

Victims and Survivors Service Limited

Annual Report and Accounts For the year ended 31 March 2019

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

19th December 2019

COMPANY NUMBER: NI 611922

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

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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

Richard Solomon – Director appointed 2 December 2013

Beverley Clarke – Director appointed 1 April 2015

Patricia Haren – Director appointed 1 April 2015

Stephen McIlveen – Director appointed 1 April 2015

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Foreword

I am pleased to present the Victims and Survivors Service Limited Annual Report and Accounts for the 2018/19 financial year.

It has been a year of significant developments.

2018/2019 was the second year of implementation of our new needs based service delivery model from April 2017, moving away from a grant-led approach towards a needs-based and outcomes-focused model of integrated services and support.

We have built upon our first year of learning with:

- consolidation of new processes and procedures and new ways of working;
- full roll out of a network of 25 health and wellbeing caseworkers employed within the community and voluntary sector, working with five health and wellbeing case managers employed by us;
- the implementation of an established Advocacy Support Programme, with a specific focus on truth, justice and acknowledgment to support victims and survivors through legacy processes; and
- the progression of a workforce training and development plan to build upon existing capacity, and ensure quality services are delivered equitably across the region.

The necessity to work across sectors and collaboratively with a range of partners is evidence that the needs of victims and survivors today in Northern Ireland, and further afield, are complex, wide ranging and cannot be addressed with a 'one size fits all' approach. We welcome the support, understanding and best practice from our statutory and community partners to improve how we deliver services to victims and survivors.

Delivering the best quality of services and achieving the best outcomes for victims and survivors remains our focus.

In 2018/19, the Victims and Survivors Service Limited provided support and services directly to more than 6,000 victims and survivors. Through our network of 55 community partners more than 1,600 individuals availed of counselling, more than 2,400 of complementary therapies and more than 26,000 social support activities were delivered.

Just over 1,100 individuals have received an Individual Needs Consultation (INC) with a Health and Wellbeing Caseworker in 2018/19, which has resulted in a bespoke package of care based on unique and individual needs.

We are pleased with initial feedback. 94% of respondents to our survey confirmed that they felt they were treated well when they contacted us and 91% felt the support the Victims and Survivors Service Limited offered was very helpful to them.

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With an outcomes focus, we know these services are having a very real impact on the lives of victims and survivors. We know for example that counselling and complementary therapies significantly improve the health and wellbeing of 60% and 80% of individuals respectively. However, we will now be specifically looking at those individuals where the interventions have not resulted in an improvement and attempting to understand the context and reasons why.

An important milestone in 2018/19 was the Northern Ireland Office (NIO) consultation on 'Addressing the Legacy of Northern Ireland's Past' which opened in May 2018 and closed in October 2018. The Victims and Survivors Service Limited proactively and strategically communicated and engaged with a wide range of stakeholders and were pleased to learn over 17,000 consultation responses were submitted. We very much welcome this consultation.

We also continue to operate within a particularly challenging and uncertain external environment in the absence of a Northern Ireland Executive, alongside the uncertainty of Brexit and delay in the implementation of the Stormont House Agreement.

The Regional Trauma Network (RTN) is currently under development in partnership with the Health and Social Care Board (HSCB) and each of the Health Trusts. Progress up until now has been slow, with significant structural and cultural difference and concerns. However, we continue to engage in a co-production process and look forward to its development, in a way which meets the current and future needs of victims and survivors.

Increasing needs for welfare support as a result of Welfare Reform continue. Welfare Reform Mitigations expire in March 2020. Within this context, this area remains a key focus and priority for 2019/2020 and beyond.

Continuing support from our colleagues in the Commission for Victims and Survivors (CVS) and The Executive Office (TEO) has been a critical element in our achievements this year. We are proud of these achievements and look forward to continuing to embed best practice and delivering the best possible services and outcomes for victims and survivors.

Finally, I would like to acknowledge the commitment of both staff and fellow Board Members in helping us to continue to implement significant changes to improve the health and wellbeing of victims and survivors.



Oliver Wilkinson
Chairperson

Date: 13th December 2019

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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.

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

2018/19 was the second year of the new needs-based service delivery model and built on learning from year one. Within this context, I am pleased to report the Victims and Survivors Service Limited has achieved 29 out of 31 of its targets for the year and partially achieved the remaining 2. Victims and Survivors Service Limited has also managed its budget within the required tolerance of 1.5% of the budget allocation.

The implementation of an outcomes based approach to service delivery has continued to embed across the organisation during 2018/19, with data on outcomes now captured across an increasing range of activities. Along with the new 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.

Introduction

This section of the Strategic Report outlines the strategic context and operating environment of the Victims and Survivors Service Limited. This includes:

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

Victims and Survivors Strategy 2009-19

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.

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“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 has not yet been developed. The Victims and Survivors Service Limited will continue to plan for the delivery of services and support in line with the existing Strategy and will continue to assist with the development of a subsequent strategy through a process of co-design with The Executive Office and The Commission for 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.

