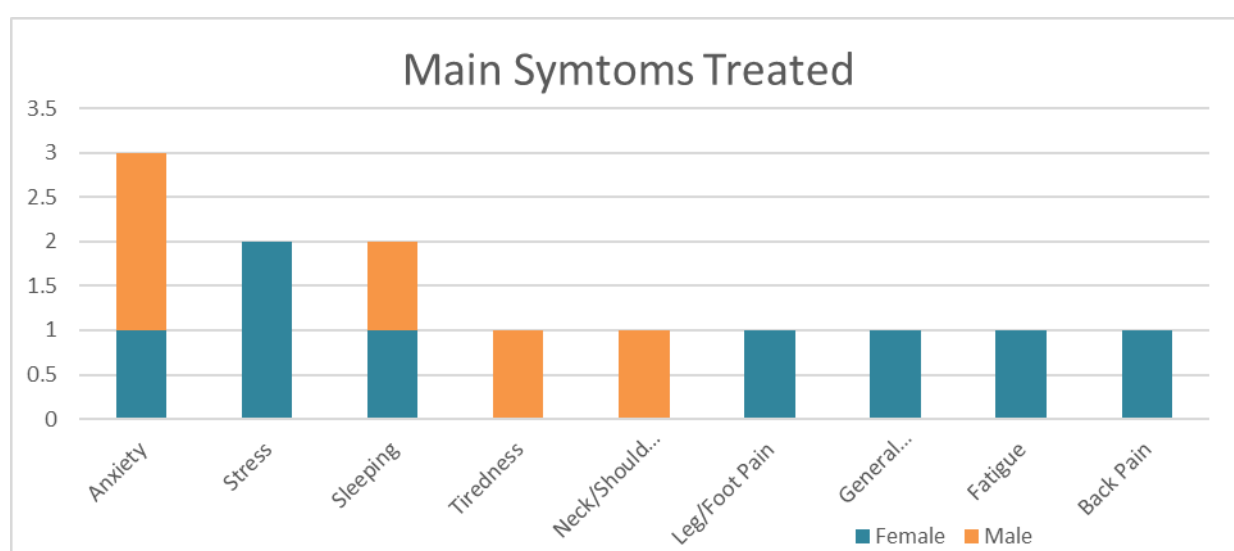
Complementary Therapies: MYMOP (Measure Yourself Medical Outcome Profile)

The monitoring data gathered using MYMOP provides the following key insights into this area of funded service delivery:

- **51** individuals were supported through **249 sessions** of Complementary Therapies. **13** Individuals completed these sessions in 2022-23.
- The ratio of males:females accessing support is 2:3

The range of symptoms reported by individuals accessing funded Complementary Therapies are shown below in **Diagram 11**.

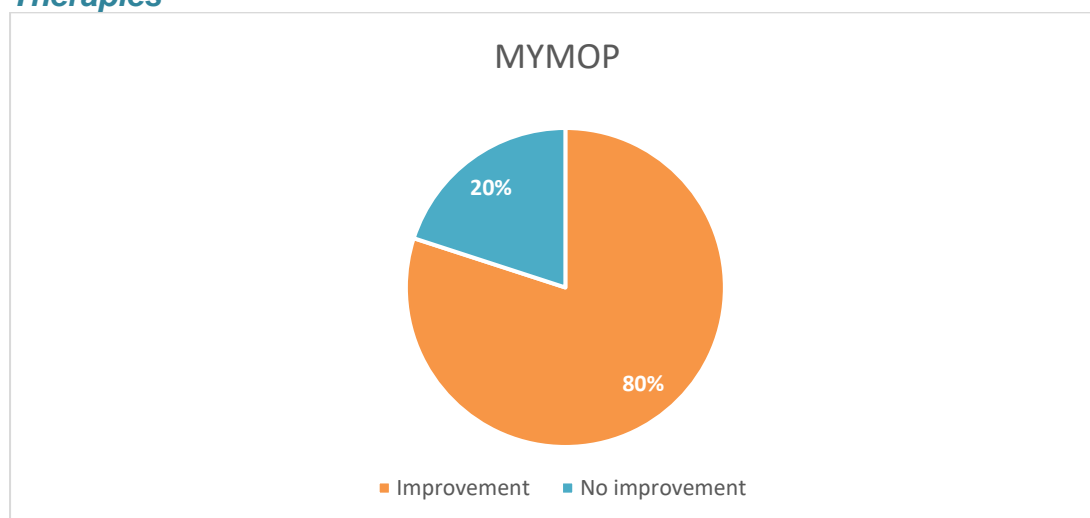
Diagram 11: MYMOP: Complementary Therapies – HIA Survivors – Client numbers, Gender and Symptoms Treated



Whilst only a small number of individuals have completed their Complementary Therapy sessions, the outcomes data shown below in **Diagram 12** is showing that this intervention has delivered a positive outcome, which is making a significant contribution to the improvement of survivors health and wellbeing. As the data set grows, the

reasons as to why Complementary Therapies do not benefit some individuals will be investigated.

Diagram 12: Summary Outcomes Information – MYMOP Complementary Therapies

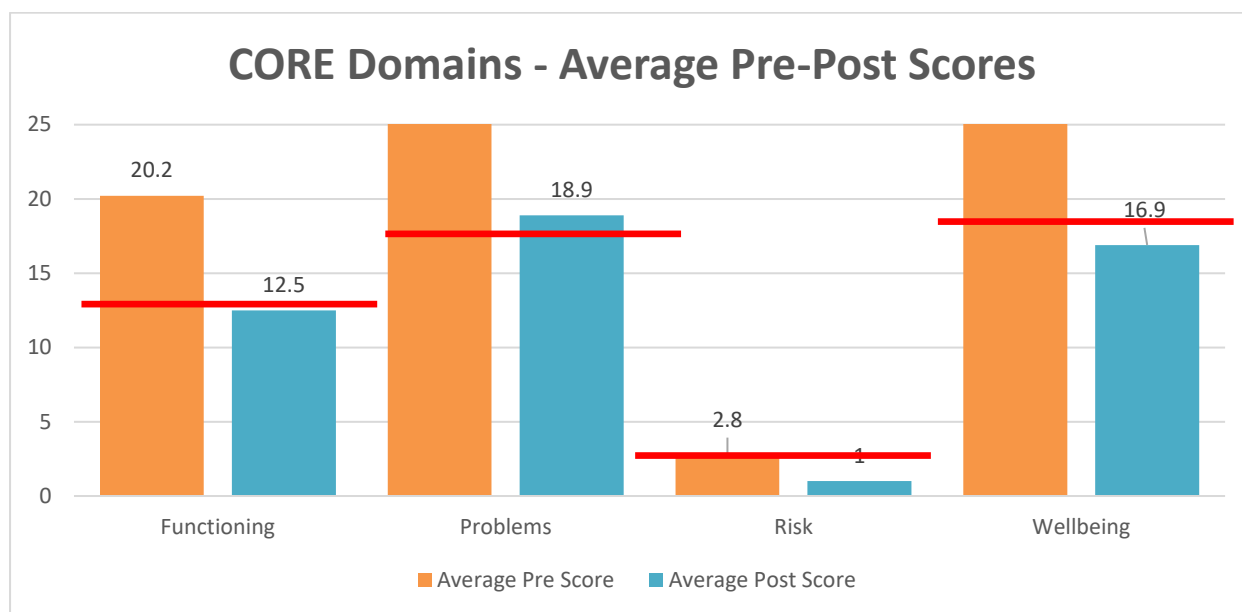


Talking Therapies – CORE net (Clinical Outcomes in Routine Evaluation Net)

The monitoring data gathered using CORE net provides the following key insights into this area of funded service delivery for survivors of HIA:

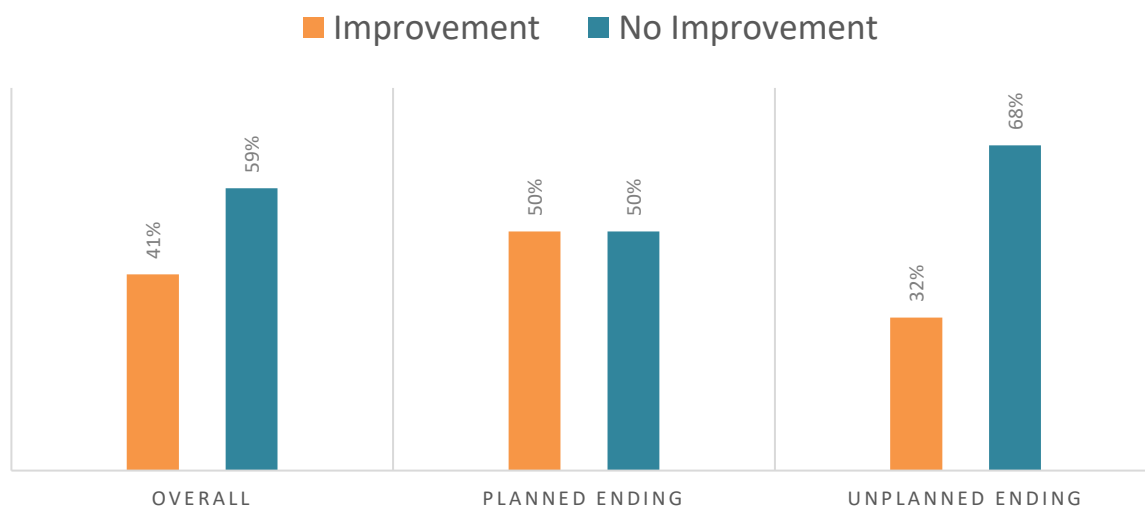
- **984** sessions of counselling support were delivered to **104** individuals during this period;
- **48%** of clients had a planned ending and **52%** unplanned. **50%** reported an improvement with a planned ending compared to **32%** with an unplanned ending.
- **41%** of those individuals who completed their therapy reported an **improvement** (See **diagram 14** below). Reasons for this low improvement are considered to be the time lapse in experiencing the traumatic events, delays in establishing dedicated services and the most common being the fear of opening 'Pandora's box' and re-experiencing events that survivors have worked hard to distract themselves from in order to maintain their ability to function in their daily lives.
- By 31 August 2023, **57%** of individuals completing their therapy are reporting an improvement.

Diagram 13: Improvements by Domain – Core Net: Talking Therapies



The Clinical Cut-off Score refers to a score that is presumed to represent the boundary between “normal” and the “clinical range” on an outcome measure.

Diagram 14: Summary Outcomes Information – CORE Net: Talking Therapies (showing variance between planned and unplanned endings)



The reasons as to why **52 %** of Talking Therapy clients do not complete their therapy as planned have been investigated, with the most common reasons listed as:

- Client did not wish to continue;
- Due to loss of contact; and
- Client crisis.

Diagram 15: CORE Net: Talking Therapies, Severity levels Pre and Post Therapy Scores

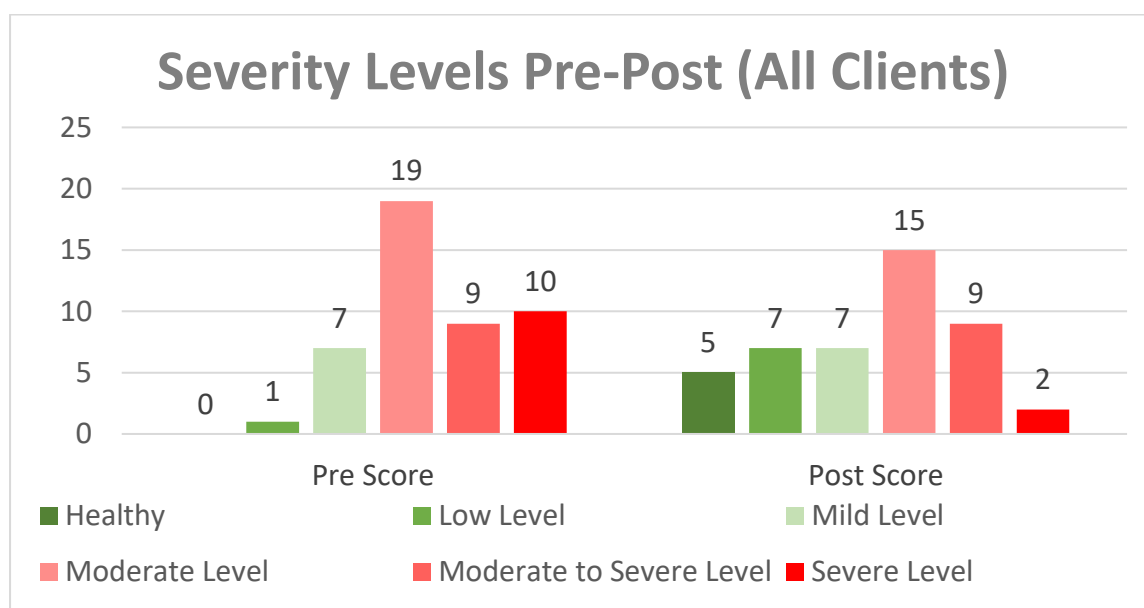
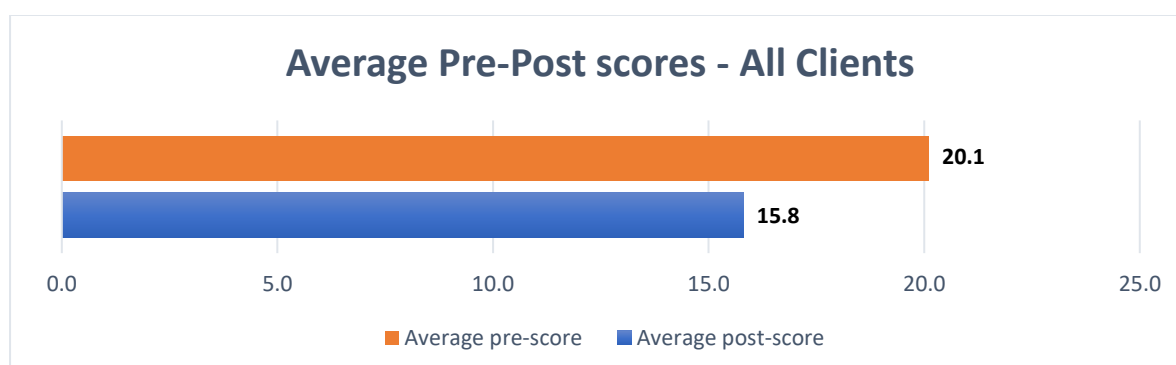


Diagram 15 above shows the pre and post therapy scores for individuals who have completed talking therapy in 2022-23. Pre-therapy 83% of client scores are in the **Moderate to Severe** ranges falling to **58%** post-therapy. **42%** of clients are in the healthy to mild level ranges post therapy. **Diagram 16** below demonstrates the average post score reduction to 15.8 from 20.1.

Diagram 16: CORE Net: Talking Therapies, Average Scores Pre and Post Therapy Scores



The information analysed above demonstrates that Talking Therapies are having a positive impact of the health and wellbeing of survivors of HIA.

Additional Health and Wellbeing Activities and Services: Outcomes

Outcomes monitoring measures for additional health and wellbeing activities and services delivered by funded community partners are collected through organisational case studies and quotes from direct beneficiaries. An example of service user feedback is shown below:

Personal Professional Development

I've been dealing with this myself for years behind closed doors. Meeting the caseworker really helped me to feel supported and that people do care. Joining a class with other people who have gone through similar things just helped me to feel like a normal person. I really enjoyed the class and looked forward to the next ones.

Support for Individual Needs (2022-23) Survivors of HIA

The Victims and Survivors Service Limited deliver needs based support and services to survivors of HIA. These are modelled to reflect the five strategic outcomes at [Diagram 3](#) (see page 30) and monitored in line with the framework at [Appendix 3](#).

The eligibility criteria for accessing support is for anyone who has suffered abuse as a child whilst resident in an institution (e.g. a children's home, borstal or training school) in Northern Ireland at any time between 1922 and 1995 (inclusive).

As at 31 March 2023, **596 survivors** have engaged and accessed a range of support and services including disability aids, psychological therapies, and persistent pain in addition to advocacy and casework support to engage with other agencies.

Table 3 below summarises the value of awards issues under each needs-based framework. The value of award is variable, depending on the needs and relevant support identified.

Table 3: Award and Payments made under the HIA Individual Needs Frameworks 2022-23

Award Description	Number of Awards Issued	Payments Made
Disability Aids	154	£178,516
Social Isolation	28	£3,758
Persistent Pain – Physiotherapy	20	£4,429
Persistent Pain - Comp/ Alternative Therapies	19	£5,063
Trauma Focused Physical Activity	31	£8,350
Psychological Support	45	£12,928
Education & Training	6	£2,060
TOTALS	303	£215,104

Unspent balances at 31st March 2023 were accrued in the year end accounts. In addition, net receipts of £1,256 were received in 2022-23 for awards related to closed schemes and frameworks from prior year. These two items bring the total expense incurred under the HIA Individual Needs Programme in 2022-23 to £245,942.

Table 4 on the next page summarises the support made available in 2022-23 under the needs-based frameworks, along with the anticipated health and wellbeing outcomes that the support will deliver for survivors of HIA and the outcomes achieved in each case, where a statistically reliable data set exists.

It should be noted that the outcomes data presented is based on a relatively small data set and in instances where high levels of improvement or high levels of dis-improvement are shown, these will likely in reduce in future years with an increased data set.

Table 4: HIA Needs Based Support Frameworks 2022-23

Framework	Description	Anticipated Outcomes	Outcome Achieved
Disability Aids	Provides a personalised approach to assessing and improving the safety and independence of victims and survivors living with chronic physical health issues associated with their adverse childhood experiences by prescribing functional aids and equipment to assist with everyday activities.	Improved wellbeing, function and independence for 60% of individuals as a result of disability aid provided.	<ul style="list-style-type: none"> In the financial year 2022-2023 91% of those supported under the Disability Aids Framework reported improvement in terms of wellbeing, function and independence. Disability aids support was the most utilised intervention in 52% of cases during 2022-2023, expectedly so given that over 70% of survivors accessing services are over the age of 55 and living with chronic conditions.
Social Isolation	Aims to address an individual's needs in supporting activity and / or aids to facilitate social engagement and interaction to improve and/or maintain health and wellbeing and reduce the barriers that restrict individuals from participating fully in society.	Improved psychological, physical and social functioning and subjective wellbeing for 60% of individuals engaged in Social Isolation activities.	<ul style="list-style-type: none"> 75% of those supported under the Social Isolation Framework reported an improvement, with the remaining 25% reporting no improvement or a dis-improvement. This demonstrates that whilst a significant proportion of individuals supported have been positively impacted, there is a

Performance Report for the year ended 31 March 2023

			<p>notable percentage for whom this support has a limited benefit.</p> <ul style="list-style-type: none"> • This reflects the complexity of the multifaceted issues that those with adverse childhood experiences, coupled with multiple episodes of prolonged traumatic exposure and abuse during critical developmental phases of their lives present with. These experiences lead to an inherent distrust of others which in turn impacts on the ability to create, build and maintain relationships with others that potentially mitigate the benefits of such support.
Persistent Pain (Includes Physiotherapy, Complementary and Alternative Therapies)	Provides a personalised approach to improving the health and wellbeing of victims and survivors living with persistent pain issues associated with their adverse childhood experiences by funding pain management interventions tailored to meet their needs and circumstances.	Improved wellbeing, function and independence for 60% of individuals as a result of persistent pain interventions.	<ul style="list-style-type: none"> • 100% of those supported with Persistent Pain interventions reported improved wellbeing, function and independence
Trauma Focused Physical Activity	Aims to addressing an individual's needs in relation to dealing with their traumatic experiences by supporting	Improved wellbeing, function and independence for 60% of individuals	<ul style="list-style-type: none"> • 90% of individuals supported to engage in physical activity reported an improvement in their

Performance Report for the year ended 31 March 2023

	recommended trauma-focused physical activity. It aims to promote self-management of symptoms and to facilitate associated therapeutic processes aimed at promoting health and wellbeing.	as a result of trauma focused-physical activity.	circumstances, with 10% reporting no improvement or a dis-improvement.
Psychological Support	Aims to enhance and/or maintain the psychological and psychosocial functioning and wellbeing of individual's psychologically impacted by adverse childhood experiences in unique cases where psychological supports are not available within statutory, voluntary or community provision.	Improved wellbeing, function and independence for 60% of individuals as a result of psychological support.	<ul style="list-style-type: none"> • Psychological Support interventions utilised under this support package include complementary and alternative therapies e.g. floatation, art and equine therapy. • 100% of those supported to access Psychological Support interventions reported improved wellbeing, function and independence.
Education & Training	Provides a personalised approach to improving the health and wellbeing of victims and survivors whose education and development opportunities have been impacted by adverse childhood experiences.	Improved psychological, physical and social functioning and subjective wellbeing of 60% of individuals who engage in education and training opportunities.	<ul style="list-style-type: none"> • 100% of those supported to access education and training opportunities reported improved psychological, physical and social functioning as a result.