Strategic Priorities

The Strategy for Victims and Survivors 2009-19 emphasises the strategic focus of the Victims and Survivors Service Limited on the following three priorities:

1. Delivering a needs-based approach to allocating resources and defining services;

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

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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: the Individual Needs Programme (INP), the Victims Support Programme (VSP), and the victims and survivors element of the EU Programme for Peace and Reconciliation (PEACE IV).

Programmes

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 the Individual Needs Programme 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 on low incomes; 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 organisations that provide services and support to victims and survivors across Northern Ireland. The work funded through the Victims Support Programme within these organisations meets the Victims and Survivors Service Limited aims and objectives (outlined below) and is informed by advice given by the Commission for Victims and Survivors regarding the needs of victims and survivors.

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

- Services that support and maintain resilience and wellbeing among victims and survivors;

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

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 from 1 November 2016 – 31 July 2021.

The PEACE IV Programme has added value to the existing Victims Support Programme by investing in cross-border 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 workers that connect victims and survivors to services, and the delivery of additional services and support.

Specifically, the PEACE IV Programme includes provision for:

- 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);
- The development of a Network of Regional Health and Wellbeing Case Managers and Health and Wellbeing Case Workers to identify and address the needs of victims and survivors (5 Case Managers, 26 Health and Wellbeing Case Workers);
- A Resilience Programme to address existing gaps and meet the individual needs of victims and survivors based on the Belfast Strategic Partnership Take 5 Framework for Health and Wellbeing (<http://www.publichealth.hscni.net/publications/take-5-steps-wellbeing>); and
- The development of the capacity of the sector through training and development to meet national and regional standards, research, and improved regulation.

Strategic Framework: Victims and Survivors Service Limited

In December 2015, the Victims and Survivors Service Limited Board carried out a strategic review of the vision, mission and values of the organisation.

The same strategic direction remained in place throughout 2018/19 as follows:

OUR VISION

To improve the health and wellbeing of victims and survivors

OUR MISSION

We work to ensure that victims and survivors, and the wider community, are aware of the support and services available to them

We work to support victims and survivors to access quality services in line with their individual needs

We listen to and learn from victims and survivors and others, creating and maximising opportunities to share information and knowledge

OUR VALUES

TRUST

Working confidentially, impartially and respectfully with victims and survivors and others to develop and sustain an open and honest relationship

UNDERSTANDING

Listening to and learning from victims and survivors and others

RESPONSIVE

Continually developing our people and services through growth and innovation

ACCOUNTABLE

Applying good corporate and clinical governance to all that we do

Stakeholders and Key Relationships

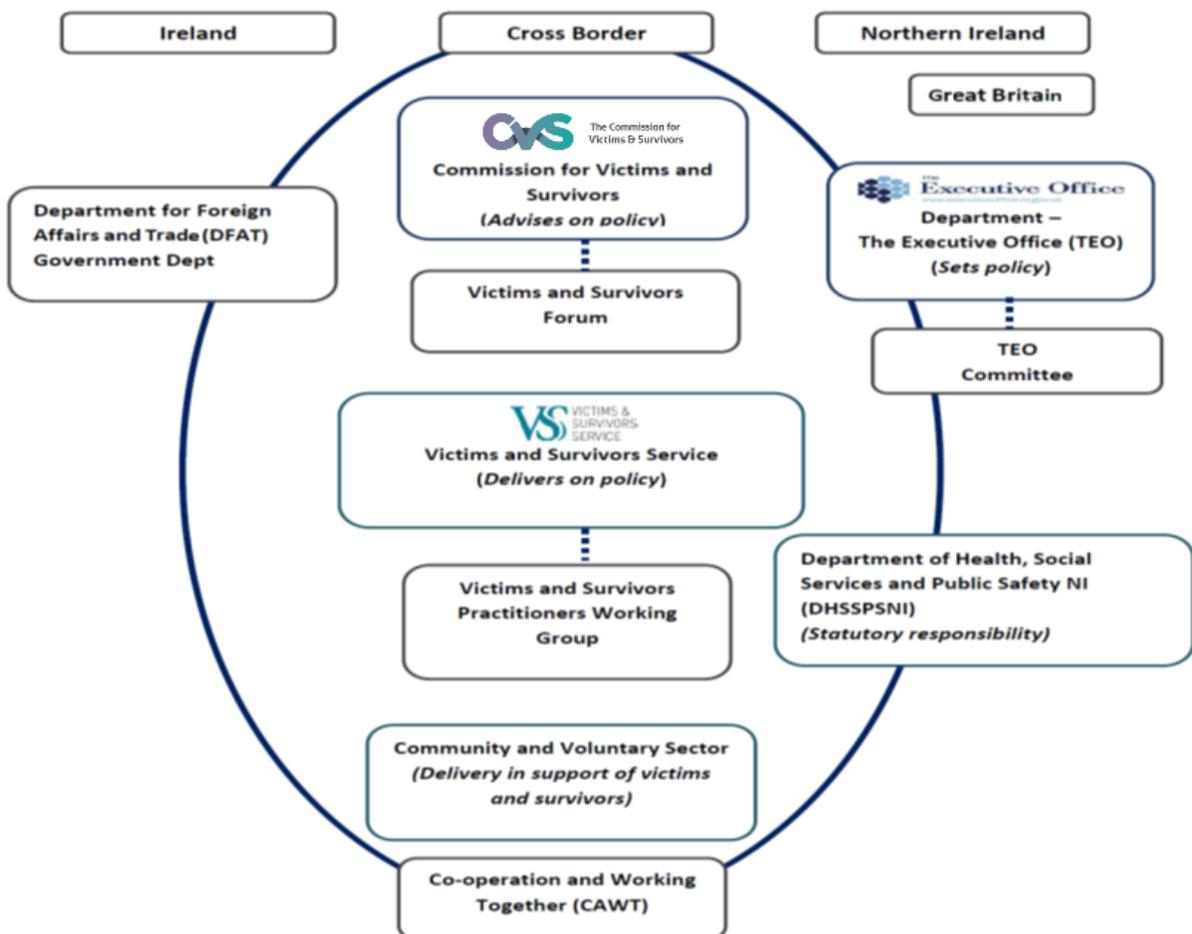
The Victims and Survivors Service Limited aims to support victims and survivors as they engage with the diverse services, agencies, and other parts of society that contribute to the full and healthy life of the individual.

To achieve this, the organisation needs and values a strong network of partners with whom it can communicate and work in the interests of victims and survivors.

Partnership-Level Stakeholders

The Victims and Survivors Service Limited is supported in its efforts to deliver on its aims and objectives by The Executive Office, the Commission for Victims and Survivors, and the Victims and Survivors Forum. This is illustrated in [Diagram 1](#) below.

Diagram 1: Partnership-level Stakeholders



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The 2009-19 Strategy for Victims and Survivors Limited outlines the relationship between four key bodies as follows:

- *Government* is responsible for setting policy for victims and survivors and is ultimately accountable for resourcing the victim/survivor sector.
- *The Commission for Victims and Survivors* is responsible for the strategic assessment of need and for oversight of the Victims and Survivors Forum. On the basis of these functions, it is responsible for ensuring that the correct structures are in place to meet assessed need and for advising Government on victims' and survivors' issues. A memorandum of understanding is in place between The Victims and Survivors Service Limited and the Commission for Victims and Survivors.
- *The Victims and Survivors Forum* acts as an advisory body to the Commission, focusing on three areas of work: the development of appropriate services to meet needs, dealing with the past and building for the future.
- *The Victims and Survivors Service Limited* is the delivery body within this arrangement, responsible for providing support to individuals and organisations by commissioning appropriate services and distributing funding in response to assessed and agreed need.

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:

- Continued **growing demand** for services and support and **changing needs** of victims and survivors;
- **Welfare Reform**, specifically the transition from Disability Living Allowance to Personal Independence Payments implemented by the Department for Communities commencing in December 2016, which, as envisaged to a certain extent by the Welfare Reform Mitigations Working Group Report (2016),² has impacted on victims and survivors living with physical and psychological injuries. Mitigations put in place are due to expire in March 2020;

² Available online at: <https://www.executiveoffice-ni.gov.uk/publications/welfare-reform-mitigations-working-group-report> [Accessed 20 July 2018].

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- The work being undertaken by the Victims and Survivors Service Limited in collaboration with other key stakeholders to develop the proposed Mental Trauma Service,³ currently referred to as the **Regional Trauma Network**; and
- **Broader strategic and political uncertainty** with particular reference to the implementation of the Stormont House Agreement (2014) proposals on addressing the legacy of Northern Ireland's past, and the pending outcome of the 2018 NIO Consultation on Legacy.

The ongoing Collaborative Design or Co-Design Programme enables strategic communication and partnership-level engagement in relation to all of these issues.

Needs-based Service Delivery Model (2017-20)

The revised three-year service delivery model (2017-20) is based on the Commission for Victims and Survivors' *Victims and Survivors Delivery Model for 2017-2020 Policy Advice Paper* (August 2016) approved by Ministers in November 2016. Moving away from a grant-led approach towards a needs-based and outcomes-focused model of integrated services and support, the model works in partnership with funded organisations across the region.

Limited grant funding, now referred to as Self-Directed Assistance Payments, remains available under the Individual Needs Programme for eligible clients registered with the Victims and Survivors Service Limited on or before 31 March 2017, and both previously registered and new individuals coming forward all have access to needs-led assistance enabled through a range of measures including:

- Additional Needs Based Support Frameworks under the Individual Needs Programme that deliver bespoke assistance to meet individual needs;
- 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 delivery of this assistance is underpinned by a client-led and needs-based approach, using an Individual Needs Consultation to discuss individual circumstances and agree personal packages of support in each case.