Case Example

Included below is a condensed case example that illustrates the types of outcomes achieved for clients through the Additional Needs- Based Frameworks service delivery to survivors of HIA.

Social Isolation Framework

Client engaged with a Health and Wellbeing Caseworker where he undertook a consultation to identify his needs and explore potential support options. Client found it difficult to engage in a discussion around his needs initially but over a number of weeks and several conversations he became more comfortable and able to open up.

Client shared he had previously been an active member of a cycling group through which he had built positive social connections but due to physical frailty from arthritis in his knees he was no longer able to engage in this activity. The client advised that as part of the cycling group he had taken part in many charity cycles and was a key member of the fundraising team. This had been a huge loss to him as he no longer felt part of the group due to not being able to partake in the cycling. Client presented as socially isolated and feeling the loss of not being part of the team.

To support the client to reengage with his cycling group and reduce his experience of social isolation, a request for support for an electric bicycle was progressed under the Social Isolation Framework.

Since receiving his electric bicycle, the client has been able to return to his cycling group and partake in all activities as an active member.

Client contacted his caseworker to express his gratitude for the help he has received:

“Thank you very much for all your help and good work. I got my bike at the weekend and have been out with the group, it has exceeded my expectations and I just wanted to say thanks again.”

Health and wellbeing service provision to those impacted by Mother and Baby Institutions, Magdalene Laundries, and Workhouses (2022-23)

In January 2022 the Victims and Survivors Service Limited was appointed by The Executive Office to coordinate and deliver interim health and wellbeing support and services to survivors of Mother and Baby Institutions, Magdalene Laundries, and Workhouses.

In September 2022 a twelve month pilot scheme which included a full suite of services was launched with WAVE Trauma Centre and Adopt NI as community partners to enable survivors of Mother and Baby Institutions, Magdalene Laundries, and Workhouses to access supports and services. Community services commenced in October 2021 following their recruitment and procurement processes.

As at 31 March 2023:

- **107 survivors** have engaged and accessed a range of supports and services including additional needs-based framework supports in addition to support with information recovery, family tracing and casework support to engage with other agencies.
- Dedicated Health and Wellbeing Caseworkers engaged with **86 individuals**, facilitating **380 sessions** to identify their unique needs with packages of support provided across a range of areas including Persistent Pain, Disability Aids, Education & Training, Psychological Therapies, Trauma Focused Physical Activity and Social Isolation.
- Our community partners delivered social support interventions to **82 individuals** including social support activities, welfare advice and advocacy support.

Table 5 below summaries the value of awards issues under each needs based framework. The value of award is variable, depending on the needs and relevant support identified.

Table 5: Award and Payments made under the MBMLW Individual Needs Frameworks 2022-23

Award Description	Number of Awards Issued	Payments Made
Disability Aids	17	£11,920
Education & Training	2	£480
Persistent Pain - Comp/Alternative Therapies	4	£1,458
Persistent Pain - Physiotherapy	7	£1,820
Psychological Support - Comp/Alternative Therapies	4	£1,192
Psychological Support - Talking Therapies	7	£2,720
Social Isolation	4	£70
Trauma Focused Physical Activity	13	£3,352
TOTALS	58	£23,012

Unspent balances at 31st March 2023 were accrued in the year end accounts. In addition, payments of £3,080 were made in 2022-23 for awards related to closed schemes and frameworks from prior year. These two items bring the total expense incurred under the HIA Individual Needs Programme in 2022-23 to £45,308.

Outcomes-based monitoring has been implemented in respect of the service provision for those impacted by Mother and Baby Institutions, Magdalene Laundries, and Workhouses. This includes the use of the standardised tools of **MYMOP** (Measure Yourself Medical Outcome Profile) for survivors receiving Complementary Therapies, **CORE Net** (Clinical Outcomes in Routine Evaluation Net) for individuals accessing Talking Therapies, and **WSAS** scores (Work and Social Adjustment Scale) for needs based framework supports such as Disability Aids, Education and Training. Also in place are qualitative outcomes monitoring collected through organisational case studies and quotes from direct beneficiaries. Feedback from service users will also be captured and monitored.

The outcomes dataset at 31 March 2023 is too small to draw statistically reliable conclusion from, which is common in the initial stages of service delivery outcomes monitoring.

Case Example

Included below is a condensed case example that illustrates the types of outcomes achieved for clients through the Additional Needs Based Framework service delivery to those impacted by Mother and Baby Institutions, Magdalene Laundries, and Workhouses

Client was referred to a Health and Wellbeing Caseworker for an Individual Needs Consultation to explore how she could be supported through the VSS Additional Needs Based Frameworks.

Client presented with a range of complex physical and mental health needs relating to her experience of a Mother and Baby Institution including persistent pain, anxiety and low mood. The client's experience of pain and low mood was negatively impacting on her ability and motivation to engage in physical activity which was a goal she had identified for herself.

In response to the client's needs, she was supported through the Persistent Pain framework with a referral to a specialist physiotherapist who worked in collaboration with her to create a tailored treatment plan to address her pain needs. In addition, the physiotherapist worked with the client to develop and deliver a bespoke exercise programme suitable to the client's physical health needs to support the client to meet her goals for physical activity through the Trauma-Focused Physical Activity Framework.

On completion of her physiotherapy and 1:1 trauma-focused physical activity programme, the client reported a reduction in pain, improvement in psychological wellbeing and increased confidence and self-esteem.

"The 1:1 support I have received has been extremely beneficial to improving my health".

OTHER KEY PERFORMANCE INDICATORS

Financial Performance

Summary Financial Performance

The Victims and Survivors Service Limited is sponsored by The Executive Office. For the financial year ended 31 March 2023, The Victims and Survivors Service Limited received a grant in aid budget allocation of £18.386m which provided Resource budget for Troubles/conflict of £15.43m, Troubles Permanent Disablement Payment Scheme £1.489m, HIA £855k and MBMLW £500k (Total Resource budget £18.274m) along with Depreciation of £41k and capital of £71k. Actual grant in aid cash received was £19.011m. The budgets for HIA, MBMLW and TPDPS were ring fenced for use in those specific areas only.

As at year end 31 March 2023, there was an underspend of £577k representing 3.14% of the budget allocated. This exceeds the tolerance underspend target of 1.5%. The underspend in non-ringfenced areas was £115k, (0.74%). The variance from target was driven by significant underspends in the areas of TPDPS and in particular, MBMLW - which has been impacted significantly by the timing of commencement, estimates of demand, and labour market challenges within the community and voluntary sector throughout 2022-23.

The Statement of Financial Position on page 116 shows the company had net assets of £1,654,480 at 31 March 2023 and cash at bank of £307,870.

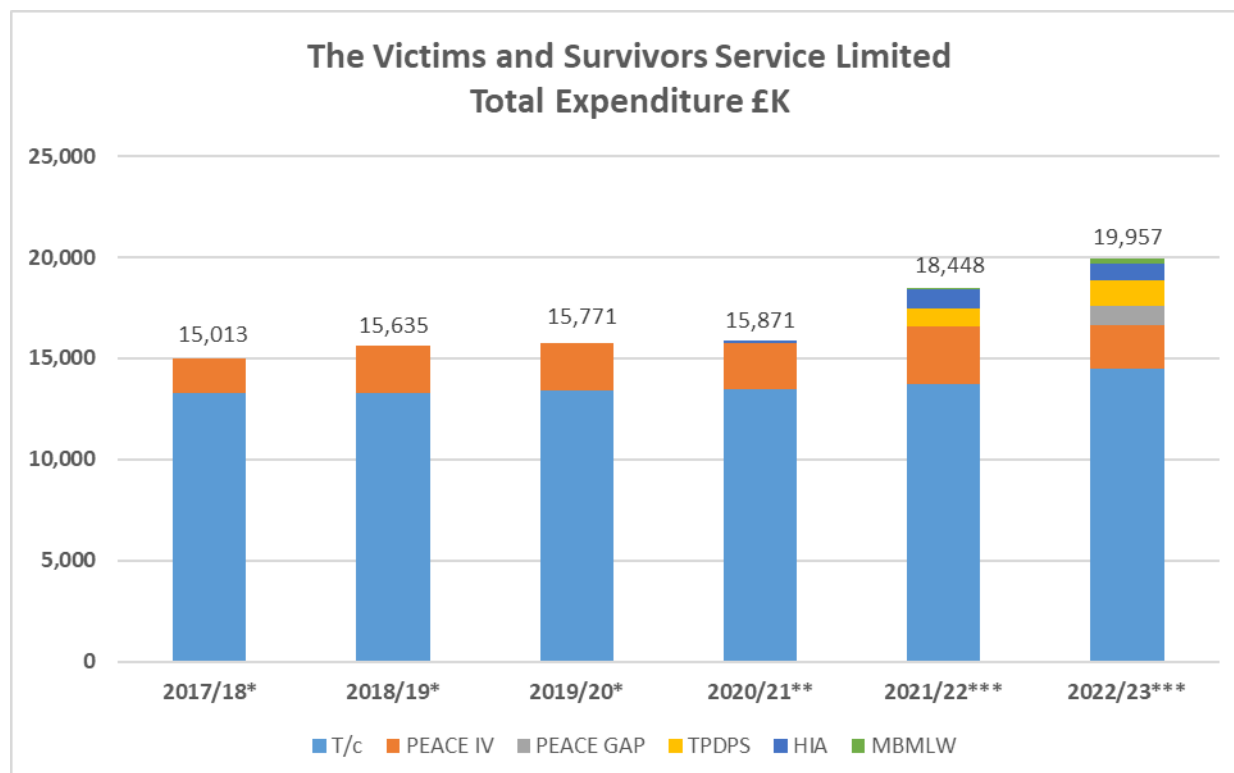
Long Term Expenditure Trends

During the year, the Victims and Survivors Service Limited has provided the Department with a financial analysis of budget versus expenditure and cash on a monthly basis, to identify any significant variances and management action required.

The underspends in TPDPS and MBMLW were notified to the Department early in the fourth quarter of 2022-23, at which time the Department advised that there were no mechanisms available to facilitate surrender of these budget amounts.

General Financial Management arrangements in addition to those outlined as part of the Departmental oversight are further detailed below.

Diagram 17: Long Term Expenditure Trend



Total expenditure includes resource and capital DEL.

*2016-17, 2017-18, 2018-19 and 2019-20 out-turn figures include PEACE IV funded expenditure.

**2020-21 out-turn figures include PEACE IV funded expenditure and expenditure related to support for survivors of Historical Institutional Abuse (HIA).

***2021-22 and 2022-23 outturn figures include PEACE IV funded expenditure and expenditure related to support for survivors of Historical Institutional Abuse (HIA) and expenditure related to support services for those impacted by Mother and Baby Institutions, Magdalene Laundries and Workhouses.

Payments to Suppliers

The Victims and Survivors Service Limited is committed to the prompt payment of bills for goods and services received in accordance with the British Standard for Achieving Good Payment Performance in Commercial Transactions (BS 7890) and with the Late Payment of Commercial Debts (Interest) Act 1998 as amended. The Victims and Survivors Service Limited follows the 2008 instruction to support businesses through every effort to make payments to suppliers within ten working days.

Overall for 2022-23, 87% of invoices were paid within 10 working days and 100% within 30 working days. On average 5 working days were taken to pay invoices during 2022-23. In comparison, during 2021-22 65% of invoices were paid within 10 working days and 99% within 30 working days with an average payment time of 10 working days.

Financial Position and Resources

Core Funding

The Victims and Survivors Service Limited is primarily funded by its sponsor Department, The Executive Office. This is financed by resources voted for annually by the Northern Ireland Assembly and is, therefore, not exposed to significant liquidity risks. The Victims and Survivors Service Limited does not access funds from commercial sources and so is not exposed to significant interest rate risks.

The Executive Office has indicated that it intends to continue to fund the organisation for the foreseeable future and has provided a budget to the end of the financial year 2023/24. The organisation has the staff resources required to achieve its current strategic outcomes and the staffing structure has been aligned to facilitate the effective management of resources in the achievement of these outcomes.

TPDPS Funding

The Victims and Survivors Service Limited has received funding from The Executive Office to provide resources to 5 community partner organisations who will assist victims and survivors of the Troubles/conflict to make applications to the Troubles Permanent Disablement Payment Scheme. This funding is ring-fenced and reported to the Executive Office separately to core funding. Total funding in 2022-23 was £1.489m.

The organisation has employed additional dedicated staff resources to ensure the achievement of its key strategic outcomes in this area.

PEACE IV Funding

The Victims and Survivors Service Limited is also in receipt of PEACE IV funding during 2022-23 from the Special EU Programmes Body. An initial grant of £13.373m was awarded under Promoting Peace and Reconciliation (Action 3.3: Victims and Survivors) for the period 1 November 2016 to 31 July 2021.

In addition, the Victims and Survivors Service Limited has received advance funding totalling £2.827m from SEUPB to facilitate cash flow for the project. The majority of this funding has been used to ensure that funded organisations can operate during the period from incurring expenditure, through to reimbursement from SEUPB (a process that is intended to take 4 months from the end of each 3-month claim period).

In November 2018, the Victims and Survivors Service Limited submitted a bid to SEUPB, seeking additional funding, to facilitate the following:

Performance Report for the year ended 31 March 2023

- Extension of project activity (including Health and Wellbeing and Advocacy Networks) to 30 June 2022 (with revised project end date of 31 December 2022);
- Engagement in new areas of Resilience activity, including Storytelling, Gender and Peacebuilding; and
- Pilot in family therapy (transgenerational).

Approval was granted by SEUPB in January 2020 for £1.57m of additional funding for these purposes.

During 2021-22 Victims and Survivors Service Limited submitted two budget modification requests to SEUPB which allowed for all project activity to be extended initially to August 2022 and then out to November 2022. The PEACE IV project ended on 31 March 2023. During 2022-23, a further modification request was submitted to allow for a final extension of project activity to the end of March 2023. This has enabled the continuation of both the Health and Wellbeing and Advocacy Networks and therefore direct support and services for victims and survivors.

A new PEACE programme (PEACEPLUS), is expected to be in operation by Spring 2024.

PEACE Interim Funding

Following the closure of the PEACE IV project, to provide for continuity of services which underpin the Victims and Survivors Service Limited service delivery model, namely the Health and Wellbeing Caseworker Network and Advocacy Programme, 'interim funding' was put in place by The Executive Office during 2022-23. This funding is anticipated to remain available until such time as the PEACEPLUS programme is in place.

HIA Funding

The Victims and Survivors Service Limited is funded by The Executive Office to provide health and wellbeing services to survivors of HIA. Funding for this service is ring-fenced and reported to the Executive Office separately to core funding. Total funding in 2022-23 was £855k.

The organisation has employed additional dedicated staff resources to ensure the achievement of its key strategic outcomes in this area.

Mother and Baby Institutions, Magdalene Laundries and Workhouses Funding

The Victims and Survivors Service Limited is funded by The Executive Office to provide Health and Wellbeing services to those impacted by Mother and Baby Institutions, Magdalene Laundries and Workhouses. Funding for this service is ring-fenced and

Performance Report for the year ended 31 March 2023

reported to the Executive Office separately to core funding. Total funding in 2022-23 was £500k.

The organisation has employed additional dedicated staff resources to ensure the achievement of its key strategic outcomes in this area.

Service Delivery Performance

Complaints Handling

The Victims and Survivors Service Limited has a complaints procedure in place to ensure that individual victims and survivors, funded organisations and all other stakeholders can express any dissatisfaction that may arise and to make improvements and changes to services based on such feedback. The Complaints Policy and Procedure is available in a user-friendly leaflet format (available on request) as well as in a downloadable format on the Victims and Survivors Service Limited website.

A summary of the complaints handled in 2022-23 is shown below in **Table 6**.

Table 6: Summary of Complaints 2021-22

Category	Number	Notes
Complaints Received 2022-23	2	Key themes: <ul style="list-style-type: none"><i>Social Media activities of Victims and Survivors Service Limited funded organisations</i>
Complaints Upheld / Partially Upheld	0	Key themes: <ul style="list-style-type: none"><i>Social Media activities of Victims and Survivors Service Limited funded organisations</i>
Complaints not Upheld	2	Key themes: <ul style="list-style-type: none"><i>Social Media activities of Victims and Survivors Service Limited funded organisations</i>
Complaints Open 2021-22	0	
Total Complaints handled in year	2	

Positive feedback and messages of thanks received during 2022-23

In 2022-23 the Victims and Survivors Service Limited continued to record positive feedback and messages of thanks received from individuals. These included emails, cards and telephone calls made specifically to express thanks for the support offered

Performance Report for the year ended 31 March 2023

under the Individual Needs Programme and the Individual Needs Programme/PEACE IV Additional Needs Based Support Frameworks. Recording this positive feedback provides a qualitative insight into the impact of the support provided for individuals who are injured, bereaved or who care for others living with injuries. During 2022-23 Victims and Survivors Service Limited received 86 letters, emails and cards thanking the organisation and staff for their support. Examples of the client comments are as follows:

- Just a little note to say thank-you for my financial help from VSS. I am very grateful and appreciate it very much. Have a lovely summer, God Bless
- Just a little note to say a sincere thank you for the Self Directed Assistance Payments paid into our bank account. This is greatly appreciated and is very useful at this time with the cost of living being so high. We congratulate you on the work that you do within the Victims and Survivors Service
- To everyone at VSS. I would like to thank you for all your support over the years it has been welcomed and I am so grateful as are my two sons. Once again thank you all so much.
- I would like to thank the team for your continued support over these past 24 years. The monies have been spent wisely for heating oil and for my health in various ways. I have always been grateful to VSS for your help. With regards and good wishes to all.

Anti-Bribery and Corruption

The Victims and Survivors Service Limited's Anti-fraud policy sets out how it complies with the Bribery Act 2010 and DAO (DOF) 09/11 Bribery Act which clarifies how the Bribery Act 2010 applies to public servants in Northern Ireland. The standards of conduct required of all the Victims and Survivors Service Limited staff are set out in the Victims and Survivors Service Limited staff code of conduct. This code requires all staff to conduct themselves with honesty and impartiality at all times. It is not acceptable for any staff member to receive any benefit that may be perceived as having the potential to compromise personal judgement on work related issues.

There were no allegations of bribery or corruption raised during 2022-23 (2021-22 – none).

Sustainability Report

The Victims and Survivors Service Limited is committed to The Executive Office's Sustainable Development Strategy. Policies and practices have been introduced within the Victims and Survivors Service Limited to encourage efficiency in the use of resources.

Performance Report for the year ended 31 March 2023

The Seatem House office is located within Belfast City Centre close to public transport links, allowing staff and victims and survivors to travel to and from the office in a sustainable manner.

The use of an outreach office (Dungannon) facilitates the minimisation of travel for individuals and organisations located outside of the greater Belfast area.

The Victims and Survivors Service Limited has also, in order to reduce its carbon footprint, pursued a policy of the facilitation, where possible, of staff flexibility in start and finish times allowing staff to travel to and from work at non-peak traffic times. A pilot hybrid working policy was introduced in 2022-23 and it is expected that this will further support the achievement of the Sustainable Development Strategy.

The Victims and Survivors Service Limited is aware of its responsibility to progress its work associated with sustainable development targets within the Implementation Plan emanating from the first Northern Ireland Sustainable Development Strategy.

Social

While the Victims and Survivors Service Limited does not have a dedicated policy, the principles of corporate and social responsibility are embedded within its key activities, demonstrating a commitment to social equality and human rights. As employee wellbeing programme is in place which incorporates aspects of corporate and social responsibility.