³ As per the announcement made by then Minister for the Department of Health, Simon Hamilton, on 24 February 2016 (see statement online at: <https://www.health-ni.gov.uk/news/hamilton-announces-start-funding-new-world-leading-mental-trauma-service>)

Regional Trauma Network

The Victims and Survivors Service Limited involvement in work which is underway to establish a Regional Trauma Network is a significant strategic development that both complements our new service delivery model and acknowledges the future and changing needs of victims and survivors.

Background

The Northern Ireland Executive made a commitment in the Stormont House Agreement (2014) to take steps to ensure that Victims and Survivors have access to high quality services, respecting the principles of choice and need by establishing a comprehensive Mental Health Trauma Service. This recommendation built on the *Comprehensive Needs Assessment* published by the Commission for Victims and Survivors (2012), which identified mental health as a priority area of need for victims and survivors. This network would deliver a comprehensive regional trauma service drawing on existing resources and expertise from the statutory, community and voluntary sector.

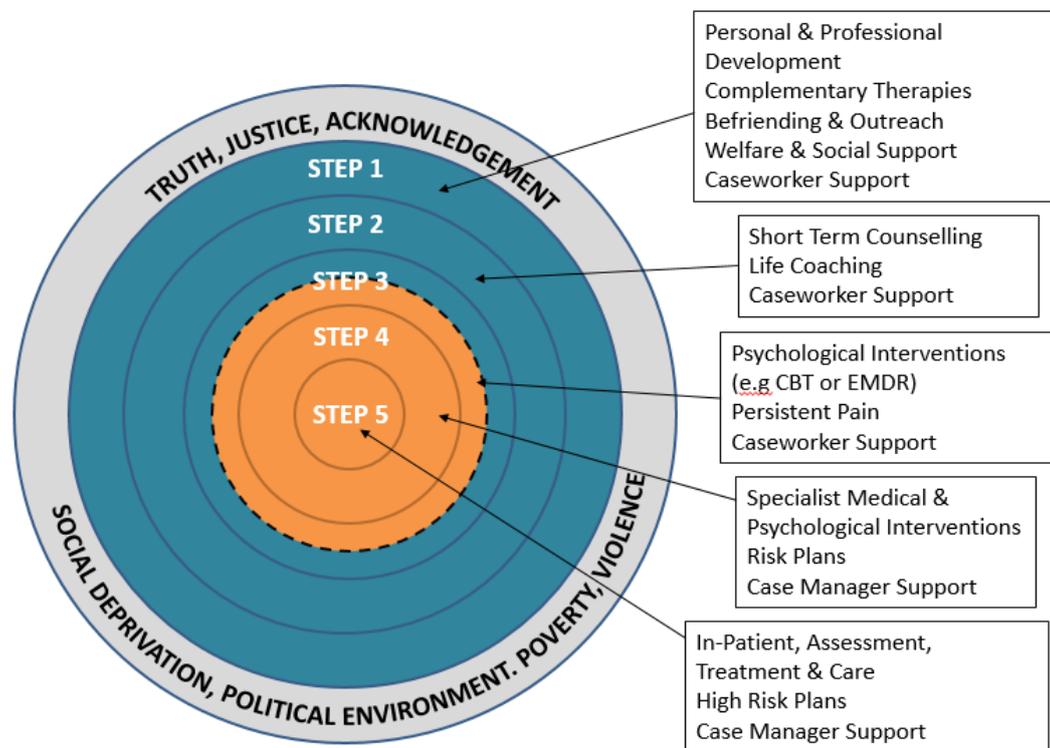
Service Delivery Model and PEACE IV Programme

As noted above, the Victims and Survivors Service Limited is the Lead Partner to deliver the PEACE IV Programme for Victims and Survivors, with a key focus on improving the health and wellbeing of victims and survivors and building capacity within the sector to deliver high quality services.

The Victims and Survivors Service Limited application for PEACE IV funding was approved in November 2016. On this basis, the community and voluntary sector provision of the new managed care network – or, the Regional Trauma Network – was established over the period April to September 2017, with the recruitment of Regional Health and Wellbeing Case Managers employed directly by the Victims and Survivors Service Limited, and Health and Wellbeing Caseworkers employed across 14 community and voluntary organisations. This network has been established with the aim of connecting victims and survivors to the support and services that they need. Significant progress has been made in the delivery of quality services (Step 1 to 3, [Diagram 2](#)), specifically, outcomes based monitoring and evaluation of psychological therapies and other services complemented with a workforce training and development plan which builds upon existing capacity and ensures consistency of access, choice and quality of service across the region. This is an ongoing project up to December 2021.