Going Concern

The accounts are prepared on a going concern basis as it is assumed that the parent Department, The Executive Office, will continue to fund the organisation's activities. The Victims and Survivors Service Limited three-year Corporate Plan 2023-26 (including 2023-24 Delivery Plan) has been presented to The Executive Office for consideration and approval.



Oliver Wilkinson
Chairman



Andrew Walker
Chief Executive and
Accounting Officer

Date: 07 December 2023

Accountability Report for the year ended 31 March 2023

Overview

The Accountability Report for the Victims and Survivors Service Limited comprises three key elements:

- Corporate Governance Report
 - *Director's Report*
 - *Statement of Accounting Officer's and Director's Responsibilities*
 - *Governance Statement*
- Remuneration Report
- Assembly Accountability Report

These are outlined below.

2.1 Corporate Governance Report

This section of the report outlines the compositions and organisation of the Victims and Survivors Service Limited's governance structures and how they support the achievement of the organisation's objectives.

2.1.1 Directors' Report

Introduction and Background

The Directors during 2022-23 were as follows:

Oliver Wilkinson	Chair appointed 1 April 2015*
Bertha McDougall	Director appointed 2 December 2013
Patricia Haren	Director appointed 1 April 2015
Dame Sandra Horley	Director appointed 18 October 2022
John Cahill	Director appointed 18 October 2022

**(previously Director appointed 2 December 2013, Interim Chair appointed 30 June 2014)*

The Victims and Survivors Service Limited has drafted its Corporate Plan 2023-26, which has been submitted to The Executive Office for consideration by The Executive Office Departmental Board.

The Corporate Plan 2023-26 outlines the Victims and Survivors Service Limited's approach to Outcomes Based Accountability and grows upon the progress which has been made as part of the Co-Design Programme and the outcomes-led approach outlined

Accountability Report for the year ended 31 March 2023

in the Performance Analysis section above. This approach is consistent with the 2021 draft Programme for Government Outcomes Framework as shown at page 30.

In developing these priorities the Victims and Survivors Service Limited has also listened closely to our stakeholders, who have emphasised the need for a victim and survivor led service that is responsive to need, easy to understand and access, and that enables the development of networks of support.

The Victims and Survivors Service Limited *Delivery Plan 2023-26* details the measurable actions and outputs that will be taken / monitored over the next financial year to work towards these outcomes. Progress against this Plan is monitored on an ongoing basis and reported on regularly to the Victims and Survivors Service Limited Board.

Share Capital

The company is limited by guarantee and has no share capital.

Data Protection and Freedom of Information

The Victims and Survivors Service Limited is required to report on personal data related incidents and accordingly has a control system to meet these responsibilities under the recent General Data Protection Regulation (GDPR), the subsequent Data Protection Act 2018 and the Freedom of Information Act 2000.

The GDPR came into force on 25 May 2018 and consequently the Victims and Survivors Service Limited has established internal and external working processes to comply with and implement the introduction of this legislation. An Information Asset Register has been maintained detailing all data sources held and all policies and procedures were reviewed in light of the new regulation.

All staff and Board members have completed basic GDPR awareness training and undertake annual refresher training. The Data Protection Officer receives regular training keeping them abreast of developments regarding data legislation.

There were no instances of personal data loss requiring a report to the Information Commissioner's Office during the year under review.

During the year staff were advised by the Data Protection Officer on controls and improvements to reduce the likelihood of data breaches, including the sharing of lessons learnt for any non-reportable breach arising.

The control system established to ensure the appropriate handling of personal data and information used for operational and reporting purposes is the Publication Scheme, which

Accountability Report for the year ended 31 March 2023

is available on the Victims and Survivors Service Limited website at www.victimsservice.org.

In 2022-23 the Victims and Survivors Service Limited received eight Freedom of Information requests (2021-22 ten). Responses were provided to seven of these requests in 2022-23, with one request redirected to TEO. In addition, Victims and Survivors Service Limited handled a substantial number of Subject Access Requests relating to the Troubles Permanent Disablement Payment Scheme.

Related Parties

Details of the Victims and Survivors Service Limited related parties are set out in Note 19 to the financial statements.

Register of Interests

The Chair, the Victims and Survivors Service Limited Board, the Chief Executive and Accounting Officer and all staff are required to register all interests, direct or indirect, which members of the public might reasonably think could influence their judgment.

The register of interests is available for public inspection by contacting the Victims and Survivors Service Limited, 1st Floor, Seatem House, 28-32 Alfred Street, Belfast, BT2 8EN.

Charitable Donations

The Victims and Survivors Service Limited made no charitable or political donations during this period.

Important events occurring after the year-end

There have been a number of important events occurring after year end which are listed below with further details of these events having been covered under the Strategic Developments section on page 19.

- Draft Victims Strategy
- Northern Ireland Troubles (Legacy and Reconciliation) Act 2023
- Regional Trauma Network
- Needs of the Bereaved

2.1.2 Statement of Accounting Officer's and Directors' Responsibilities

Under the Companies Act 2006 the Directors are required to prepare, for each financial period, a statement of accounts detailing the resources acquired, held, or disposed of during the year and the use of resources by the Victims and Survivors Service Limited during the year. The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of the Victims and Survivors Service Limited and of its Net Comprehensive Expenditure, application of resources, changes in taxpayer's equity and cash flows for the financial year. In preparing those financial statements, the Accounting Officer is required to comply with the requirements of the Government Financial Reporting Manual and in particular to:

- Observe the relevant accounting and disclosure requirements and apply suitable accounting policies on a consistent basis;
- Make judgements and estimates on a reasonable basis;
- State whether applicable accounting standards as set out in the Government Financial Reporting Manual have been followed and disclose and explain any material departures in the financial statements; and
- Prepare the financial statements on the going concern basis.

The Accounting Officer and Directors are also responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and to ensure that the financial statements comply with the Companies Act 2006. The Accounting Officer has a general responsibility for taking steps as are reasonably available to safeguard the assets of the company and to prevent and detect fraud and other irregularities.

The Accounting Officer and Directors are required to confirm that, as far as they are aware, there is no relevant audit information of which the entity's auditors are unaware, that the Accounting Officer and Directors have taken all the steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the entity's auditors are aware of that information.

The Accounting Officer and Directors' are required to confirm that the annual report and accounts as a whole is fair, balanced and understandable. The Accounting Officer is also required to confirm that they take personal responsibility for the annual report and accounts and the judgments required for determining that it is fair, balanced and understandable.

The Executive Office has appointed the Chief Executive as the Accounting Officer of the Victims and Survivors Service Limited. The responsibilities of an Accounting Officer include the responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable, for keeping proper records and for safeguarding

Accountability Report for the year ended 31 March 2023

the Victims and Survivors Service Limited assets and are set out in full in Managing Public Money Northern Ireland.

2.1.3 Governance Statement for the year ended 31 March 2023

Introduction

The Victims and Survivors Service Limited is a company limited by guarantee, owned by The Executive Office and functioning as an Arm's Length Body. It is financed through The Executive Office's Departmental Expenditure Limit (DEL). The Board of the Victims and Survivors Service Limited reports directly to The Executive Office.

This statement is given in respect of the Victims and Survivors Service Limited's accounts for 2022-23. The Governance Statement comprises two broad elements. First, the Statement describes the Victims and Survivors Service Limited's governance framework, identifying responsibilities and explaining the functions of its constituent elements. Second, the Statement reports my assessment as Accounting Officer of the effectiveness of the framework during the reporting period. The report identifies any significant governance issues and concludes with a review of the Victims and Survivors Service Limited conformance with the Code of Good Practice (NI) 2013.

The Purpose of the Governance Statement

The purpose of the Governance Statement is to report publicly on the extent to which the Victims and Survivors Service Limited complies with the Code of Good Practice (NI) 2013. The process of preparing the Governance Statement itself adds value to the effectiveness of the corporate governance and internal control framework.

Overview of the Governance Framework

The governance framework comprises the systems, processes, culture and values, by which the Victims and Survivors Service Limited is directed and controlled.

The system of internal control is a significant part of this framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve the organisation's aims and objectives and can, therefore, only provide reasonable and not absolute assurance of effectiveness.

The corporate governance framework within which the Victims and Survivors Service Limited operated for the year ended 31 March 2023 comprises:

- The Accounting Officer;
- The Victims and Survivors Service Limited Board;

Accountability Report for the year ended 31 March 2023

- The Victims and Survivors Service Limited Audit and Risk Committee; and
- The Internal Audit function.

These structures, together with an overview of their responsibilities and performance in year, are set out in the relevant sections below.

The corporate governance framework also includes a number of additional elements that contribute to the effective governance of the organisation. These comprise:

- The Management Statement and Financial Memorandum;
- The Executive Office Oversight Arrangements;
- The Corporate Plan 2022-25 and Delivery Plan 2022-23;
- The Performance Appraisal Framework;
- The Risk Management Framework;
- Financial Policies and Procedures;
- Whistle-blowing Policy; and
- Anti-Fraud Policy and Fraud Response Plan.

Clinical governance arrangements are also in place, with oversight by a Health and Wellbeing Committee.

These elements, together with an assessment of their effectiveness in the period, are described in the relevant sections below.

Review of Effectiveness

The Accounting Officer

I was appointed Accounting Officer on 26 June 2023, having held the position on an interim basis since 22 August 2022.

As Accounting Officer, I have responsibility for maintaining a sound system of internal governance that supports the achievement of the aims and objectives of the Victims and Survivors Service Limited. I also have responsibility for the propriety and regularity of the public finances allocated to the Victims and Survivors Service Limited and for safeguarding public funds and assets, in accordance with the responsibilities assigned to me in the Code of Good Practice (NI) 2013 and Managing Public Money Northern Ireland.

In my role as Accounting Officer, I function with the support of the Board of the Victims and Survivors Service Limited (the Board). This includes highlighting to the Board specific business risks and, where appropriate, the measures that could be employed to manage these risks.

The Board

The Board is chaired by a non-executive Director. It supports the delivery of effective Corporate Governance in keeping with the Code of Good Practice (NI) 2013.

The Board takes an objective long-term view of the business of the organisation, leading its strategic planning process and assisting the Chief Executive and Accounting Officer in setting and meeting its corporate aims and objectives.

Under the general guidance and direction of the Ministers of The Executive Office, key aspects of the Board's role include:

- Setting the strategic direction for the organisation, including its vision, values, and strategic objectives;
- Overseeing the implementation of its corporate and business plans, monitoring performance against objectives, and supervising its budget;
- Leading and overseeing the process of change and encouraging innovation, to enhance the organisation's capability to deliver;
- Overseeing the strategic management of staff, finance, information, and physical resources, including setting training and health and safety priorities;
- Establishing and overseeing the implementation of the corporate and clinical governance arrangements of the Victims and Survivors Service Limited, including risk management; and
- Overseeing and monitoring progress against all of its equality of opportunity and good relations obligations.

The Board membership is detailed in **Table 7** below.

Table 7: Victims and Survivors Service Limited Board Membership

Name	Position
Oliver Wilkinson	Director appointed 2 December 2013 Appointed Interim Chair 30 June 2014 Appointed Chair 1 April 2015
Bertha McDougall	Director appointed 2 December 2013
Patricia Haren	Director appointed 1 April 2015
Sandra Horley	Director appointed 18 October 2022
John Cahill	Director appointed 18 October 2022

In July 2021, ministerial approval was given to the opening of the public appointment competition to fill vacant positions on the Victims and Survivors Service Limited Board. Two appointments, Dame Sandra Horley and Mr John Cahill, were made in October 2022

Accountability Report for the year ended 31 March 2023

with further appointments of Dr Catriona MacArthur and Mr Brian Gilfedder made in August 2023.

The Board was able to maintain quorum throughout 2022-23.

The Board met 9 times in 2022-23. **Table 8** below details the attendance of Board members at meetings held during the year.

Table 8: Board Meeting Attendance

Date	Oliver Wilkinson	Bertha McDougall	Patricia Haren	Sandra Horley	John Cahill
26 April 2022	✓	✓	✓	n/a	n/a
4 May 2022	✓	✓	✓	n/a	n/a
10 May 2022	×	✓	✓	n/a	n/a
26 July 2022	✓	✓	✓	n/a	n/a
13 Sept 2022	✓	✓	✓	n/a	n/a
18 Oct 2022	✓	✓	✓	✓	✓
8 Nov 2022	✓	✓	✓	✓	✓
24 Jan 2023	✓	✓	✓	✓	✓
23 Feb 2023	✓	✓	✓	✓	✓

On a quarterly basis, the Board considers a range of issues, including the following standing items:

- Minutes of Previous Meeting;
- Chairman's Update;
- Chief Executive and Accounting Officer Update;
- Reports from Sub Committees (Audit and Risk and Health and Wellbeing);
- Progress against Budget;
- Progress against Corporate and Delivery Plans and risks to achieving stated outcomes;
- Compliance and Data Protection Updates; and
- Client Risk Update.

Accountability Report for the year ended 31 March 2023

In addition to the quarterly meetings, the remaining Board meetings follow a strategic format, devoting time to the consideration of key strategic issues. Such issues considered in 2022-23 included:

- Communications Planning
- Strategic Direction: Service Delivery Model and Staffing Structure
- Peace Plus
- Draft Victims Strategy

The Board operates as a collegiate forum under the leadership of the Chair. It ensures that the appropriate strategic planning processes are in place and that there is effective operational management of their implementation. Day-to-day operational matters are my responsibility and that of senior staff.

Each Non-Executive Board Member participates in the high-level corporate decision-making process as a member of the Board, contributes to the operation of corporate governance arrangements within the organisation and supports me in my role of Chief Executive and Accounting Officer.

As Chief Executive, I am responsible for organising the agenda for monthly Board meetings and ensuring the Chair and Board members are provided with timely information to support full discussion at each meeting.

I report to the Board by exception, drawing attention and focus to any areas of concern, including significant strategic risks and areas of delivery against planned outcomes which are at risk.

I provide reports which include areas such as the status of delivery against delivery plan outcomes; expenditure against budget; requests made under the Freedom of Information Act; press reporting of the Victims and Survivors Service Limited; Assembly Questions relevant to the Victims and Survivors Service Limited; and absence management.

The Board maintains a Register of Interests. This lists, for each Director, all commercial and other relevant interests. A similar register is maintained by senior management and staff within the Victims and Survivors Service Limited. Significant changes are reported as they occur. Each Board and committee meeting begins with those present declaring any conflicts of interest that may arise from agenda items. In the event of a conflict of interest arising, the Director or committee member concerned is required to withdraw from any discussion of the relevant matter and to abstain from any associated vote.

The Board reviewed its own effectiveness by carrying out a self-assessment in May 2023. The overall conclusion was that the Board performed well in 2022-23, and that a range of actions identified at the 2021-22 review had been implemented. The action areas identified within the 2021-22 review taken forward in 2022-23 included:

Accountability Report for the year ended 31 March 2023

- Review of Board Appraisal & induction processes
- Increased engagement with TEO, and other key stakeholders

The Health and Wellbeing Committee

The Health and Wellbeing Committee are appointed by the Board. The Committee nominates one member to the position of Chair.

The Health and Wellbeing Committee's terms of reference sets out its role, including:

- Consideration of strategies in relation to the implementation and evaluation of a Clinical Governance Framework;
- Consideration of strategies in relation to the implementation and evaluation of Health and Wellbeing Services delivered by and on behalf of the Victims and Survivors Service Limited;
- Consideration of strategies concerning the Victims and Survivors Service Limited staff health and wellbeing, employee engagement and development; and
- Providing assurances relating to the management of clinical risk and clinical governance requirements for the organisation.

Table 9 below details the Health and Wellbeing Committee members.

Table 9: Health and Wellbeing Committee Membership

Name	Position
Patricia Haren	Committee Member from April 2017
Sandra Horley	Committee Member from October 2022

In addition to its members, the following officers normally attend the Committee:

- The Head of Health and Wellbeing;
- The Health and Wellbeing Programme Manager;
- A Health and Wellbeing Case Manager; and
- The VSP Programme Manager.

The Health and Wellbeing Committee met once during 2022-23, in February 2023 following the appointment of Dame Sandra Horley to the committee.

The Audit and Risk Committee

The Audit and Risk Committee and its Chair are Appointed by the Board. The Chair is appointed from the NICS and is not a member of the Victims and Survivors Service Limited's Board.

The Audit and Risk Committee's terms of reference (updated in April 2023) sets out its purpose as being to support me, as Accounting Officer, in monitoring risk, control and governance systems, including financial reporting. Additionally the Committee will advise the Board and the Accounting Officer on the adequacy of internal and external audit arrangements and on the implications of assurances provided in respect of risk and control. The Audit and Risk Committee does not have executive powers.

Table 10 below details the Audit and Risk Committee members.

Table 10: Audit and Risk Committee Membership

Name	Position
Colm Doran	Committee Member - Chair from October 2013 (Appointed from Department of Finance)
Bertha McDougall	Committee Member from 13 December 2013
Briege Lafferty	Committee member from 6 August 2019 (Appointed from DAERA)
Jonathan McCullough	Committee Member from 9 May 2021 (Appointed from Department of Finance) until his passing on 22 February 2023
John Cahill	Committee Member from October 2022.

In addition to its members, the following officers normally attend the Committee:

- The Accounting Officer;
- The Head of Corporate Services;
- The Finance Manager;
- The Business Support Officer (Secretary to the Committee);
- Representative(s) from the Northern Ireland Audit Office;
- Representative(s) from the Victims Unit in The Executive Office; and
- Representative(s) from the Internal Audit service provider.

The Audit and Risk Committee met five times in 2022-23.

In line with best practice set out in the Department of Finance's Audit and Risk Assurance Handbook, the Chair of the Audit and Risk Committee has approved an agreed agenda of work for its meetings, which include the following standing and annual agenda items:

Accountability Report for the year ended 31 March 2023

- The review of the strategic risk register;
- Scrutiny of the annual accounts;
- Consideration of internal and external audit strategy;
- Review of internal and external audit findings;
- Consideration of compliance / fraud;
- Consideration of any Directly Awarded Contracts;
- The annual self-assessment of the Audit and Risk Committee; and
- The monitoring of residual audit recommendations.

The Audit and Risk Committee reviewed its own effectiveness by carrying out a self-assessment in June 2023. The overall conclusion was that the Audit and Risk Committee was performing well and would develop an action plan to address the areas for improvement identified within the review.

Risk Management Strategy

The Victims and Survivors Service Limited Risk Management Strategy has been approved by the Board. This strategy sets out the process whereby the Victims and Survivors Service Limited methodically identifies, assesses and responds to the risks attaching to its activities. It assigns responsibility and accountability for risk management; defines the processes for risk review and reporting; describes a format for the organisation's corporate risk register; and explains the organisation's approach to training in risk management.

A risk register has been in operation and updated on a quarterly basis throughout 2022-23. Key risks identified and managed during the reporting period included:

- Risk of non-delivery of the Victims and Survivors Service Limited element of the Regional Trauma Network due to lack of effective partnership working;
- Lack of political agreement on legacy, diluting the strategic impact of the Advocacy Support Programme;
- Risks associated with maintenance of the Victims and Survivors Service Limited Board and Committees;
- Risks associated with the Victims and Survivors Service Limited staff health and wellbeing and SMT pressures;
- PEACE-IV Project cashflow risks in respect of the repayment of advanced monies and interim funding;
- Risk that the needs of the bereaved are not being met within current schemes.
- Risks associated with the Cost of Living pressures;
- Risks to funding in 2023/24, due to inflation pressures as well as constraints within the NI block grant;

Accountability Report for the year ended 31 March 2023

- Risks associated with delays in implementing some of the Hart Inquiry recommendations, and;
- Risks associated with significant delays in the implementation of key recommendations of the Truth Recovery Strategy .

The Board have agreed an approach to the monitoring and escalation of risks in line with the risk appetite which is reviewed on an annual basis. All risks are assessed and escalated as appropriate.

It should be further noted that no 'ministerial directions' have been issued to the Victims and Survivors Service Limited and there have been no reported lapses of protective security.

The Audit and Risk Committee has reviewed all instances of suspected fraud and irregularities. Further details are outlined in the Fraud and Counter-Fraud Section on page 92.

Internal Audit

The primary role of Internal Audit is to provide the Accounting Officer and the Board with an independent and objective opinion on risk management, control and governance by measuring and evaluating their effectiveness in achieving the organisation's agreed objectives.

The Victims and Survivors Service Limited appointed a new independent Internal Audit Service, Cavanagh Kelly, in May 2021, for a 3-year period, with the option to extend for a further two years.

Table 11 below outlines the internal audit programme that was carried out relating to 2022-23.

Table 11: Internal Audit 2022-23

Report Date	Scope	Audit Rating	Status
Mar 23	Review of GDPR	Satisfactory	Final Report
July 23	Review of PEACE IV closure	Satisfactory	Final Report
July 23	Review of Management information, Monitoring and Evaluation	Satisfactory	Final Report
July 23	Review of Programmes Governance & Management of funded organisations	Satisfactory	Final Report

Accountability Report for the year ended 31 March 2023

A Satisfactory assurance level denotes that overall there is a satisfactory system of governance, risk management and control. While there may be some residual risk identified, this should not significantly impact on the achievement of system objectives.

The internal auditor's overall assurance rating for 2022-23 is **Satisfactory**.

During 2022-23 a total of seven recommendations were made across four areas. There were no Priority One recommendations, one Priority Two recommendation and six Priority Three recommendations.

In addition, the Follow-Up Report confirmed that of the thirty one audit recommendations reviewed, eighteen were fully implemented, three were no longer applicable, six were partially implemented and four were not implemented.

External Audit

The Comptroller and Auditor General has statutory responsibility for the audit of Victims and Survivors Service Limited under the Companies (Public Sector Audit) Order (Northern Ireland) 2013.

The Northern Ireland Audit Office is independent of Government and is tasked by the Assembly to hold the Northern Ireland Departments and their Agencies to account for their use of public money.

The Comptroller and Auditor General works closely with the Assembly's Public Accounts Committee which can require Accounting Officers and senior officials to account for their actions in relation to the management of public funds.

A representative from the Northern Ireland Audit Office attends the Victims and Survivors Service Limited Audit and Risk Committee meetings.

The Executive Office Oversight Arrangements

Within The Executive Office, the Victims and Survivors Unit is the Sponsoring Division for the Victims and Survivors Service Limited. The Victims and Survivors Unit, in consultation as necessary with the Accounting Officer of The Executive Office, is the primary source of advice to Ministers on the discharge of their responsibilities in respect of the Victims and Survivors Service Limited and the primary point of contact for the Victims and Survivors Service Limited in dealing with the Department.

In order to discharge its duties on behalf of the Sponsor Department, the Victims and Survivors Unit administers the following oversight controls:

Accountability Report for the year ended 31 March 2023

- Regular Tri-Lateral Meetings between the Commission for Victims and Survivors Limited, the Department and the Victims and Survivors Service Limited (attended by Victims and Survivors Service Limited management staff members);
- Accountability and Oversight Meetings (attended by the Chief Executive and Accounting Officer and Head of Corporate Services);
- Quarterly Assurance Statements;
- The Management Statement and Financial Memorandum (updated April 2018); and
- Ongoing Performance Monitoring against the Victims and Survivors Service Limited's Delivery Plan and preparation of its Corporate Plan.

In 2019-20, further guidance on a revised approach to partnership working between Sponsor Departments and Arm's Length Bodies was issued. A draft Partnership Agreement template (to replace the Management Statement and Financial Memorandum) has been issued to all ALBs and Sponsor Departments. I welcome the opportunity to improve the mechanisms for partnership between the Victims and Survivors Service Limited and TEO in this regard. A draft partnership agreement was completed in Q4 of 2022-23, with further work to be completed on the engagement plan in 2023-24.

Accountability Meetings

The Accounting Officer and senior staff attended Accountability Meetings during the year with senior staff from the Department. These meetings took place on four occasions during 2022-23.

Senior Victims and Survivors Service Limited staff and the Chief Executive and Accounting Officer have operated a 'no surprises' policy in respect of ensuring that officials in the Department are aware of all material events, transactions and other issues that could be considered contentious or attract public comment, whether positive or negative. Quarter-end management reporting is shared as standard, in addition to further reporting outlined below.

Assurance Statements

The Quarterly Assurance statement, prepared under the direction of and signed by the Chief Executive and Accounting Officer, provides information and assurance in the following areas:

Accountability Report for the year ended 31 March 2023

- Risk management;
- Business Planning;
- Legislative authorities;
- Budget cover, business cases and post project evaluations;
- Monitoring of expenditure;
- Procurement;
- Consultancy;
- Information assurance and Data Protection;
- Staff management;
- MSFM, Monitoring and Verifications, Whistleblowing and Declaration of Interest Policy compliance;
- Internal and external audit and Public Accounts Committee reports / recommendations; and
- Project Management; and
- Other significant issues.

The Accounting Officer submitted four Assurance Statements to The Executive Office during 2022-23.

The Management Statement and Financial Memorandum

The Management Statement and Financial Memorandum is a key control document setting out the broad framework within which the Victims and Survivors Service Limited will operate. This document defines:

- The Victims and Survivors Service Limited's overall aims, objectives and targets;
- The rules and guidelines relevant to the exercise of the Victims and Survivors Service Limited functions, duties and powers;
- The conditions under which any public funds are paid to the Victims and Survivors Service Limited; and
- How the organisation is to be held to account for its performance.

The Management Statement and Financial Memorandum was reviewed and updated in April 2018 and is available on the Victims and Survivors Service Limited website.

Corporate Plan 2022-25 and Delivery Plan 2022-23

The 2022-25 Corporate Plan (and 2022-23 Delivery Plan) was prepared and submitted to TEO for consideration.

Accountability Report for the year ended 31 March 2023

The Chief Executive has monitored the Victims and Survivors Service Limited's performance against the targets set out in its 2022-23 Delivery Plan, included at [Appendix 2](#).

The Board is satisfied as to the quality of data and information provided by the Chief Executive and Accounting Officer, who gained assurance through detailed reporting provided by senior staff in 2022-23.

Financial Management

Responsibility for ensuring that an effective system of internal financial control is maintained and operated rests with the Accounting Officer. The systems of internal financial control provide reasonable but not absolute assurance that assets are safeguarded, that transactions are authorised and properly recorded and that material errors or irregularities are either prevented or will be detected within a timely period. Internal financial control is based on a framework of management information, financial regulations and administrative procedures, which include the segregation of duties, management supervision and a system of delegation and accountability.

The implementation of the Victims and Survivors Service Limited financial management process in 2022-23 included:

- The setting of annual Grant in Aid;
- Monitoring of actual income and expenditure against the annual budget;
- Setting and management of expenditure profiles;
- Monthly reporting of the Victims and Survivors Service Limited financial position to the Board;
- A clearly defined system of expenditure authority delegations;
- Clear processes for the authorisation of expenditure and the payment of invoices; and
- Continuous engagement around areas of financial need with The Executive Office.

The Victims and Survivors Service Limited has established Financial Policies and Procedures that address areas of risk as well as operational efficiency and effectiveness. These documents act as a reference point detailing all Financial Policies and Procedures that have been approved by the Board.

The Victims and Survivors Service Limited operates a suite of other policies, processes and procedures that cover the full range of its activities. All staff are briefed on these policies during their induction and at regular staff meetings. Any needs identified are addressed through the Victims and Survivors Service Limited's annual training and development plan.

Fraud and Counter-Fraud

The Victims and Survivors Service Limited Policy and Procedures on fraud sets out the responsibilities of staff with regard to fraud prevention, what staff should do if they suspect fraud and the action that will be taken by management in such circumstances in line with the Victims and Survivors Service Limited's Anti-Fraud Policy and Fraud Response Plan.

The Victims and Survivors Service Limited continued to work with the Group Internal Audit and Fraud Investigation Services unit within the Department of Finance and, where appropriate, with the PSNI to fully investigate a number of cases – which all relate to earlier years. One case of fraud was opened and closed in 2022-23. One other case, relating to a prior year, remained open at 31 March 2023.

Whistleblowing

The Victims and Survivors Service Limited's Whistleblowing Policy provides staff with a procedure for reporting concerns about unlawful conduct, fraud, dangers to the public or the environment, or other malpractice. The aim of this policy is to reassure staff that they can feel confident in exposing wrongdoing without any risk to themselves. This policy is also applicable to members of the public who contact the Victims and Survivors Service Limited with concerns about our Funded Organisations.

There were two instances of whistleblowing by anonymous sources to the Victims and Survivors Service in the year to 31 March 2023. The Victims and Survivors Service investigated these cases and took the necessary appropriate action.

Training

The Victims and Survivors Service Limited's Training and Development policy is set in the context of the Victims and Survivors Service Limited recognising the need for well-motivated and highly skilled staff. This is reinforced through the implementation of the Victim and Survivors Service Limited competency framework.

The Victims and Survivors Service Limited is committed to ensuring that all staff have access to learning, development and training opportunities which enable them to be suitably knowledgeable and skilled to carry out their role and to develop in ways that fit with the strategic framework.

The Victims and Survivors Service Limited has made a significant investment in staff training and development through commissioning training in line with employee Personal Development Plans.

Accountability Report for the year ended 31 March 2023

The wide range of training delivered to the sector through the PEACE IV funded Workforce Training and Development Plan has also resulted in significant additional training opportunities for Victims and Survivors Service Limited staff to access trauma informed education, as well as training to improve knowledge, skills and understanding to improve service provision for victims and survivors.

Significant Governance Issues

The Victims and Survivors Service Limited continues to embed processes and procedures through the timely implementation of Internal and External Audit Recommendations. The overall Internal Audit assurance rating was Satisfactory.

There are no reportable governance issues which emerged throughout the year, or after the year end.

Direct Award Contracts

There were no Direct Award Contracts awarded in 2022-23.

Governance Checks for Existing Clients

The Victims and Survivors Service Limited set out a new approach to its governance checks for existing clients in September 2020. Rather than a one-off, annual spot check 'event', the Victims and Survivors Service Limited now undertakes a rolling and continuous eligibility check on a randomly selected sample resulting in coverage of no less than 5% of individuals in each rolling 12 month period.

In the 2022-23 financial year, Victims and Survivors Service Limited conducted sensitive checks on 5% (n=362) of client records to verify their eligibility for payments. This spot check has been fully completed with the maximum extrapolated error rate of 0.92% and a maximum potential extrapolated error value of £39,640.

Conformance with Code of Conduct

The Victims and Survivors Service Limited, like other public bodies, has a duty to conduct affairs in a responsible and transparent way and to take into account the standards in public life set out by the Nolan Committee and the Code of Good Practice (NI) 2013. Where appropriate, the Victims and Survivors Service Limited has taken account of additional good practice documented in the 2013 edition of the Code.

Accountability Report for the year ended 31 March 2023

The Victims and Survivors Service Limited is not a Central Government Department and cannot, therefore, comply with those parts of the code that are only applicable to such Departments. However, the corporate governance arrangements of the Victims and Survivors Service Limited have been established in such a way as to conform broadly to these standards. In doing so, these arrangements reflect the Code's recommendation that for bodies such as the Victims and Survivors Service Limited "*the code should be applied with adjustments to suit their scale, responsibilities and accountability chains*".

Throughout the year to 31 March 2023, the Victims and Survivors Service Limited has complied with all relevant 2013 Code provision.

Conclusion

As Accounting Officer, I have responsibility for reviewing the effectiveness of the system of internal control.

My review of the effectiveness of the system of internal governance is informed by the work of the Internal Auditors and senior staff within the organisation who have responsibility for the development and maintenance of the internal control framework.

I also consider the comments made by the Northern Ireland Audit Office in its Report to Those Charged with Governance and other reports.

I understand the implications of the result of my review of the effectiveness of the system of internal governance.

The system of accountability on which I rely as Accounting Officer to form an opinion on the probity and use of public funds, as detailed in Managing Public Money NI, is now well embedded within the organisation. The structure of the organisation has been appropriate to meet the organisation's corporate and delivery plans (however significant changes to structure have been identified to meet the challenges ahead, and to improve efficiency and effectiveness). Monitoring and evaluation systems have matured, allowing the capture and analysis of timely and accurate information to support internal decision making, resulting in well evidenced, outcomes-based accountability.

Internal and external audit activity in respect of 2022-23, has reflected the sound system of internal control in place within the Victims and Survivors Service Limited, with only a small number of broadly low priority recommendations arising. Any weaknesses identified internally by management, the Board, the Audit and Risk Committee and Internal and External Audit have been considered with immediate action undertaken on priority findings and an implementation plan in place for longer term developments.

2.2 Remuneration and Staff Report for the year ended 31 March 2023

Remuneration Policy

Remuneration of all staff members, including the Chief Executive and Accounting Officer and senior staff, is set out in their contracts of employment and is subject to review under Northern Ireland Civil Service pay remit guidelines. Such a review requires the approval of the Department of Finance.

The appointment and remuneration of the Victims and Survivors Service Limited's Board is determined by The Executive Office.

Service Contracts

Victims and Survivors Service Limited appointments are made in accordance with the Civil Service Commissioners' Recruitment Code, which requires appointments to be made on merit on the basis of fair and open competition but also includes the circumstances when appointments may otherwise be made. Further information can be found in the Victims and Survivors Service Limited Recruitment and Selection Policy.

Unless otherwise stated below, the officials covered by this report hold appointments which are open-ended. Early termination, other than for misconduct, would result in the individual receiving compensation as set out in the Civil Service Compensation Scheme.

Salary and Pension Entitlements

The following sections provide details of remuneration and pension interests of the Directors and the Chief Executive and Accounting Officer in the Victims and Survivors Service Limited.

Assembly Accountability Report for the year ended 31 March 2023

Remuneration (including salary) and Pension Entitlements (Audited Information)

Officials	2022-23				2021-22			
	Salary £'000	Benefits in kind (to nearest £100)	Pension Benefits* (to nearest £1000)	Total £'000	Salary £'000	Benefits in kind (to the nearest £100)	Pension Benefits* (to nearest £1000)	Total £'000
Ms Margaret Bateson, Chief Executive and Accounting Officer (01.04.21 – 31.07.21 and then 15.10.21 – 19.09.22)	40-45 (FTE 80- 85)	-	17	60-65	75-80	-	30	105-110
Mr Andrew Walker, Interim Chief Executive and Accounting Officer (01.08.21 – 14.10.21 and then 22.08.22 - 31.03.23)	45 - 50 (FTE 75- 80)	-	27	70-75	55-60 (FTE 75- 80)	-	4	59-64
Mr Oliver Wilkinson, Board Member and Chair	5-10	-	-	5-10	5-10	-	-	5-10
Mrs Bertha McDougall, Board Member	0-5	-	-	0-5	0-5	-	-	0-5
Ms Patricia Haren, Board Member	0-5	-	-	0-5	0-5	-	-	0-5
Mr Richard Solomon, Board Member Resigned 31.03.22	N/A	N/A	N/A	N/A	0-5	-	-	0-5
Ms Beverley Clarke, Board Member Resigned 23.11.21	N/A	N/A	N/A	N/A	0-5	-	-	0-5
Mr John Cahill Appointed 18.10.22	0-5	-	-	0-5	N/A	N/A	N/A	N/A
Dame Sandra Horley Appointed 18.10.22	0-5	-	-	0-5	N/A	N/A	N/A	N/A

* The value of pension benefits accrued during the year is calculated as (the real increase in pension multiplied by 20) plus (the real increase in any lump sum) less (the contributions made by the individual). The real increases exclude increases due to inflation and any increase or decrease due to a transfer of pension rights.

Salary

‘Salary’ includes gross salary; overtime; recruitment and retention allowances; private office allowances and any other relevant allowances to the extent that it is subject to UK taxation and any severance or ex-gratia payments.

Benefits in Kind

The monetary value of benefits in kind covers any benefits provided by the employer and treated by HM Revenue and Customs as a taxable emolument.

No benefits in kind were paid during the year.

Bonuses

Bonuses are not payable to Victims and Survivors Service Limited Directors or employees. There were no ex-gratia payments made to current Directors or employees.

Fair Pay Disclosures (Audited)

Pay Ratios

Reporting bodies are required to disclose the relationship between the remuneration of the highest-paid director in their organisation to that of the median remuneration of the organisation's workforce.

The banded remuneration of the highest-paid director in the Victims and Survivors Service Limited in the financial year 2022-23 was £75,000 - £80,000 (2021-22: £75,000 - £80,000). This was 2.4 times (2021-22: 2.75 times) the median remuneration of the workforce, which was £32,328 (2021-22: £28,141).

In 2022-23, 0 (2021-22, 0) employees received remuneration in excess of the highest paid director. Remuneration ranged from £20k - £80k (2021-22 £20k - £80k). Total remuneration includes salary, non-consolidated performance-related pay and benefits-in-kind. It does not include severance payments, employer pension contributions and the cash equivalent transfer value of pensions.

A summary of pay ratios by percentile is set out as follows:

2022-23	25th Percentile	Median	75th Percentile
Total remuneration (£)	£23,955	£32,328	£33,459
Pay Ratio	3.24	2.40	2.32

2021-22	25th Percentile	Median	75th Percentile
Total remuneration (£)	£23,483	£27,845	£38,017
Pay Ratio	3.30	2.78	2.04

The movements in the pay ratios compared to 2021-22 are primarily due to recruitment to fill existing vacant posts, and the associated impact on staff profile. Management believe that the median pay ratio is consistent with the pay, reward and progression policies for the employees taken as a whole.

Percentage Change in Remuneration

Reporting bodies are also required to disclose the percentage change from the previous financial year in the:

- a) Salary and allowances, and
 - b) Performance pay and bonuses
- of the highest paid director and of their employees as a whole.

The percentage changes in respect of the Victims and Survivors Service Limited are shown in the following table. It should be noted that the calculation for the highest paid director is based on the mid-point of the band within which their remuneration fell in each year.

Percentage change for:	2022-23 V 2021-22	2021-22 V 2020-21
Average employee salary and allowances	1.28%	3.20%
Highest paid director's salary and allowances	0.00%	0.00%

Pension Benefits (Audited Information)

Officials	Accrued Pension and related lump sum at pension age as at 31 March 2023	Real increase in pension and related lump sum at pension age	CETV at 31 March 2023	CETV at 31 March 2022	Real increase in CETV
	£'000	£'000	£'000	£'000	£'000
Mrs Margaret Bateson, Chief Executive and Accounting Officer (01.04.21 – 31.07.21 and then 15.10.21 – 19.09.22)	15-20	0-2.5	162	150	7
Mr Andrew Walker, Interim Chief Executive and Accounting Officer (01.08.21 – 14.10.21 and then 22.08.22 – 31.03.23)	15-20	0-2.5	237	207*	13

*CETV at 31 March 2022 has been restated as a result of revised values provided by Civil Service Pensions.

Victims and Survivors Service Limited Pension Arrangements

Pension benefits are provided through the Northern Ireland Civil Service pension schemes which are administered by Civil Service Pensions (CSP).

The alpha pension scheme was initially introduced for new entrants from 1 April 2015. The alpha scheme and all previous scheme arrangements are unfunded with the cost of benefits met by monies voted each year. The majority of members of the classic, premium, classic plus and nuvos pension arrangements (collectively known as the Principal Civil Service Pension Scheme (Northern Ireland) [PCSPS(NI)]) also moved to alpha from that date. At that time, members who on 1 April 2012 were within 10 years of their normal pension age did not move to alpha (full protection) and those who were within 13.5 years and 10 years of their normal pension age were given a choice between moving to alpha on 1 April 2015 or at a later date determined by their age (tapered protection).

McCloud Judgement

In 2018, the Court of Appeal found that the protections put in place back in 2015 that allowed older workers to remain in their original scheme, were discriminatory on the basis of age. As a result, steps are being taken by the Department of Finance to remedy those 2015 reforms, making the pension scheme provisions fair to all members. Some active members will have seen changes from April 2022. The remedy is made up of two parts. The first part was completed last year with all active members now being members of alpha from 1 April 2022, this provides equal treatment for all active pension scheme members. The second part is to put right, 'remedy,' the discrimination that has happened between 2015 and 2022. The Northern Ireland Civil Service is currently working on new scheme regulations and processes in readiness for this.