[Diagram 2](#) below demonstrates how this service delivery model intersects with both the Stepped Care Model and the wider provision of services and support under the Individual Needs and Victims Support Programme.

Diagram 2: Stepped Care Model – intersection with wider provision of services and support by the Victims and Survivors Service Limited



Key: VSS
Health Trusts
Context

Planning and delivery: Partnership Agreement

In December 2016 a Partnership Agreement was drafted between the Department of Health and The Executive Office. The Agreement awaits Ministerial approval. This set out the mechanisms via which the Victims and Survivors Service Limited would co-produce with Health and Social Care Trusts to ensure relevant, timely, accessible and comprehensive trauma care for those whose mental health has been impacted by the Troubles/Conflict.

The Partnership Agreement clarifies the proposed aims of the Regional Trauma Network as follows:

- To comprehensively address the legacy of the Conflict and address unmet mental health needs;
- To improve individual, family and community experience of mental health trauma care;
- To increase the overall capacity of mental health services in Northern Ireland;

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- To improve the psychological and social outcomes for individuals, their families and communities who have been traumatised as a result of the Conflict; and
- To improve governance and accountability of trauma care provided by the Health and Social Care Trusts and the voluntary and community sector.

The Partnership Agreement was signed on 23rd May 2019 by The Executive Office and The Department of Health.

Partnership Board

Following the establishment of the Partnership Agreement, the Partnership Board was set up, including:

- Victims and Survivors Service Limited
- Health and Social Care Board
- Department of Health
- Executive Office
- Commission for Victims and Survivors
- Public Health Agency
- Health and Social Care Trusts with responsibility for mental trauma care services
- Queen's University Belfast and Ulster University

Summary

The Victims and Survivors Service Limited has welcomed and participated fully in the developments described above and is committed to the successful delivery of the Regional Trauma Network in partnership with all of the stakeholders highlighted. However, in monitoring the progress of these developments, the Victims and Survivors Service Limited has registered significant concerns with the operational implementation of this service which will impact on being able to meet the needs of victims and survivors.

These have included:

- Progress to date not aligned to the direction in the Stormont House Agreement;
- Lack of meaningful co-production;
- The Assessment and Referral process;
- The Victims Journey;
- Uncertainty around the added value of the existing proposals;
- The perception of a 'one size fits all' approach through Cognitive Behavioural Therapy (CBT)

As part of the organisation's Risk Management Strategy (see page 58) the Victims and Survivors Service Limited has closely monitored the risk of non-delivery of its element of the Regional Trauma Network, due to lack of effective co-production and partnership

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working and demotivation among community-based stakeholders if the statutory services model is not aligned with the vision and principles of the Stormont House Agreement. To mitigate these, the Victims and Survivors Service Limited, along with our community and voluntary partners are actively engaged with the Department of Health (DOH) and the Health and Social Case Board (HSCB), expressing its concerns and making practical suggestions for improved communication and engagement. The organisation remains committed to this work and looks forward to constructive engagement with the Partnership Board over the months ahead.

Strategic and Political Uncertainty

The wider context of political uncertainty remains due to the absence of the Northern Ireland Executive since January 2017. The impact of this for victims and survivors is felt most acutely in relation to the delay in implementing measures discussed in the Stormont House Agreement (2014). May 2018 saw the launch of the Northern Ireland Office consultation 'Addressing the Legacy of Northern Ireland's Past', which closed on 5 October 2018. The consultation focused on proposed measures for completing outstanding historical investigations into Conflict/Troubles-related deaths, facilitating information and truth recovery, establishing an oral history archive and delivering thematic reports and insights into the overall process.

Following extensive proactive and strategic communication and engagement conducted by the Victims and Survivors Service Limited with clients, individuals, funded organisations and wider public on this consultation, we were pleased that over 17,000 responses were submitted to the Northern Ireland Office.

Our response is available: <https://victimsservice.org/vss-response-to-nio-legacy-consultation/>

Delays to implementation of the Stormont House Agreement

In terms of devolved matters highlighted in the Agreement that have not been progressed, the Victims and Survivors Service Limited is aware of frustration that exists among victims and survivors and their representatives in relation to two key issues:

- The lack of progress in relation to delivering a pension for the seriously injured;
- The decision to withhold funding for outstanding Legacy Inquests, which involve approximately 100 Conflict/Troubles-related deaths.

On this basis, as part of the organisation's Risk Management Strategy (see page 58) the Victims and Survivors Service Limited has monitored the lack of political agreement on the Stormont House Agreement legacy institutions as a strategic risk that dilutes the potential strategic impact of the PEACE IV funded Advocacy Support Programme and

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has adjusted and managed its work programme and stakeholder engagement in this area accordingly.

Budget allocation and uncertainty

In addition to the uncertainty described above, the Victims and Survivors Service Limited, like all other statutory bodies, is affected by the uncertain political environment to the extent that there is a risk of delays in budget allocation and a possible reduction in budget allocation. While also monitored as part of the organisation's Risk Management Strategy (see page 58), this risk did not materialise in 2018/19 and is not envisaged for 2019/20 (based on agreed opening budget allocations).