It is expected that, in due course, eligible members with relevant service between 1 April 2015 and 31 March 2022 may be entitled to different pension benefits in relation to that period. The different pension benefits relate to the alternative schemes e.g. legacy PCSPS(NI) 'Classic', 'Premium' or 'Nuvos' (legacy scheme) or alpha. Scheme regulations made in March 2022, closed the PCSPS(NI) to future accrual from 31 March 2022, and all remaining active PCSPS(NI) members (including partially retired members in active service) moved to 'alpha' from 1 April 2022. This completed Phase One to remedy the discrimination identified by the Courts. Any pension benefits built up in the legacy scheme prior to this date are unaffected and PCSPS(NI) benefits remain payable in accordance with the relevant scheme rules. Phase Two will see the implementation of the Deferred Choice Underpin. That is, giving eligible members a choice between legacy scheme and alpha scheme benefits for service between 1 April 2015 and 31 March 2022. At this stage, allowance has not yet been made within CETVs for this remedy. Further information on the remedy is included in the NICS pension scheme accounts which are available at <https://www.financeni.gov.uk/publications/dof-resource-accounts>.

Assembly Accountability Report for the year ended 31 March 2023

Alpha is a 'Career Average Revalued Earnings' (CARE) arrangement in which members accrue pension benefits at a percentage rate of annual pensionable earnings throughout the period of scheme membership. The current accrual rate is 2.32%.

From 1 April 2015, all new entrants joining the NICS can choose between membership of alpha or joining a 'money purchase' stakeholder arrangement with a significant employer contribution (Partnership Pension Account).

Information on the PCSPS(NI) – Closed Scheme

New entrants who joined on or after 30 July 2007 were eligible for membership of the legacy PCSPS(NI) Nuvos arrangement or they could have opted for a Partnership Pension Account. Nuvos was also a CARE arrangement in which members accrued pension benefits at a percentage rate of annual pensionable earnings throughout the period of scheme membership. The rate of accrual was 2.3%.

Staff in post prior to 30 July 2007 were eligible to be in one of three statutory based 'final salary' legacy defined benefit arrangements (Classic, Premium and Classic Plus). From April 2011, pensions payable under these arrangements have been reviewed annually in line with changes in the cost of living. New entrants who joined on or after 1 October 2002 and before 30 July 2007 will have chosen between membership of premium or joining the Partnership Pension Account.

Benefits in Classic accrue at the rate of 1/80th of pensionable salary for each year of service. In addition, a lump sum equivalent to three years' pension is payable on retirement. For Premium, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike Classic, there is no automatic lump sum (but members may give up (commute) some of their pension to provide a lump sum). Classic Plus is essentially a variation of Premium, but with benefits in respect of service before 1 October 2002 calculated broadly as per Classic.

Partnership Pension Account

The Partnership Pension Account is a stakeholder pension arrangement. The employer makes a basic contribution of between 8% and 14.75% (depending on the age of the member) into a stakeholder pension product chosen by the employee. The employee does not have to contribute but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.5% of pensionable salary to cover the cost of centrally provided risk benefit cover (death in service and ill health retirement).

Active members of the pension scheme will receive an Annual Benefit Statement. The accrued pension quoted is the pension the member is entitled to receive when they reach their scheme pension age, or immediately on ceasing to be an active member of the scheme if they are at or over pension age. The normal scheme pension age in alpha is linked to the member's State Pension Age but cannot be before age 65. The Scheme

Assembly Accountability Report for the year ended 31 March 2023

Pension age is 60 for any pension accrued in the legacy Classic, Premium, and Classic Plus arrangements and 65 for any benefits accrued in Nuvos. Further details about the NICS pension schemes can be found at the website www.financeni.gov.uk/civilservicepensions-ni.

All pension benefits are reviewed annually in line with changes in the cost of living. Any applicable increases are applied from April and are determined by the Consumer Prices Index (CPI) figure for the preceding September. The CPI in September 2022 was 10.1% and HM Treasury has announced that public service pensions will be increased accordingly from April 2023.

Employee contribution rates for all members for the period covering 1 April 2023 – 31 March 2024 are as follows:

Annualised Rate of Pensionable Earnings (Salary Bands)		Contribution rates – All members
From	To	From 01 April 2023 to 31 March 2024
£0	£25,049.99	4.60%
£25,050.00	£56,999.99	5.45%
£57,000.00	£153,299.99	7.35%
£153,300.00 and above		8.05%

Cash Equivalent Transfer Values

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies. The CETV figures, and from 2003-04 the other pension details, include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the NICS pension arrangements. They also include any additional pension benefit accrued to the member as a result of their purchasing additional years of pension service in the scheme at their own cost. CETVs are calculated in accordance with The Occupational Pension Schemes (Transfer Values) (Amendment) Regulations 2015 and do not take account of any actual or potential benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken.

Real increase in CETV

This reflects the increase in CETV effectively funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period. However, the real increase calculation uses common actuarial factors at the start and end of the period so that it disregards the effect of any changes in factors and focuses only on the increase that is funded by the employer.

Staff Report

Staff Numbers and Related costs (Audited)

Staff costs comprise:

Staff costs	Permanently Employed Staff	Others (Agency & Seconded)	Year ended 31-Mar-23 Total	Year ended 31-Mar-22 Total
Wages and salaries	1,171,302	661,836	1,833,138	1,775,642
Social security costs	121,739	-	121,739	133,928
Pension costs	345,594	-	345,594	391,946
Board costs	16,057	-	16,057	16,025
Total Net Costs	1,654,692	661,836	2,316,528	2,317,541
Less: Recoveries in respect to outward secondments	83,109	-	83,109	168,560
Total Net Costs	1,571,583	661,836	2,233,419	2,148,981
Funded through Core Funds	1,010,096	470,727	1,480,823	1,515,140
Funded through HIA Funds	54,247	84,465	138,712	138,391
Funded through MBMLW Funds	104,286	2,956	107,242	14,852
Funded through PEACE IV Funds	258,811	84,420	343,231	480,598
Funded through PEACE Interim Funds	144,143	19,268	163,411	-
Total Net Costs	1,571,583	661,836	2,233,419	2,148,981

* Of the total, £nil has been charged to capital.

Pension

The Northern Ireland Civil Service main pension schemes are unfunded multi-employer defined benefit schemes in which the Victims and Survivors Service is unable to identify its share of the underlying assets and liabilities.

The Public Service Pensions Act (NI) 2014 provides the legal framework for regular actuarial valuations of the public service pension schemes to measure the costs of the benefits being provided. These valuations inform the future contribution rates to be paid into the schemes by employers every four years following the scheme valuation. The Act also provides for the establishment of an employer cost cap mechanism to ensure that the costs of the pension schemes remain sustainable in future.

The Government Actuary's Department (GAD) is responsible for carrying out scheme valuations. The Actuary reviews employer contributions every four years following the scheme valuation. The 2016 scheme valuation was completed by GAD in March 2019. The outcome of this valuation was used to set the level of contributions for employers from 1 April 2019 to 31 March 2023.

The 2016 Scheme Valuation requires adjustment as a result of the 'McCloud remedy'. The Department of Finance also commissioned a consultation in relation to the Cost Cap element of Scheme Valuations which closed on 25 June 2021. The Cost Cap Mechanism (CCM) is a measure of scheme costs and determines whether member costs or scheme benefits require adjustment to maintain costs within a set corridor. By taking into account the increased value of public service pensions, as a result of the 'McCloud remedy', scheme cost control valuation outcomes will show greater costs than otherwise would have been expected. Following completion of the consultation process the 2016 Valuation has been completed and the final cost cap determined. Further information can be found on the Department of Finance website <https://www.finance-ni.gov.uk/articles/northern-ireland-civil-service-pension-scheme-valuations>.

A case for approval of a Legislative Consent Motion (LCM) was laid in the Assembly to extend the Public Service Pensions and Judicial Offices Bill (PSP&JO) to Northern Ireland. Under the LCM agreed by the NI Assembly on 1 November 2021 provisions are included in the Act for devolved schemes in NI. A second LCM was laid in the Assembly to implement the CCM changes in the Westminster Bill for devolved schemes. The second LCM, as agreed by the Assembly on 31 January 2022, ensured the reformed only scheme design and the economic check will now be applied to the 2020 scheme valuations for the devolved public sector pension schemes, including the NICS pension scheme. The PSP&JO Act received Royal Assent on 10 March 2022. The UK Act legislates how the government will remove the discrimination identified in the McCloud judgment. The Act also includes provisions that employees will not experience any detriment if the adjusted valuation costs breach the set cost cap ceiling but any breaches of the cost cap floor (positive employee impacts) in the completed valuations will be honoured.

For 2022-23, employers' contributions of £340,186 were payable to the NICS pension arrangements (2021-22 £391,946) at one of three rates in the range 28.7% to 34.2% of pensionable pay, based on salary bands.

Assembly Accountability Report for the year ended 31 March 2023

Employees can opt to open a partnership pension account, a stakeholder pension with an employer contribution. Employers' contributions of £5,408.39 (2021-22 £3,708.24) were paid to one or more of the panel of two appointed stakeholder pension providers. Employer contributions are age-related and range from 8% to 14.75% (2021-22, 8% to 14.75%) of pensionable pay. The partnership pension account offers the member the opportunity of having a 'free' pension. The employer will pay the age-related contribution and if the member does contribute, the employer will pay an additional amount to match member contributions up to 3% of pensionable earnings.

Employer contributions of £184.53, 0.5% (2021-22 £161.28, 0.5%) of pensionable pay, were payable to the NICS Pension schemes to cover the cost of the future provision of lump sum benefits on death in service and ill health retirement of these employees. Contributions due to the partnership pension providers at the reporting period date were £nil. Contributions prepaid at that date were £nil.

Nil persons (2021-22: 0 persons) retired early on ill-health grounds.

Average Number of Persons Employed (Audited)

The average number of whole-time equivalent persons employed during the year was as follows:

	Permanently Employed Staff	Others (Agency and Seconded)	Year ended 31 March 2023 Total	Year ended 31 March 2022 Total
Administrators	21.62	6.77	28.39	29.57
Management	6.01	0.94	6.95	8.22
Senior Management	4.52	0	4.52	4.25
Total	32.15	7.71	39.86	42.04

Compensation on early retirement or for Loss of Office (Audited)

No Directors or Officers were compensated for early retirement or loss of office in 2022-23

Assembly Accountability Report for the year ended 31 March 2023

Fees to Third Parties

Only remuneration and expenses were paid to Directors of the Victims and Survivors Service Limited in 2022-23. The Victims and Survivors Service Limited Board of Directors remuneration details are on page 96.

Expenses reimbursed to/incurred in respect of Non-Executive Directors were as follows:

	Year end 31 March 2023 (£)	Year end 31 March 2022 (£)
O. Wilkinson, Board Chair	0	0
B. McDougall, Board Member	98	0
P Haren, Board Member	0	0
R Solomon, Board Member	No longer in post	0
B Clarke, Board Member	No longer in post	0
S Horley, Board Member*	3,287	Start date – October 2022
J Cahill, Board Member	401	Start date – October 2022
Total	3,786	0

**Travelling from outside of Northern Ireland*

No further remuneration or expenses were paid to Non-Executive Directors in 2022-23.

Senior Civil Service Staff (Audited)

In 2022-23 the Victims and Survivors Service Limited had one senior civil service (or equivalent) staff member (the Chief Executive Officer).

Staff Composition – breakdown of employees by gender (Audited)

Table 12 below illustrates the breakdown of employed staff by gender and grade.

Table 12: Breakdown of Victims and Survivors Service Limited Board and staff by gender and grade as at 31 March 2023

Board		Grade 5		Grade 7		DP		SO		EO1, EO2 and AO	
Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
2	3	1	0	0	3	2	4	1	11	7	7

Overall breakdown: 36 Staff - 25 female and 11 male; Board – 3 female and 2 male.

At 31 March 2023, the Victims and Survivors Service Limited had 36 employees in post (34.08 full time equivalent). An additional 7 agency staff were in place on 31 March 2023, filling key vacancies within the organisational structure. The average permanent staff number was 32.15 during this period as outlined in Note 2 staff numbers and related costs on page 126.

Off-Payroll Engagements

The Victims and Survivors Service Limited had no ‘off-payroll’ engagement costs in 2022-23.

Expenditure on External Consultancy

The Victims and Survivors Service Limited spent £0 on external consultancy in 2022-23.

Absence Data

Table 13 below shows the sickness absence results for the Victims and Survivors Service Limited for the year ended 31 March 2023.

Table 13: Sickness Absence

	Working days lost 2022-23	Average days lost per FTE member of staff
Including long-term absence	232.0	7.22
Excluding long-term absence	134.0	4.17

* Based on an average FTE of 32.15 permanent employees over the full year.

By comparison there were 442.78 days absence (including long term absence) in 2021-22, an average of 12.64 working days lost per member of staff during that period.

Excluding long term absence, there were 130.78 days of absence in 2021-22, an average of 3.73 working days lost per member of staff during that period. There were two employees off work on long-term sickness absence ongoing as at 31 March 2023.

Employee Policies

The Victims and Survivors Service Limited is committed to the development of its staff and to policies that enable them to contribute to the performance and long-term effectiveness of the organisation.

In particular the Victims and Survivors Service Limited:

- Follows the Northern Ireland Civil Service policy that all eligible persons have equal opportunity for employment and advancement on the basis of their ability, qualification and aptitude for work;
- Gives equality of opportunity when considering applications from disabled persons, in compliance with all existing legislation in regard to disabled employees;
- Recognises the benefit of keeping employees informed of the progress of the business and of involving them in the company's performance through regular Staff Planning days and briefings; and
- Regularly provides employees, through meetings and notices, with information regarding the external factors affecting the performance of the company and other matters of concern to them.

Specific staff policies which are in place include:

- **Disabled Persons:** The Victims and Survivors Service Limited Equal Opportunities policy applies to the employment of people with a disability. The Victims and Survivors Service Limited is committed to ensuring that its policies and practices comply with the requirements of the Disability Discrimination Act 1995.

Assembly Accountability Report for the year ended 31 March 2023

- **Equal Opportunities:** As an equal opportunity employer the Victims and Survivors Service Limited is fully committed to the elimination of all forms of discrimination, harassment and victimisation. It has an obligation under fair employment legislation to ensure that it carries out its various functions having due regard to the need to promote equality of opportunity.
- **Employee Involvement:** The Victims and Survivors Service Limited places considerable reliance on engagement and involvement of its employees. It makes every effort to ensure that staff are kept informed of plans and developments through a formal team briefing process, staff briefings, circulars and involvement in the design and implementation of corporate and business plans.
- **Learning and Development:** During 2022-23 the Victims and Survivors Service Limited continued to provide significant learning and development opportunities to staff throughout the organisation. This process is structured through the completion of personal development plans within the performance appraisal system.
- **Health and Safety:** The Victims and Survivors Service Limited is committed to applying all existing health and safety at work legislation and regulations to ensure that staff and visitors enjoy the benefits of a safe environment.
- **Staff Health and Wellbeing Programme:** During 2022-23 the programme continued to be offered to enhance staff health and wellbeing. Linked to the Take 5 methodology, the programme seeks to provide opportunity for staff to engage in activities which will benefit their health and wellbeing. The programme also includes a series of actions to enhance the working environment for staff.

Staff Turnover

Staff Turnover percentage for the year was 15.4% (2021-22 30.4%).

Exit Packages (Audited Information)

There were no redundancies or ill health retirements costs in the year to 31 March 2023.

2.3 Assembly Accountability Report for the year ended 31 March 2023

Fees and Charges (Audited)

The Victims and Survivors Service Limited incurred no fees or charges during 2022-23.

Remote Contingent Liabilities (Audited)

There are no remote contingent liabilities.

Losses and Special Payments (Audited)

The Victims and Survivors Service Limited made one request for write-off during 2022-23. A small number of other low value payment recoveries remain open in respect of cases relating to individuals with recovery in progress.

Gifts and Hospitality

The Victims and Survivors Service Limited did not receive any gifts or hospitality during 2022-23.



Oliver Wilkinson
Chairman



Andrew Walker
Chief Executive and
Accounting Officer

Date: 07 December 2023

The Certificate of the Comptroller and Auditor General to the members of the Victims and Survivors Service Limited

VICTIMS AND SURVIVORS SERVICE LIMITED

THE CERTIFICATE AND REPORT OF THE COMPTROLLER AND AUDITOR GENERAL TO THE NORTHERN IRELAND ASSEMBLY

Opinion on financial statements

I certify that I have audited the financial statements of the Victims and Survivors Service Limited for the year ended 31 March 2023 under the Companies (Public Sector Audit) Order (Northern Ireland) 2013. The financial statements comprise: the Statements of Comprehensive Net Expenditure, Financial Position, Cash Flows and Changes in Taxpayers' Equity; and the related notes, including significant accounting policies. The financial reporting framework that has been applied in the preparation of the Victims and Survivors Limited's financial statements is applicable law and the International Financial Reporting Standards.

I have also audited the information in the Accountability Report that is described in that report as having been audited.

In my opinion the financial statements:

- give a true and fair view of the state of the Victims and Survivors Service Limited's affairs as at 31 March 2023 and of its net expenditure for the year then ended;
- have been properly prepared in accordance with UK adopted international accounting standards; and
- have been prepared in accordance with the Companies Act 2006.

Opinion on regularity

In my opinion, in all material respects the expenditure and income recorded in the financial statements have been applied to the purposes intended by the Assembly and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Basis for opinions

I conducted my audit in accordance with International Standards on Auditing (ISAs)(UK), applicable law and Practice Note 10 'Audit of Financial Statements and Regularity of Public Sector Bodies in the United Kingdom'. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of this certificate. My staff and I are independent of the Victims and Survivors Service Limited in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK, including the Financial Reporting Council's Ethical Standard, and have fulfilled our other ethical responsibilities in accordance with these requirements.

The Certificate of the Comptroller and Auditor General to the members of the Victims and Survivors Service Limited

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my opinions.

Conclusions relating to going concern

In auditing the financial statements, I have concluded that the Victims and Survivors Service Limited's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the Victims and Survivors Service Limited work I have performed, I have not identified any material uncertainties that relating to events or conditions that, individually or collectively, may cast significant doubt about on the Victims and Survivors Service Limited's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

The going concern basis of accounting for the Victims and Survivors Service Limited is adopted in consideration of the requirements set out in the Government Financial Reporting Manual, which require entities to adopt the going concern basis of accounting in the preparation of the financial statements where it anticipated that the services which they provide will continue into the future.

My responsibilities and the responsibilities of the directors and Accounting Officer with respect to going concern are described in the relevant sections of this report.

Other Information

The other information comprises the information included in the annual report other than the financial statements, the parts of the Accountability Report described in that report as having been audited and my audit certificate and report. The directors and Accounting Officer are responsible for the other information included in the annual report. My opinion on the financial statements does not cover the other information and except to the extent otherwise explicitly stated in my report, I do not express any form of assurance conclusion thereon.

My responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

The Certificate of the Comptroller and Auditor General to the members of the Victims and Survivors Service Limited

Opinion on other matters

In my opinion:

- the parts of the Accountability Report to be audited have been properly prepared in accordance with the Government Financial Reporting Manual; and
- the information given in the Performance Report and Director's Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Performance Report and Director's Report have been prepared in accordance with applicable legal requirements.

Matters on which I report by exception

In the light of the knowledge and understanding of the Victims and Survivors Service Limited and its environment obtained in the course of the audit, I have not identified material misstatements in the Performance Report and Directors' Report. I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept; or
- the financial statements and the parts of the Accountability Report to be audited are not in agreement with the accounting records; or
- certain disclosures of remuneration specified by law are not made; or
- I have not received all of the information and explanations I require for my audit; or
- the Governance Statement does not reflect compliance with the Department of Finance's guidance.

Responsibilities of the Directors and Accounting Officer for the financial statements

As explained more fully in the Statement of Accounting Officer's and Directors' Responsibilities, the directors and the Accounting Officer are responsible for:

- preparing the Annual Report, which includes the Remuneration and Staff Report, in accordance with the Companies Act 2006;
- the preparation of the financial statements and for being satisfied that they give a true and fair view;
- such internal controls as management determines are necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; and
- assessing the Victims and Survivors Service Limited's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Accounting Officer

The Certificate of the Comptroller and Auditor General to the members of the Victims and Survivors Service Limited

anticipates that the services provided by the Victims and Survivors Service Limited will not continue to be provided in the future.

Auditor's responsibilities for the audit of the financial statements

My responsibility is to audit, certify and report on the financial statements in accordance with the Companies (Public Sector Audit) Order (Northern Ireland) 2013.

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error and to issue a certificate that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulation, including fraud.

My procedures included:

- obtaining an understanding of the legal and regulatory framework applicable to the Victims and Survivors Service Limited through discussion with management and application of extensive public sector accountability knowledge. The key laws and regulations I considered included governing legislation and any other relevant laws and regulations identified;
- making enquires of management and those charged with governance on the Victims and Survivors Service Limited's compliance with laws and regulations;
- making enquiries of internal audit, management and those charged with governance as to the Victims and Survivors Service Limited's susceptibility to irregularity and fraud, their assessment of the risk of material misstatement due to fraud and irregularity, and their knowledge of actual, suspected and alleged fraud and irregularity;
- completing risk assessment procedures to assess the susceptibility of the Victims and Survivors Service Limited's financial statements to material misstatement, including how fraud might occur. This included, but was not limited to, an engagement director led engagement team discussion on fraud to identify particular areas, transaction streams and business practices that may be susceptible to material misstatement due to fraud. As part of this discussion, I identified potential for fraud in the posting of unusual journals and grant funding;
- engagement director oversight to ensure the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with the applicable legal and regulatory framework throughout the audit;
- documenting and evaluating the design and implementation of internal controls in place to mitigate the risk of material misstatement due to fraud and non-compliance with laws and regulations;

The Certificate of the Comptroller and Auditor General to the members of the Victims and Survivors Service Limited

- designing audit procedures to address specific laws and regulations which the engagement team considered to have a direct material effect on the financial statements in terms of misstatement and irregularity, including fraud. These audit procedures included, but were not limited to, reading board and committee minutes, and agreeing financial statement disclosures to underlying supporting documentation and approvals as appropriate;
- addressing the risk of fraud as a result of management override of controls by:
 - performing analytical procedures to identify unusual or unexpected relationships or movements;
 - testing journal entries to identify potential anomalies, and inappropriate or unauthorised adjustments;
 - assessing whether judgements and other assumptions made in determining accounting estimates were indicative of potential bias; and
 - investigating significant or unusual transactions made outside of the normal course of business.

A further description of my responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website www.frc.org.uk/auditorsresponsibilities. This description forms part of my certificate.

In addition, I am required to obtain evidence sufficient to give reasonable assurance that the expenditure and income recorded in the financial statements have been applied to the purposes intended by the Assembly and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Report

I have no observations to make on these financial statements.



Dorinnia Carville
Comptroller and Auditor General
Northern Ireland Audit Office
106 University Street
BELFAST
BT7 1EU

11th December 2023

Financial Statements

Statement of Comprehensive Net Expenditure

Financial Statements

3.1 Statement of Comprehensive Net Expenditure

For the year ended 31 March 2023

	Note	Year ended 31-Mar-23 £	Year ended 31-Mar-22 £
Income			
Grant from EU	4	2,147,429	2,817,489
MBMLW	4	-	40,931
		2,147,429	2,858,420
Expenditure			
Staff Costs	2	2,233,419	2,148,981
Programme Costs	3.1	16,976,808	15,616,355
Operating Costs	3.3	649,835	619,312
Depreciation and Amortisation	3.3	28,443	32,153
Provision provided for in period	3.3	-	-
Total Expenditure		19,888,505	18,416,801
Net Operating Expenditure for the year ended 31 March 2023		(17,741,076)	(15,558,381)
Total Comprehensive Net Expenditure		(17,741,076)	(15,558,381)
Amount Transferred to General Fund		(17,741,076)	(15,558,381)

Notes 1 to 22 on pages 120-138 form part of these financial statements.

Financial Statements

3.2 Statement of Financial Position

As at 31 March 2023

	Note	Year ended 31-Mar-23 £	Year ended 31-Mar-22 £
Non-Current Assets			
Property, Plant and Equipment	5	24,750	31,733
Intangible Assets	6	75,259	28,381
Total Non-Current Assets		100,009	60,114
Current Assets			
Trade and Other Receivable	10	4,350,476	3,264,475
Cash and Cash Equivalents	11	307,870	1,050,530
Total Current Assets		4,658,346	4,315,005
Total Assets		4,758,355	4,375,119
Current Liabilities			
Trade and Other Payables	12	3,090,975	3,978,151
Total Current Liabilities		3,090,975	3,978,151
Total Assets less Current Liabilities		1,667,380	396,968
Non-Current Liabilities			
Provision for Liabilities and Charges	13	12,900	12,900
total Non-Current Liabilities		12,900	12,900
Total assets less total liabilities		1,654,480	384,068
Taxpayers Equity			
General fund		1,654,480	384,068

Notes 1 to 22 on pages 120-138 form part of these financial statements.

COMPANY NUMBER: NI 611922

Financial Statements

In the view of the Board of the Victims and Survivors Service Limited an exemption from the audit requirements of Part 16 of the Companies Act 2006 is available under section 482 of that Act, since the company is a non-profit making company and is subject to audit by the Comptroller and Auditor General for Northern Ireland which is performed under Companies (Public Sector Audit) Order (Northern Ireland) 2013. The Victims and Survivors Service Limited therefore claims this exemption.

The Victims and Survivors Service Limited Board and the Accounting Officer acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and preparation of accounts.

The financial statements were reviewed by the Accounting Officer on 07 December 2023.



Andrew Walker
Chief Executive and Accounting Officer

Date: 07 December 2023

The financial statements were approved by the Board on 07 December 2023 and were signed on its behalf by:



Oliver Wilkinson
Chairman

Date: 07 December 2023

Financial Statements

3.3 Statement of Cash Flows

For the year ended 31 March 2023

	Note	Year ended 31-Mar-23 £	Year ended 31-Mar-22 £
Cash flows from operating activities			
(Deficit) / Surplus for the period		(17,741,076)	(15,558,381)
Adjustments for non-cash transactions			
Depreciation	3.3	8,663	4,362
Amortisation	3.3	19,780	27,791
Provision written back	3.3	-	-
(Increase) / Decrease in trade receivables and other current assets	10	(1,086,001)	(1,343,839)
Increase / (Decrease) in trade payables and other current liabilities	12	(887,176)	737,435
Provision utilised	13	-	-
Net cash outflow from operating activities		(19,685,810)	(16,132,632)
Cash flows from investing activities			
Purchase of property, plant and equipment	5	(1,680)	(20,587)
Purchase of intangible assets	6	(66,658)	(10,904)
Net cash outflow from investing activities		(68,338)	(31,491)
Cash flows from financing activities			
Grant in Aid from Sponsor Department		19,011,488	15,822,000
(Decrease) / Increase in cash and cash equivalents in the period		(742,660)	(342,123)
Cash and cash equivalents at the beginning of the period	11	1,050,530	1,392,653
Cash and cash equivalents at the end of the period		307,870	1,050,530

Notes 1 to 22 on pages 120-138 form part of these financial statements.

3.4 Statement of Changes in Taxpayers' Equity

For the year ended 31 March 2023

	General Fund £	Taxpayers' Equity £
Balance at 31 March 2021	120,449	120,449
Changes in Taxpayers' Equity for 2021-22		
Total Comprehensive Net Expenditure for the Year	(15,558,381)	(15,558,381)
Grant in Aid from Sponsor Department	15,822,000	15,822,000
Balance at 31 March 2022	384,068	384,068
Changes in Taxpayers' Equity for 2022-23		
Total Comprehensive Net Expenditure for the Year	(17,741,076)	(17,741,076)
Grant in Aid from Sponsor Department	19,011,488	19,011,488
Balance at 31 March 2023	1,654,480	1,654,480

Notes 1 to 22 on pages 120-138 form part of these financial statements.

Notes to the Financial Statements

1. Statement of Accounting Policies

These financial statements have been prepared in accordance with the 2022-23 Government Financial Reporting Manual (FReM) issued by HM Treasury. The accounting policies contained in the FReM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context. Where the FReM permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the particular circumstances of the Victims and Survivors Service Limited for the purpose of giving a true and fair view has been selected. The particular policies adopted by the Victims and Survivors Service Limited are described below. These have been applied consistently in dealing with items that are considered material to the accounts.

2. 1.1 Accounting Convention

These accounts have been prepared in accordance with the historical cost convention. The Directors do not consider the current costs of any of the transactions or closing balances to be materially different from the historical cost.

Modifications to account for the revaluation of property, plant and equipment, intangible assets and inventories are not considered to be material.

1.2 Basis of Accounting

Income and expenditure are measured using the accruals basis of accounting. Without limiting the information given, the accounts meet the accounting and disclosure requirements of the Companies Act 2006 and Accounting Standards issued or adopted by the Accounting Standards Board and accounting and disclosure requirements issued by the Department of Finance.

1.3 Income and Financing

Income comprises grants receivable from the Special EU Programmes Body in respect of funding for the PEACE IV Programme.

In 2021-22, income also included grants from The Executive Office in respect of funding for interim services in respect of Mother and Babies, Magdalene Laundries and Workhouses victims and survivors. From 2022-23 onwards, funding for these services is transacted through Grant in Aid rather than on a reimbursement basis.

FReM requires Arms-Length Bodies to regard Grant in Aid received as contributions from controlling parties giving rise to a financial interest in the residual interest of the body and

Notes to the Financial Statements

hence accounted for as financing. Grant in Aid from the Sponsor Department (The Executive Office) is credited to the General Reserve in line with the FrEM requirement.

1.4 Tangible Fixed Assets and Depreciation

Tangible fixed assets are capitalised if they are capable of being used for a period which exceeds one year and they:

- Individually have a cost of at least £1,000; or
- Satisfy the criteria of a grouped asset, i.e. collectively they have a cost of at least £1,000, are functionally interdependent, have broadly simultaneous purchase dates and are anticipated to have simultaneous disposal dates.

Tangible fixed assets are stated at historical cost and are not re-valued under IAS 16 due to of the immateriality of the balances involved.

Tangible fixed assets are depreciated at rates calculated to write them down to estimated residual value on a straight-line basis over their estimated useful lives as:

- Furniture and Fittings 10 years
- IT Equipment 4 years

A full month's depreciation is charged in the month of acquisition and in the month of disposal.

1.5 Foreign Currency

The accounts are maintained and reported in Sterling. There are no foreign currency transactions in the Victims and Survivors Service Limited.

1.6 Intangible Assets

Intangible non-current assets are capitalised when they are capable of being used in the Victims and Survivors Service Limited activities for more than one year, they can be valued and they have a cost of at least £1,000 (either individually or as a grouped asset).

Intangible assets are amortised at rates calculated to write them down to estimated residual value on a straight-line basis over their estimated useful lives as:

- HR system software 4 years
- Website Development 4 years
- IT Software/Licences 4 years

Notes to the Financial Statements

Purchased computer software licences will be capitalised as an intangible non-current asset where expenditure of at least £1,000 is incurred (either individually or as a grouped asset). They will be amortised over the shorter of the term of the licence and their useful economic life, typically 4 years.

1.7 Impairment

Non-current assets held for operational use will be valued at historical cost and are amortised over the estimated life of the asset on a straight-line basis. Where there is an indication that the carrying value of items of property, plant and equipment or intangibles may have been impaired through events or changes in circumstances, a review will be undertaken of the recoverable amount of that asset.

1.8 Taxation

The Victims and Survivors Service Limited is a registered company limited by guarantee and is engaged in non-profit making activities in accordance with the Memorandum of Understanding with The Executive Office and the memorandum and articles of association and accordingly its activities are not liable to Income and Corporation Taxes.

All of the Victims and Survivors Service Limited's incoming resources are through grant in aid and grant funding which is outside the scope of taxation. Accordingly the Victims and Survivors Service Limited is not VAT registered and amounts in these accounts are inclusive of Value Added Tax where charged.

1.9 Pension Arrangements

The Victims and Survivors Service Limited participates in a pension scheme administered by the Northern Ireland Civil Service. The Principal Civil Service Pension Scheme (Northern Ireland) (PCSPS [NI]) is for all permanent and fixed term members of staff. The defined benefit schemes are unfunded.

The company makes pension contributions at 28.7% to 34.2% of pensionable pay based on salary bands to the approved pension scheme. The cost of contributions for providing pensions for employees is charged to the statement of comprehensive net expenditure account as they are earned, in accordance with IAS 19 *Employee Benefits*. Seconded staff members remain members of their respective pension schemes.

1.10 Provisions

The Victims and Survivors Service Limited makes provisions for liabilities and charges where, at the date of the Statement of Financial Position, a legal or constructive liability exists (i.e., a present obligation from past events exists), where the transfer of economic benefits is probable and a reasonable estimate can be made. Where the time value of

Notes to the Financial Statements

money is material, Victims and Survivors Service Limited discounts the provision to its present value using a standard Government discount rate.

1.11 Grants Payable

Grants are treated as paid if they have been authorised for payment by officers at the appropriate level. Grants payable include amounts paid in the period and amounts accrued and still to be paid at the Statement of Financial Position date.

1.12 Employee Benefits

Under the requirements of IAS 19: *Employee Benefits*, staff costs must be recorded as an expense as soon as the organisation is obliged to pay them. This includes the cost of any untaken leave at the year end. This cost has been calculated using the untaken leave per staff member and applying this to their annual salary to calculate the leave balance as at 31 March 2023.

1.13 Resources Expended

Support costs include all expenditure directly relating to the objectives of the company. Administration and Management costs comprise the costs involved in complying with constitutional and statutory requirements.

Costs incurred for meetings, seminars and other specific expenditure relating to the individual programmes are classified as Programme Costs.

1.14 Leases

The Victims and Survivors Service has applied IFRS 16 with a date of initial application of 1 April 2022. As permitted by IFRS 16, The Victims and Survivors Service Limited has elected not to recognise right of use assets and lease liabilities for the following lease types:

- Low value assets, with an assessment performed on the underlying asset when new; and,
- Leases with a lease term of 12 months or less

As a result, the Victims and Survivors Service Limited has not recognised any right of use assets or lease liabilities for the financial year ended 31 March 2023.

The Victims and Survivors Service Limited has applied IFRS 16 using the modified retrospective approach and therefore comparative information has not been restated and continues to be reported under IAS 17 Leases.

Policy Applicable from 1 April 2022

Where a contract is assessed as containing a lease, The Victims and Survivors Service Limited recognises a right of use asset and lease liability at the commencement date of the contract. The right of use asset is initially measured at cost, with depreciation charged to the Statement of Comprehensive Net Expenditure on a straight-line basis over the term of the lease. The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease. The interest element of the lease is charged to the Statement of Comprehensive Net Expenditure over the period of the lease at a constant rate in relation to the balance outstanding.

1.15 Funds

All income received by the company must be used for specific purposes which are within the overall aims of the company.

1.16 Segmental Reporting

The principal aim of the Victims and Survivors Service Limited has previously involved provision of services solely to victims and survivors as defined in the Victims and Survivors (Northern Ireland) Order 2006. In the 2020/21 year Victims and Survivors Service Limited launched a new service, with provision of services extended to survivors of Historical Institutional Abuse. In the 2021-22 year, similar services were extended to those impacted by Mother and Baby, Magdalene Laundries and Workhouses. The Victims and Survivors Service is therefore considered to now have three operating segments. In preparing these accounts Victims and Survivors Service considered the implications of IFRS 8 and concluded that the thresholds for segmental reporting had not been met. Expenditure and income for all services have been clearly distinguished throughout, and Victims and Survivors Service recognise the need to assess the applicability of IFRS 8 in future accounting periods.

1.17 Changes in Accounting standards, interpretations and amendments to published standards issued and effective for the 2022-23 financial year

The Victims and Survivors Service Limited has considered those new Standards, interpretations and amendments to existing Standards which have been published and are mandatory for adoption in the 2022-23 financial year. The following new standards are effective from 1 April 2022 and have been adopted by the Victims and Survivors Service Limited:

- IFRS 16 Leases

1.18 Changes in Accounting standards, interpretations and amendments to published standards not yet effective

The Victims and Survivors Service Limited has considered those new Standards, interpretations and amendments to existing Standards which have been published but are not yet effective, nor adopted early for these Accounts. The Victims and Survivors Service Limited considers that these standards are either not relevant or material to its operations.

1.19 Contingent Liabilities

Contingent liabilities are not recognised in the accounting statements; they are disclosed by way of a note if:

- There is a possible obligation arising from past events, the existence of which will be confirmed only by the occurrence of one of more uncertain events not wholly within the Victims and Survivors Service Limited's control; or
- A present obligation arises from past events but is not recognised because it is not probable that a transfer of economic benefits will be required to settle the obligation or because the amount of the obligation cannot be measured with sufficient reliability.

For each class of contingent liability, the nature of the contingency, a brief description, an estimate of its financial effect, an indication of the uncertainties relating to the amount or timing of any outflow and the possibility of any reimbursement has, if applicable, been disclosed. If there is a present obligation and the transfer of economic benefit in respect of a contingent liability has become probable and a reliable estimate is available, a provision will be recognised in the financial statements.

1.20 Going Concern

The Financial Statements have been prepared on the assumption that Victims and Survivors Service Limited is a going concern and will continue in operation for the foreseeable future.

2. Staff Numbers and Related Costs

Staff costs comprise:

Staff costs	Permanently Employed Staff	Others (Agency & Seconded)	Year ended 31-Mar-23 Total	Year ended 31-Mar-22 Total
Wages and salaries	1,171,302	661,836	1,833,138	1,775,642
Social security costs	121,739	-	121,739	133,928
Pension costs	345,594	-	345,594	391,946
Board costs	16,057	-	16,057	16,025
Total Net Costs	1,654,692	661,836	2,316,528	2,317,541
Less: Recoveries in respect to outward secondments	83,109	-	83,109	168,560
Total Net Costs	1,571,583	661,836	2,233,419	2,148,981
Funded through Core Funds	1,010,096	470,727	1,480,823	1,515,140
Funded through HIA Funds	54,247	84,465	138,712	138,391
Funded through MBMLW Funds	104,286	2,956	107,242	14,852
Funded through PEACE IV Funds	258,811	84,420	343,231	480,598
Funded through PEACE Interim Funds	144,143	19,268	163,411	-
Total Net Costs	1,571,583	661,836	2,233,419	2,148,981

* Of the total, £nil has been charged to capital.

Pension

The Northern Ireland Civil Service main pension schemes are unfunded multi-employer defined benefit schemes in which the Victims and Survivors Service is unable to identify its share of the underlying assets and liabilities.

The Public Service Pensions Act (NI) 2014 provides the legal framework for regular actuarial valuations of the public service pension schemes to measure the costs of the benefits being provided. These valuations inform the future contribution rates to be paid into the schemes by employers every four years following the scheme valuation. The Act also provides for the establishment of an employer cost cap mechanism to ensure that the costs of the pension schemes remain sustainable in future.

The Government Actuary's Department (GAD) is responsible for carrying out scheme valuations. The Actuary reviews employer contributions every four years following the scheme valuation. The 2016 scheme valuation was completed by GAD in March 2019.

Notes to the Financial Statements

The outcome of this valuation was used to set the level of contributions for employers from 1 April 2019 to 31 March 2023.

The 2016 Scheme Valuation requires adjustment as a result of the 'McCloud remedy'. The Department of Finance also commissioned a consultation in relation to the Cost Cap element of Scheme Valuations which closed on 25 June 2021. The Cost Cap Mechanism (CCM) is a measure of scheme costs and determines whether member costs or scheme benefits require adjustment to maintain costs within a set corridor. By taking into account the increased value of public service pensions, as a result of the 'McCloud remedy', scheme cost control valuation outcomes will show greater costs than otherwise would have been expected. Following completion of the consultation process the 2016 Valuation has been completed and the final cost cap determined. Further information can be found on the Department of Finance website <https://www.finance-ni.gov.uk/articles/northern-ireland-civil-service-pension-scheme-valuations>.