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, comprising **31** Key Actions (with associated outputs and outcomes), agreed with The Executive Office.

The 5 Strategic Outcomes for 2018/19 were as follows:

1. Improved health and wellbeing of Victims and Survivors;
2. Victims and Survivors, and those most in need, are helped and cared for;
3. Victims and Survivors, and their families, are supported to engage in legacy issues;
4. Improved access to opportunities for learning and development; and
5. An efficient and effective organisation.

The achievement of these targets was monitored on a monthly basis and as at 31 March 2019 summary progress against all **31** key actions was as follows:

Achievement Status		Number of Targets	Status Description
BLUE		29	Completed
GREEN		0	Achieved or on track for delivery
GREEN/AMBER		2*	Broadly on track and there is <i>justifiable</i> confidence of getting close to targeted outcomes
AMBER		0	Progress less than planned. Significant doubt around the achievement of targeted outcomes
RED		0	Commitments not achieved or not expected to be achieved within the current PfG period

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*All delivery plan targets for 2018/19 were met with the exception of two which were partially achieved. These relate to the Additional Needs Based Frameworks supporting One-to-One Literacy & Numeracy and Social Isolation (both PEACE IV-funded measures).

In respect of these two targets, whilst the final number of individuals (outputs) was below the targeted level, the outcomes – such as improved health and wellbeing and improved numeracy and literacy for those individuals engaged – were achieved or exceeded.

The activity within these two specific Frameworks was less than expected during the 2018/19 year due to the following specific reasons:

- One-to-One Literacy & Numeracy – Learning brought forward from year one (2017/18) indicated that Literacy and Numeracy involves broaching issues including social stigma and low confidence and self-esteem, which present significant barriers to individual engagement. Specific measures have been taken to address these barriers and participation has increased significantly in 2018/19, however, the total number of individuals supported in this area remains less than targeted. For those availing of this support, however, the outcomes have been excellent.
- Social Isolation – Whilst the Social Isolation framework was available for individual support during 2018/19, work continued to explore the most effective approach to delivery. A small pilot project in 2018/19 helped to inform the design of the revised framework, which will launch in early 2019/20, to include delivery via funded-organisations in addition to clearly defined individual support. Promotion of the revised framework is expected to result in significant activity during the year.

It is also important to note that the needs-based approach provides bespoke care in response to individual and changing circumstances and aims to deliver largely qualitative outcomes at an individual level. By its nature, therefore, it is a model that involves uncertainty and challenges in terms of forecasting numbers and budget.

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

Victims Support Programme (2018/19)

- The Victims Support Programme provides funding to organisations to enable them to deliver services and support to victims and survivors. This Programme is delivered in four main streams (see **Table 1** below).
- 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 3 year period from 1 April 2017 to 31 March 2020. As at 31 March 2019, 54 organisations remained with active LOOs and post year-end this has reduced further to 53.
- During 2018/19 the Victims and Survivors Service Limited focused on embedding and improving monitoring and evaluation of outcomes, using a number of methods including the implementation of standardised measurement tools. Through these tools the Victims and Survivors Service Limited can demonstrate the outcomes of the services delivered through the Victims Support Programme and measure the impact on the health and wellbeing of victims and survivors.

Individual Needs Programme (2018/19)

- 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 9 above).
- 2018/19 was the second year of implementation of a new three-year needs-based service delivery model, which has involved changes to the administration of the Individual Needs Programme and increased 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.
- Over 2018/19, target figures for the delivery of support under the Individual Needs Programme were exceeded: a total of **6,240** individuals accessed assistance.
- Overall, this second year of implementation has been a success, with low numbers of complaints, positive feedback from individuals recorded and no major issues in relation to operational delivery to report. Learning has been incorporated and reflected in improvements in processes and procedures to enhance the client experience towards achieving better health and wellbeing outcomes.

PEACE IV Programme (2016-21)

- The PEACE IV Programme complements and enhances the existing services and support delivered under the Victims Support Programme and Individual Needs Programme. 2018/19 was the second year of implementation of this Programme as an integrated and value-adding element of the revised service delivery model.
- **18** organisations were awarded PEACE IV funding totalling **£7.5m** to deliver services under this Programme, which concludes on **31 July 2021**.
- During 2018/19, the structures for the implementation of the PEACE IV Programme embedded. Staff have been recruited and have undertaken induction training. Networks have been established for both the Health and Wellbeing Caseworkers and the Advocacy Support Programme.
- Activity and expenditure has increased during 2018/19 in line with the agreed project work plan, setting the Programme on course to meet its objectives for the remainder of the Programme period.

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

1.2 Performance Analysis

As summarised above, during 2018/19 the Victims and Survivors Service Limited was responsible for delivering funding and resources for victims and survivors through three key programmes: the Victims Support Programme (2017-20), the Individual Needs Programme (2018/19) and the PEACE IV Programme (2016-21).