A case for approval of a Legislative Consent Motion (LCM) was laid in the Assembly to extend the Public Service Pensions and Judicial Offices Bill (PSP&JO) to Northern Ireland. Under the LCM agreed by the NI Assembly on 1 November 2021 provisions are included in the Act for devolved schemes in NI. A second LCM was laid in the Assembly to implement the CCM changes in the Westminster Bill for devolved schemes. The second LCM, as agreed by the Assembly on 31 January 2022, ensured the reformed only scheme design and the economic check will now be applied to the 2020 scheme valuations for the devolved public sector pension schemes, including the NICS pension scheme. The PSP&JO Act received Royal Assent on 10 March 2022. The UK Act legislates how the government will remove the discrimination identified in the McCloud judgment. The Act also includes provisions that employees will not experience any detriment if the adjusted valuation costs breach the set cost cap ceiling but any breaches of the cost cap floor (positive employee impacts) in the completed valuations will be honoured.

For 2022-23, employers' contributions of £340,186 were payable to the NICS pension arrangements (2021-22 £391,946) at one of three rates in the range 28.7% to 34.2% of pensionable pay, based on salary bands.

Employees can opt to open a partnership pension account, a stakeholder pension with an employer contribution. Employers' contributions of £5,408.39 (2021-22 £3,708.24) were paid to one or more of the panel of two appointed stakeholder pension providers. Employer contributions are age-related and range from 8% to 14.75% (2021-22, 8% to 14.75%) of pensionable pay. The partnership pension account offers the member the opportunity of having a 'free' pension. The employer will pay the age-related contribution and if the member does contribute, the employer will pay an additional amount to match member contributions up to 3% of pensionable earnings.

Notes to the Financial Statements

Employer contributions of £184.53, 0.5% (2021-22 £161.28, 0.5%) of pensionable pay, were payable to the NICS Pension schemes to cover the cost of the future provision of lump sum benefits on death in service and ill health retirement of these employees. Contributions due to the partnership pension providers at the reporting period date were £nil. Contributions prepaid at that date were £nil.

Nil persons (2021-22: 0 persons) retired early on ill-health grounds.

Average Number of Persons Employed (Audited)

The average number of whole-time equivalent persons employed during the year was as follows:

	Permanently Employed Staff	Others (Agency and Seconded)	Year ended 31 March 2023 Total	Year ended 31 March 2022 Total
Administrators	21.62	6.77	28.39	29.57
Management	6.01	0.94	6.95	8.22
Senior Management	4.52	0	4.52	4.25
Total	32.15	7.71	39.86	42.04

Notes to the Financial Statements

3 Expenditure

3.1 Programme Expenditure

		Year ended 31-Mar-23	Year ended 31-Mar-23	Year ended 31-Mar-23	Year ended 31-Mar-23	Year ended 31-Mar-23 PEACE Interim	Year ended 31-Mar-23	Year ended 31-Mar-22
	Note	Core Funded	PIV Funded	HIA Funded	MBMLW Funded	Funded	Total	Total
Grants	3.2	13,538,191	1,763,516	599,471	150,003	771,675	16,822,856	15,384,259
Client Support Services		39,359	5,114	30,216	23,615	-	98,304	75,066
Workforce Training Plan		-	23,555	-	-	-	23,555	135,237
Monitoring and Evaluation		18,211	-	-	-	-	18,211	17,091
Seminars and events		7,480	6,063	-	-	-	13,543	4,702
Increase/(decrease) in Bad Debt Provision		339	-	-	-	-	339	-
Total		13,603,580	1,798,248	629,687	173,618	771,675	16,976,808	15,616,355

3.2 Grants to Funded Organisations and Individuals

		Year ended 31-Mar-23	Year ended 31-Mar-23	Year ended 31-Mar-23	Year ended 31-Mar-23	Year ended 31-Mar-23	Year ended 31-Mar-23	Year ended 31-Mar-22
	Note	Core Funded	PIV Funded	HIA Funded	MBMLW Funded	PEACE Interim Funded	Total	Total
Victims Support Programme Grants to Groups		8,535,239	1,532,718	353,529	104,695	657,604	11,183,785	9,898,329
Grants to Individuals		5,002,952	230,798	245,942	45,308	114,071	5,639,071	5,485,930
Total		13,538,191	1,763,516	599,471	150,003	771,675	16,822,856	15,384,259

Notes to the Financial Statements

3.3 Operating Costs

	Note	Year ended Mar-23 Core Funding	Year ended Mar-23 PIV Funding	Year ended Mar-23 HIA Funding	Year ended Mar-23 MBMLW Funding	Year ended Mar-23 PEACE Interim Funding	Year ended 31-Mar-23 Total	Year ended 31-Mar-22 Total
Rents & Service Charges		99,793	-	10,651	9,239	-	119,683	125,503
Rates		37,189	-	3,724	3,230	-	44,143	37,842
IT Services		175,552	-	4,881	1,925	-	182,358	146,989
Telephones		15,318	-	260	-	-	15,578	8,823
Communications		29,835	-	-	1,557	-	31,392	43,385
Recruitment		32,820	3,854	-	-	-	36,674	23,129
Heat, Light & Power		8,011	-	-	-	-	8,011	3,914
Office Expenses		22,511	-	-	-	-	22,511	15,437
NIAO Audit		40,000	-	-	-	-	40,000	46,304
NFI Fee		1,319	-	-	-	-	1,319	-
Premises Expenses		21,168	-	825	716	-	22,709	18,552
Professional Fees		84,056	-	-	1,610	-	85,666	82,857
Staff Training		17,588	-	-	-	-	17,588	47,808
Travel & Expenses		4,938	2,097	372	511	806	8,724	3,560
Postage & Carriage		7,030	-	-	-	-	7,030	8,725
Managed Services		3,514	-	280	262	-	4,056	4,720
Board Expenses		2,393	-	-	-	-	2,393	1,764
Total Operating Costs		603,035	5,951	20,993	19,050	806	649,835	619,312
Non-Cash Items								
Depreciation	5	8,663	-	-	-	-	8,663	4,362
Amortisation	6	18,803	-	977	-	-	19,780	27,791
Provision provided in period	13	-	-	-	-	-	-	-
Total Non-Cash Items		27,466	-	977	-	-	28,443	32,153
Overall Total		630,501	5,951	21,970	19,050	806	678,278	651,465

Notes to the Financial Statements

4. Income

	Year ended 31-Mar-23	Year ended 31-Mar-22
Grant from EU	2,147,429	2,817,489
MBMLW	-	40,931
	<u>2,147,429</u>	<u>2,858,420</u>

Income is receivable as a grant from:

- The Special EU Programmes Body – Funding for the PEACE IV Programme.
- The Executive Office - Funding for the provision of interim services to victims and survivors of Mother and Baby Institutions, Magdalene Laundries and Workhouses (2021-22 only)

The Special EU Programme Body resource budget for the project led by the Victims and Survivors Service Limited for the period 1 November 2016 to 31 March 2023 is £14.944m.

There was no other operating income in 2022-23.

Notes to the Financial Statements

5. Property, Plant and Equipment

			Year ended 31-Mar-23
	Fixtures & Fittings	IT Equipment	Total
Cost:			
At 1 April 2022	23,903	31,759	55,662
Additions in year	-	1,680	1,680
Disposals	-	(38)	(38)
At 31 March 2023	23,903	33,401	57,304
Accumulated Depreciation:			
At 1 April 2022	11,916	12,013	23,929
Charge in year	2,304	6,359	8,663
Disposals	-	(38)	(38)
At 31 March 2023	14,220	18,334	32,554
Carrying amount at 31 March 2023	9,683	15,067	24,750
Asset Financing:			
Owned:	9,683	15,067	24,750
Financed Leased:	-	-	-
On-balance sheet (SOFP) PFI (and other service concession arrangements) contracts:	-	-	-
Carrying amount at 31 March 2023	9,683	15,067	24,750

			Year ended 31-Mar-22
	Fixtures & Fittings	IT Equipment	Total
Cost:			
At 1 April 2021	19,394	15,681	35,075
Additions in year	4,509	16,078	20,587
Disposals	-	-	-
At 31 March 2022	23,903	31,759	55,662
Accumulated Depreciation:			
At 1 April 2021	10,019	9,548	19,567
Charge in year	1,897	2,465	4,362
Disposals	-	-	-
At 31 March 2022	11,916	12,013	23,929
Carrying amount at 31 March 2022	11,987	19,746	31,733
Asset Financing:			
Owned:	11,987	19,746	31,733
Financed Leased:	-	-	-
On-balance sheet (SOFP) PFI (and other service concession arrangements) contracts:	-	-	-
Carrying amount at 31 March 2022	11,987	19,746	31,733

Notes to the Financial Statements

6. Intangible Assets

	Website Development	Website Development – HIA	MIS - License/ Software	HR System	Year End 31-Mar-23 Total
Cost:					
At 1 April 2022	16,980	3,900	369,809	6,000	396,689
Additions in year	-	-	66,658	-	66,658
Disposals	-	-	-	-	-
At 31 March 2023	16,980	3,900	436,467	6,000	463,347
Amortisation					
At 1 April 2022	12,978	1,331	350,874	3,125	368,308
Charge in year	1,923	977	15,380	1,500	19,780
Disposals	-	-	-	-	-
At 31 March 2023	14,901	2,308	366,254	4,625	388,088
Carrying amount at 31 March 2023	2,079	1,592	70,213	1,375	75,259
Asset Financing:					
Owned:	2,079	1,592	70,213	1,375	75,259
Financed Leased:	-	-	-	-	-
On-balance sheet (SOFP) PFI (and other service concession arrangements) contracts:	-	-	-	-	-
Carrying amount at 31 March 2023	2,079	1,592	70,213	1,375	75,259
	Website Development	Website Development - HIA	MIS - License/ Software	HR System	Year end 31-Mar-22 Total
Cost:					
At 1 April 2021	13,140	3,900	362,745	6,000	385,785
Additions in year	3,840	-	7,064	-	10,904
Disposals	-	-	-	-	-
At 31 March 2022	16,980	3,900	369,809	6,000	396,689
Amortisation					
At 1 April 2021	11,128	357	327,407	1,625	340,517
Charge in year	1,850	974	23,467	1,500	27,791
Disposals	-	-	-	-	-
At 31 March 2022	12,978	1,331	350,874	3,125	368,308
Carrying amount at 31 March 2022	4,002	2,569	18,935	2,875	28,381
Asset Financing:					
Owned:	4,002	2,569	18,935	2,875	28,381
Financed Leased:	-	-	-	-	-
On-balance sheet (SOFP) PFI (and other service concession arrangements) contracts:	-	-	-	-	-
Carrying amount at 31 March 2022	4,002	2,569	18,935	2,875	28,381

Notes to the Financial Statements

7. Financial Instruments

As the cash requirements of the Victims and Survivors Service Limited are met through Grant-in-Aid provided by The Executive Office, financial instruments play a more limited role in creating and managing risk than would apply to a non-public sector body. The majority of financial instruments relate to contracts to buy non-financial items in line with the Victims and Survivors Service Limited expected purchase and usage requirements and the Non Departmental Public Body is therefore exposed to little credit, liquidity or market risk.

8. Impairments

There have been no impairment charges for the year.

9. Inventories

The Victims and Survivors Service Limited has no inventories.

10. Trade Receivables, Financial and Other Assets

	Year ended 31-Mar-23	Year ended 31-Mar-22
Amounts falling due within one year:		
Programme receivables	408,008	338,948
Prepayments & accrued income	19,879	16,340
Income Accrued in respect of EU funds	3,853,513	2,747,184
Other Debtors	69,076	210,794
Bad debt provision	-	(48,791)
	4,350,476	3,264,475

Notes to the Financial Statements

11. Cash and Cash Equivalents

	Year ended 31-Mar-23	Year ended 31-Mar-22
Balance at 1 April 2022	1,050,530	1,392,653
Net change in cash and cash equivalent balances	(742,660)	(342,123)
Balance at 31 March 2023	307,870	1,050,530

The above balance comprises £278,284 within the TEO account at Danske Bank Belfast in a non-interest bearing current account, £30,907 within the PEACE IV account, a balance of £1,343 on the credit card account and £22 in petty cash held on-site.

12. Trade Payables and Other Current Liabilities

	Year ended 31-Mar-23	Year ended 31-Mar-22
Amounts falling due within one year:		
Programme Payables	332,480	735,131
Trade Payables	-	73,810
Accruals and Deferred Income	166,789	363,210
Advanced Monies received from EU Funds	2,587,760	2,806,000
Other Creditors	3,946	-
	3,090,975	3,978,151

13. Provisions for Liabilities and Charges

	The Disappeared	Year ended 31-Mar-23	Year ended 31-Mar-22
Balance at 1 April 2022	12,900	12,900	12,900
Provided for in the period	-	-	-
Utilisation in year	-	-	-
Provisions written back	-	-	-
Balance at 1 April 2023	12,900	12,900	12,900

The provision for liabilities and charges relates to Victims and Survivors Service Limited estimate for:

Notes to the Financial Statements

- ***The Disappeared Funeral Costs***

At 31 March 2023, the remains of three of the 'Disappeared' were still to be located. The Victims and Survivors Service Limited have provided for a contribution in respect of funeral costs for these victims.

The provision is not discounted as the Victims and Survivors Service Limited do not, at this time, expect the provision to be held for more than three years.

14. Capital Commitments

The Victims and Survivors Service Limited had no capital commitments in the financial year (2021-22: Nil).

15. Leases

15.1 Right of use assets and lease liabilities

The Victims and Survivors Service Limited has no right of use assets or lease liabilities for the year ended 31 March 2023.

15.2 Lease payments not recognised as a liability

The table below shows details of short-term leases (leases of 12 months or less) or leases for low value assets. Payments for such leases are expensed on a straight-line basis and are included as an expense in the Statement of Comprehensive Net Expenditure.

	Year ended 31-Mar-23	Year ended 31-Mar-22
Expense related to short-term leases	93,500	93,500
Total	93,500	93,500

15.3 Total cash outflow for leases

	Year ended 31-Mar-23	Year ended 31-Mar-22
Total cash outflow for leases	93,500	93,500

16. Commitments under PFI Contracts and Other Services Concession Arrangements Contracts

The Victims and Survivors Service Limited had no commitments under PFI Contracts and Other Services Concession Arrangements Contracts in 2022-23. There similarly were no such commitments in the 2021-22 year.

17. Other Financial Commitments

The Victims and Survivors Service Limited had other no Financial Commitments in 2022-23. There were no such commitments in the 2021-22 year.

18. Contingent Liabilities

The Victims and Survivors Service Limited has no contingent liabilities in 2022-23. There were no such liabilities in the 2021-22 financial year.

19. Related-Party Transactions

The Victims and Survivors Service Limited is an Arm's Length Body sponsored by The Executive Office. The Executive Office is regarded as a Related Party. During the year the Victims and Survivors Service Limited had various material transactions with The Executive Office (Grant in Aid cash funding - £19,011,488, CPD Recharges - £12,131). At 31 March 2023 a balance of £32,355 was owed by The Executive Office to the Victims and Survivors Service Limited. It should be noted that CPD Recharges are invoiced through The Executive Office rather than CPD directly.

During 2022-23 the Victims and Survivors Service Limited was also in receipt of PEACE IV grant funding from the Special EU Programmes Body. During the year the Victims and Survivors Service Limited had various material transactions with the Special EU Programmes Body (£2,147,429).

During the year no members of the Victims and Survivors Service Limited Board, Audit and Risk Committee, Senior Management Team nor other related parties have directly undertaken any material transactions with the Victims and Survivors Service Limited.

The Victims and Survivors Service Limited has had a small number of transactions with other government departments and other central government bodies.

Notes to the Financial Statements

Compensation for Directors and the Chief Executive & Accounting Officer has been disclosed in the Remuneration Report.

20. Third Party Assets

The Victims and Survivors Service Limited had no Third Party Assets in 2022-23. There similarly were no such assets in the 2021-22 year.

21. Guarantee

The Executive Office, undertake to contribute to the assets of the company in the event of the same being wound up while such party is a member, or within one year after such party ceases to be a member, for payment of the debts and liabilities of the company contracted before such party ceases to be a member, and of the costs, charges and expenses of winding up, and for the adjustment of the rights of its contributories among themselves, such amount as may be required not exceeding one pound.

22. Events after the Reporting Period

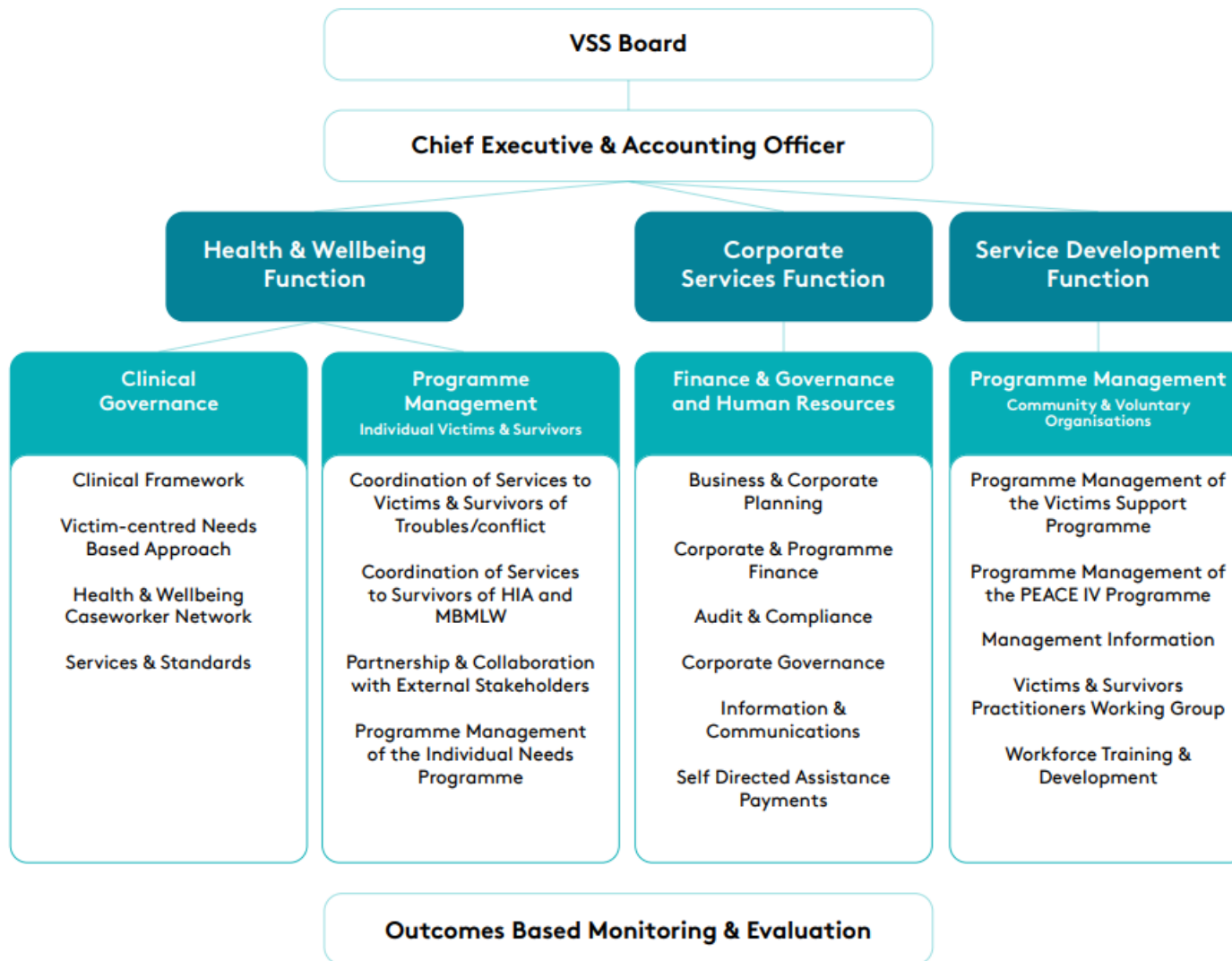
There were no events after the reporting period.

Date for authorisation for issue

The Accounting Officer authorised these financial statements for issue on 11 December 2023.

APPENDIX 1

Appendix 1: Organisation Chart - 31 March 2023



APPENDIX 2

Appendix 2: Delivery Plan Extract 2022-23

STRATEGIC OUTCOME 1: IMPROVED HEALTH AND WELLBEING OF VICTIMS AND SURVIVORS				
REF	Key Actions	Outputs	Outcomes	Performance
1) a	Ensure access and availability of Psychological Therapies to 2,100 Victims and Survivors (Troubles/conflict (T/c)) delivered by Victims and Survivors Service Limited Community Partners	- up to 19 organisations deliver talking therapies that assist victims and survivors in improving their health and wellbeing.	- 60% of individuals report positive outcomes and improvement is across all 4 domains.	Achieved
1) b	Ensure access and availability of Psychological Therapies to 100 Survivors of HIA delivered by The Victims and Survivors Service Limited Community Partners	-1 organisation delivering talking therapies that assist victims and survivors in improving their health and wellbeing.	60% of individuals report positive outcomes and improvement across all 4 domains.	Achieved
2) a	Ensure access and availability of Complementary Therapies to 3,000 Victims and Survivors (T/c) in line with best practise and minimum standards.	Up to 20 organisations delivering complementary therapies that assist victims and survivors in improving their health and wellbeing.	- 80% of individuals report an improvement in their health and wellbeing.	Achieved

APPENDIX 2

STRATEGIC OUTCOME 1: IMPROVED HEALTH AND WELLBEING OF VICTIMS AND SURVIVORS				
REF	Key Actions	Outputs	Outcomes	Performance
2) b	Ensure access and availability of Complementary Therapies to 50 Survivors of HIA	- 1 organisation delivering complementary therapies that assist victims and survivors in improving their health and wellbeing.	80% of individuals report an improvement in their health and wellbeing.	Achieved
3) a	Ensure access and availability of additional needs based support packages (disability aids, persistent pain, physical activity etc) to 600 victims and survivors (T/c) under the Individuals Needs Programme	Continuous review of Additional Needs Based frameworks and operational guidance. Continued development and training of HWB Caseworker Network to embed the stepped care approach in holistically meeting the needs of victims and survivors.	- Improved wellbeing, function and independence for 65% -70% of individuals as a result of persistent pain interventions	Achieved
3) b	Ensure access and availability of additional needs based support packages (disability aids, persistent pain, physical activity etc.) to 75 survivors of HIA under the Individuals Needs Programme	Continuous review of Additional Needs Based frameworks and operational guidance. Continued development and training of HWB Caseworker Network to embed the stepped care approach in holistically	- Improved wellbeing, function and independence for 60% of individuals	Achieved

APPENDIX 2

STRATEGIC OUTCOME 1: IMPROVED HEALTH AND WELLBEING OF VICTIMS AND SURVIVORS				
REF	Key Actions	Outputs	Outcomes	Performance
		meeting the needs of victims and survivors.		
4) a	Provision of Social Support activities to 9,800 individuals (T/c) through Victims and Survivors Service Limited funded organisations including befriending, respite, and other activities in line with the Take 5 framework. www.makinglifebettertogether.com	The delivery of social support activities that improve the health and wellbeing of victims and survivors in line with the Take 5 Framework	<ul style="list-style-type: none"> - Improved mental health - Improved physical and social function -Reduction of symptoms -Positive Attitude -Improved Integration -Improved quality of life -Reduced Isolation and improved social networks -Improved family relationships 	Achieved

APPENDIX 2

STRATEGIC OUTCOME 1: IMPROVED HEALTH AND WELLBEING OF VICTIMS AND SURVIVORS				
REF	Key Actions	Outputs	Outcomes	Performance
4) b	Provision of Social Support activities to 300 survivors of HIA including befriending, respite, and other activities in line with the Take 5 framework.	1 organisation delivers social support activities that improve the health and wellbeing of survivors in line with the Take 5 Framework	<ul style="list-style-type: none"> - Improved mental health - Improved physical and social function -Improved Integration -Improved quality of life -Reduced Isolation and enhanced social networks 	Achieved
4) c	Delivery of a Social Isolation Programme to support 1,000 individuals who have been affected by the Troubles/conflict.	Social Isolation Programme designed and delivered by community partners.	<ul style="list-style-type: none"> - Improved mental health - Improved physical and social function -Reduction of symptoms -Positive Attitude -Improved Integration -Improved quality of life -Reduced Isolation and improved social networks -Improved family relationships 	Achieved

APPENDIX 2

STRATEGIC OUTCOME 2: IMPROVED ACCESS TO OPPORTUNITIES FOR LEARNING AND DEVELOPMENT				
REF	Key Actions	Outputs	Outcomes	Performance
5) a	Ensure access and availability of Personal and Professional Development : Supporting, 1,500 interventions through the VSP (T/c).	- 31 organisations deliver a broad range of personal and professional development (PPD) activities.	- Increased opportunities to develop interests and time to connect with other people.	Achieved
5) b	Ensure access and availability of Personal and Professional Development : Supporting, 25 survivors of HIA.	- 1 organisation delivers a broad range of personal and professional development (PPD) activities.	- Increased opportunities to develop interests and time to connect with other people.	Partially Achieved

APPENDIX 2

STRATEGIC OUTCOME 2: IMPROVED ACCESS TO OPPORTUNITIES FOR LEARNING AND DEVELOPMENT				
REF	Key Actions	Outputs	Outcomes	Performance
5) c	Ensure access and availability of Education and Training including numeracy & literacy support via the Individual Needs Programme to 100 victims and survivors (T/c).	Continuous review of the framework and operational guidance.	Increased opportunities for employment progression and/or career development.	Partially Achieved
5) d	Ensure access and availability of Education and Training including numeracy & literacy support via the Individual Needs Programme to 10 survivors of HIA.	Continuous review of the framework and operational guidance.	Increased opportunities for employment progression and/or career development.	Partially Achieved

APPENDIX 2

STRATEGIC OUTCOME 2: IMPROVED ACCESS TO OPPORTUNITIES FOR LEARNING AND DEVELOPMENT				
REF	Key Actions	Outputs	Outcomes	Performance
6)	Continued implementation of the Workforce Training and Development Plan - in line with the CVS Minimum Standards published in November 2016.	<ul style="list-style-type: none"> - Suite of high quality vocational and non-vocational training and development opportunities for staff /volunteers and committee members. - Consistent high standards of delivery in line with the CVS Minimum Standards. - Capacity plan in line with the changing service delivery model. 	<ul style="list-style-type: none"> - Increased capacity and confidence within Victims and Survivors Service Limited funded organisations leading to a higher quality of service delivery for victims and survivors. - Increased capacity and confidence within Victims and Survivors Service Limited leading to a higher quality of service delivery for victims and survivors. 	Achieved

APPENDIX 2

STRATEGIC OUTCOME 3: VICTIMS AND SURVIVORS, AND THOSE MOST IN NEED, ARE HELPED AND CARED FOR				
REF	Key Actions	Outputs	Outcomes	Performance
7)	Develop and implement a comprehensive regional trauma service (RTN) across both statutory and community services to enable those experiencing psychological trauma to access support at the right place at the right time.	<p>Continued participation in renewed collaborative co-design programme with DOH / TEO / HSC Trusts and C&V sector</p> <p>Contribution to all aspects of RTN development</p> <ul style="list-style-type: none"> - Attendance at meetings / sub-groups - Comments/amendments to documentation <p>Methodology to identify initial clients to access RTN</p> <p>Agreed referral pathways for clinical handovers between statutory and C&V based sector.</p> <p>Agreed overarching governance arrangements.</p> <p>Agreed monitoring and evaluation protocols</p>	<p>Enhanced protected access to high intensity step 3-5 interventions for victims and survivors experiencing clinically significant levels of psychological trauma.</p> <p>Victims & survivors have access to right services at the right time</p>	Achieved

APPENDIX 2

		<p>Data-base developed to monitor and collate information on referrals to RTN and outcomes</p> <p>Continuous review of training needs within the RTN.</p>		
8)a	Ensure access and availability of Welfare Advice: Facilitate 2,500 interventions (T/c).	<ul style="list-style-type: none"> - 5 organisations directly delivering services to assist survivors make sense of what they are entitled to as well as provide support and guidance on general welfare concerns - Prompt provision of welfare advice/support to survivors. 	<ul style="list-style-type: none"> - Increased access to welfare support for survivors Financial maximisation for clients (receiving benefits entitled to, appealing where appropriate and justified) 	Achieved
	Ensure Access and availability of support for up to 2,000 victims and survivors who wish to apply for the Troubles Permanent Disablement Payment Scheme (TPDPS)	<p>5 organisations directly delivery services to support victims and survivors at all parts of the journey:</p> <ul style="list-style-type: none"> - Pre applications support - Post application support - Appeals - Signposting and referral to HWB support and services 	Increased access to welfare support for victims and survivors applying to TPDPS	Achieved
	8) b Ensure access and availability of Welfare Advice: Facilitate 500	- 2 organisations directly delivering services to assist survivors make	- Increased access to welfare support for survivors	Achieved

APPENDIX 2

	interventions to 200 survivors of HIA and monitor the impact of Welfare Reform on survivors.	sense of what they are entitled to as well as provide support and guidance during changes implemented through welfare reform. - Prompt provision of welfare advice/support to survivors	Financial maximisation for clients (receiving benefits entitled to, appealing where appropriate and justified)	
9)	Provide Self Directed Assistance Payments to up to 6,000 individuals (T/c). Provide Additional Needs Payments to up to 1,600 individuals (T/c). Provide Home Heat Payments up to 700 Individuals (T/c).	Payments delivered by 30 April 2023	- improved financial position for clients in receipt of support - recognition of victimhood	Achieved

APPENDIX 2

STRATEGIC OUTCOME 4: VICTIMS AND SURVIVORS, AND THEIR FAMILIES, ARE SUPPORTED TO ENGAGE IN LEGACY ISSUES, INFORMATION RECOVERY & REDRESS PROCESSES				
REF	Key Actions	Outputs	Outcomes	
10)a	<p>Maintain a strong Advocacy Support Network with agreed processes, procedures and referral pathways to provide support and assistance to victims and survivors.</p> <p>Advocacy Support Network to continue to engage with legacy institutions which are already established in the absence of the Stormont House legacy institutions that were to be established under the New Decade New Approach agreement</p>	<p>- A regional network of up to 21.5 Advocacy Support Caseworkers and 6 Case Managers established with regular schedule of meetings/engagement and agreed Terms of Reference</p> <p>Increased access to Truth Justice and Acknowledgment for victims and survivors</p>	<ul style="list-style-type: none"> - Increased confidence and reduced isolation due to being acknowledged and supported. - Renewed relationships and trust within families and communities. - Improved mental health and social networks. - Agreed narrative with families and agencies around the incident 	Achieved
10)b	<p>Provide Welfare/Advocacy Support with agreed processes, procedures and referral pathways to provide support and assistance to those retrieving information or engaging with Redress Board or solicitors to 75 survivors of HIA.</p>	<p>2 organisations delivering services to ensure survivors of HIA are supported to engage in information recovery and redress processes.</p>	<ul style="list-style-type: none"> - Increased access to Truth Justice and Acknowledgment for Survivors of HIA - Improved mental health and social networks - Increased confidence and reduced isolation due to being acknowledged and supported 	Partially Achieved

APPENDIX 2

STRATEGIC OUTCOME 5: AN EFFICIENT AND EFFECTIVE ORGANISATION				
REF	Key Actions	Outputs	Outcomes	Performance
11)	<p>Develop and complete the PEACE PLUS application as per the SEUPB call document building on the learning from PEACE IV</p> <p>Including selection process for Community Partners</p> <p>Engage with CVS, WAVE and potential cross border partners to develop their contribution to the project</p>	<p>1 Application Complete in line with SEUPB Call deadline</p> <p>Completed process for selection of Community Partners</p>	Well-developed PEACE PLUS application that builds on the experience of PEACE IV and meets the health and wellbeing needs of victims and survivors	Not Achieved
12)	Commission and launch dedicated specialist Health and Wellbeing, Information Recovery and Family Tracing services to those impacted by Mother and Baby Institutions, Magdalene Laundries and Workhouses.	2 organisations appointed to deliver specialist Health and Wellbeing, Information Recovery and Family Tracing services to those impacted by Mother and Baby Institutions, Magdalene Laundries and Workhouses.	<p>- Enhanced access to dedicated support and services for victims and survivors.</p> <p>-Improved mental health and social networks.</p> <p>-Improved physical and social function</p> <p>-Reduction of symptoms</p> <p>-Positive Attitude</p> <p>-Improved Integration</p> <p>-Improved quality of life</p> <p>-Reduced Isolation and improved social networks</p>	Achieved

APPENDIX 2

STRATEGIC OUTCOME 5: AN EFFICIENT AND EFFECTIVE ORGANISATION				
REF	Key Actions	Outputs	Outcomes	Performance
			-Improved family relationships	
13)	<p>Maintain robust corporate governance arrangements within Victims and Survivors Service Limited (including Board, Committees, Policies, and Partnership Agreement etc).</p> <p>Ensure a robust risk management process is in place and followed.</p>	<ul style="list-style-type: none"> - Monthly Board meeting and minutes published on website within 5 working days of approval. - Quarterly ARC and HWB Committee meetings and minutes published on website. - Compliance with legal, statutory and departmental requirements. - Quarterly reporting to TEO & engagement in Accountability Meeting - Monthly Strategic Risk Register. - Quarterly Assurance Statements. 	<ul style="list-style-type: none"> - Maintenance of a high degree of transparency on the accountability arrangements with Victims and Survivors Service Limited. - Transparency over governance arrangements. - Assurance over Victims and Survivors Service Limited activities and use of public funds. - Assurance over Victims and Survivors Service Limited management of risk - Appropriate mitigating strategies applied to identified risks - Maintenance of a high degree of transparency on the accountability arrangements with 	Achieved

APPENDIX 2

STRATEGIC OUTCOME 5: AN EFFICIENT AND EFFECTIVE ORGANISATION				
REF	Key Actions	Outputs	Outcomes	Performance
	Engage with TEO with view to establishment of a Partnership Agreement.	Preparatory work towards a Partnership agreement between Victims and Survivors Service Limited and TEO (including Agreed Engagement Plan).	Victims and Survivors Service Limited - improved collaborative working between Victims and Survivors Service Limited and TEO.	
14)	By year-end operate within allocated budget avoiding overspend and managing underspend within a tolerance of 1.5%. Manage Cash drawdown efficiently throughout financial year, ensuring adequate cash available for all contractual commitments.	- Monthly monitoring of expenditure and cash. - Month end closure within 3 working days of month end. - Quality reporting to service managers to facilitate responsive budget management.	-98.5% of the budget utilised -95% of INP & Corporate invoices paid within the statutory time frame of 30 days - 90% of Corporate invoices paid within 10 days	Not Achieved
15)	Ensure that all PEACE IV closure requirements are met.	Action plan developed to ensure all Peace IV closure requirements are delivered on time including submission and verification of claims and as well as output data	Successful Closure of Peace IV project	Not Achieved

APPENDIX 2

STRATEGIC OUTCOME 5: AN EFFICIENT AND EFFECTIVE ORGANISATION				
REF	Key Actions	Outputs	Outcomes	Performance
		PPE submitted Final Project Report submitted		
16)	Maintain and develop Management Information Systems across the Victims and Survivors Service Limited with a view to integration and consolidation with outcomes based monitoring and evaluation strategy (in line with GDPR requirements).	<ul style="list-style-type: none"> - Audited updated policies & procedures in relation to GDPR (inc Data Sharing Agreements). - Implementation of more efficient reporting procedures/processes. - Review of internal Monitoring & Evaluation reporting for middle and senior management - Finalise and implement M&E framework & reporting for COSICA 	<ul style="list-style-type: none"> - Improved access and quality of information. - Improved quality control and consistency of records. - Compliance with GDPR requirements 	Achieved
17)	Implement communication and engagement plan Regular engagement with Victims and Survivors Service Limited	<ul style="list-style-type: none"> - Current and accurate framework of stakeholders. - Strong communication with relevant agencies & sectors. 	<ul style="list-style-type: none"> - Improved communication and engagement with key stakeholders 	Achieved

APPENDIX 2

STRATEGIC OUTCOME 5: AN EFFICIENT AND EFFECTIVE ORGANISATION				
REF	Key Actions	Outputs	Outcomes	Performance
	Community Partners through a mix of Working Groups, project visits, information sessions and e-mail communications.	<ul style="list-style-type: none"> - Strong and relevant key messages. - Updated publicity and communications information. 	<ul style="list-style-type: none"> - Informed and dynamic engagement with key stakeholders that is responsive to changing views and emerging concerns. 	
18)	<p>Agree and embed the Victims and Survivors Service Limited Clinical governance Framework with Victims and Survivors Service Limited staff and Victims and Survivors Service Limited funded organisations.</p> <p>Audit of clinical governance policies/procedures and standards with associated report</p>	<ul style="list-style-type: none"> - All interventions delivered in line with best practice guidelines. - A transparent and consistent approach to addressing the needs of victims and survivors. - Robust policies and procedures in place to ensure safety of victims and survivors and the staff who are engaged with them. 	<ul style="list-style-type: none"> - Increased staff confidence and competence - 80% of Victims and Survivors Service Limited staff feel supported in their work - 80% of staff across the sector report an increased understanding or trauma and evidence based practise Confidence that clinical governance is embedded in practice and consistently applied 	Achieved
19)	Ensure eligibility of expenditure across all programmes	<ul style="list-style-type: none"> -100% vouching of PEACE IV expenditure. -Debt recovery in line with Victims and Survivors Service Limited Debt Recovery Procedure 	<ul style="list-style-type: none"> - Successful closure of SEUPB funded Peace IV programme - Consistency in implementation of Programme rules. 	Achieved

APPENDIX 2

STRATEGIC OUTCOME 5: AN EFFICIENT AND EFFECTIVE ORGANISATION				
REF	Key Actions	Outputs	Outcomes	Performance
		<ul style="list-style-type: none"> -Review sample based testing process with community partners and internal teams for lessons learnt and implement improvements/learnings -Support provided to Community partners to improve the quality of claims submissions 		

APPENDIX 3

Appendix 3: Monitoring and Evaluation Framework

Measuring the Victims and Survivors Service Limited Strategic Outcomes for Victims and Survivors of the Troubles/conflict, Survivors of Historical Institutional Abuse (HIA) and those impacted by Mother and Baby Institutions, Magdalene Laundries and Workhouses (MBMLW).

Area	Strategic Outcome	Potential Indicators	How will this be measured?
Health & Wellbeing Social Support	Improved health and wellbeing of victims and survivors	<ul style="list-style-type: none"> ● Improved mental health ● Reduced risk ● Improved physical and social function ● Reduction of symptoms ● Positive Attitude ● Improved Integration ● Improved quality of life ● Reduced Isolation and improved social networks ● Improved family relationships 	<ul style="list-style-type: none"> ● CORENET (Talking Therapies) Collects client reported outcome measures and uses this to manage therapeutic outcomes. http://www.coreims.co.uk/About_Core_Tools.html ● MYMOP (Complementary Therapies) Client centred and individualised outcome questionnaire focusing on specific problems but also general wellbeing ● Work & Social Adjustment Scale (WSAS) A Client-centred self-report scale of functional impairment attributable to an identified problem ● Case Studies ● UCLA Loneliness Scale measure that assesses how often a person feels disconnected from others.
Personal Development	Improved access to opportunities for learning and personal development	<ul style="list-style-type: none"> ● Enhanced self-esteem and self-worth ● Enhanced opportunities to contribute to wellbeing of others 	<ul style="list-style-type: none"> ● Case Studies ● Surveys (pre and post training)

Area	Strategic Outcome	Potential Indicators	How will this be measured?
Financial & Welfare Support	Victims and survivors, and those most in need, are helped and cared for	<ul style="list-style-type: none"> ● Improved Financial Support ● Greater sense of responsibility and independence in addressing practical needs ● Increased access to benefits and support 	<ul style="list-style-type: none"> ● Qualitative Surveys ● Welfare Changes and Support reporting
Truth, Justice & Acknowledgement	Improved access to opportunities for learning and personal development	<ul style="list-style-type: none"> ● Enhanced self-esteem and self-worth ● Enhanced opportunities to contribute to wellbeing of others 	<ul style="list-style-type: none"> ● Case Studies ● 1 to 1 interviews ● External and Internal periodic evaluations
Information Recovery & Family Tracing	Victims and survivors, and their families are supported in information recovery and family tracing processes.	<ul style="list-style-type: none"> ● Increased confidence due to being acknowledged and supported ● Victims and survivors feel informed and empowered 	<ul style="list-style-type: none"> ● Case studies ● Surveys