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 (outlined above) and Key Performance Indicators (see [Appendix 2](#)).

Focus on Strategic Outcomes

As noted previously, 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 the Commission for Victims and Survivors, the Executive Office and our community and voluntary partners to develop four strategic outcomes to help us achieve this. These are outlined in [Table 1](#) below.

Table 1: Programme Delivery: Strategic Outcomes

Thematic Area per Comprehensive Needs Assessment <i>(Commission for Victims and Survivors, 2012)</i>	Strategic Outcomes	
Health & Wellbeing, Social Support	1	We improve the health and wellbeing of victims and survivors and their families
Financial & Welfare Support	2	We care for victims and survivors and help those most in need
Truth, Justice & Acknowledgement	3	We support victims and survivors and their families to engage in legacy issues
Personal Development	4	We improve access to opportunities for learning and development for victims and survivors

All three of the Programmes delivered by the Victims and Survivors Service Limited in 2018/19 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, which specifies desired outcomes in each thematic area, is included within each Victims and Survivors Service Limited Corporate Plan and is attached at [Appendix 3](#). This framework shapes and informs the below discussion of performance and outcomes measurement.

VICTIMS SUPPORT PROGRAMME (2017-20)

Background

With an indicative budget of over £6 million per annum, the Victims Support Programme 2017-2020 opened for applications in November 2016. 55 organisations were originally successful in securing funding to deliver services to victims and survivors. 53 organisations are currently funded. These services reflect not only the vision, mission and values of the Victims and Survivors Service Limited, but also the key themes and needs identified in the *Comprehensive Needs Assessment* published by the Commission for Victims and Survivors in 2012.

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 2018/19 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 now 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 has worked with these organisations to adopt and implement the standardised measurement tools described below.

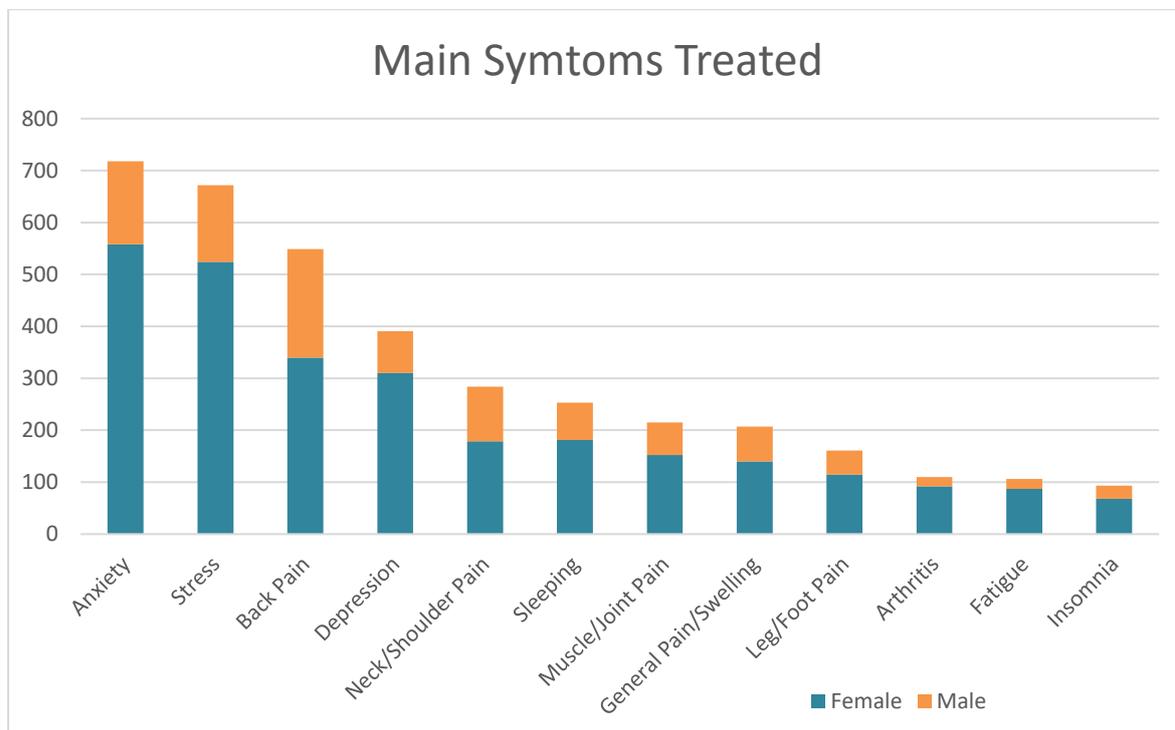
Complementary Therapies: MYMOP (Measure Yourself Medical Outcome Profile)

MYMOP is currently implemented by all funded organisations delivering Complementary Therapies. It 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:

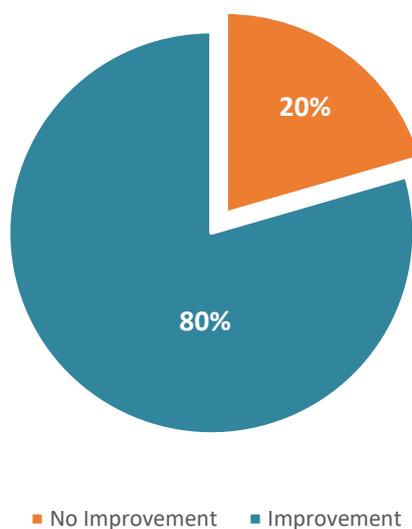
- In 2018/19, 25 funded organisations across Northern Ireland provided Complementary Therapies to a total of 3,017 individuals.
- 2,896 of these individuals completed their course and 121 ended therapy early (4.1% down from 5.8% in 2017/18).
- The ratio of females to males accessing support remains at just under 3:1.
- The most common symptoms reported by individuals accessing funded Complementary Therapies are anxiety, stress, back pain and depression. This information, along with the detail of additional symptoms frequently reported, is shown in [Diagram 3](#) below.

Diagram 3: Summary Monitoring Information – MYMOP: Complementary Therapies (Client Numbers, Client Gender Breakdown and Symptoms Treated)



Overall, the outcomes data for individuals accessing Complementary Therapies in 2018/19 continued the pattern reported in previous years, indicating an overall improvement in symptoms reported by approximately 4 out of 5 individuals. This information is shown in **Diagram 4** below.

Diagram 4: Summary Outcomes Information – MYMOP: Complementary Therapies



Performance Report for the year ended 31 March 2019

The information analysed above demonstrates that Complementary Therapies deliver overwhelmingly positive outcomes, making a significant contribution to improving the health and wellbeing of victims and survivors. Feedback as to why 1 in 5 individuals do not benefit from Complementary Therapies is anecdotal, but indicates that a more rigorous screening process should be used to identify clients for whom these types of therapies are inappropriate. This will be explored further in 2019/20 and beyond.

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 that 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:

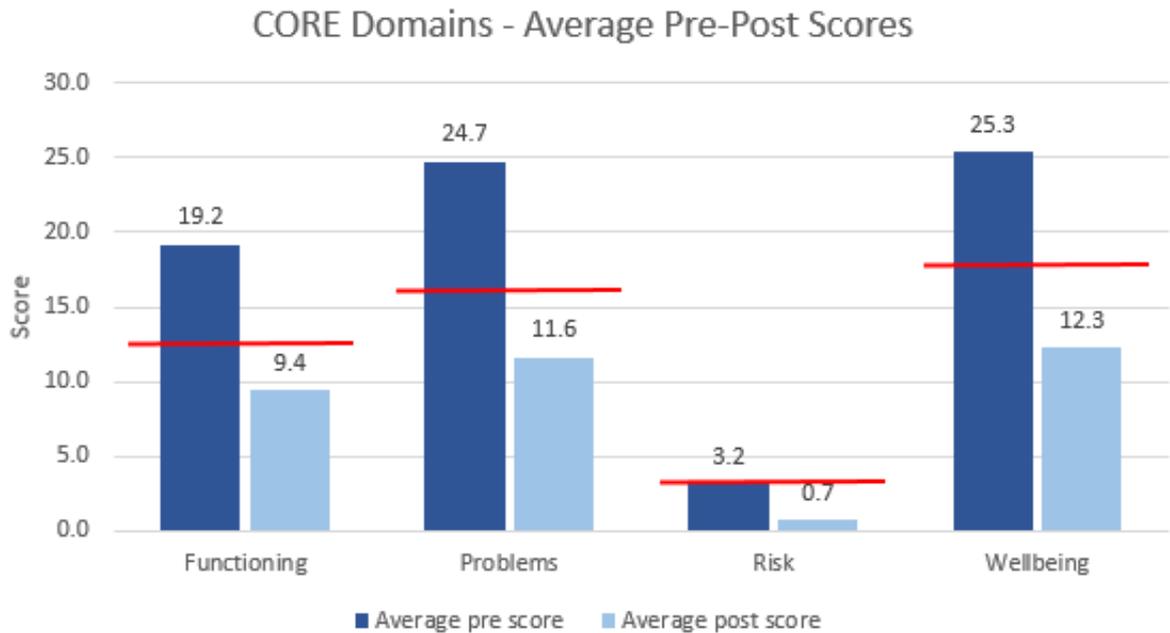
- Wellbeing
- Risk
- Problems
- Functioning

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

- In 2018/19, 22 funded organisations offered Talking Therapies to victims and survivors; and
- 2,436 individuals attended talking therapy sessions during the year, with 1,857 courses of therapy completed during the period. 1,294 of these were completed as planned, while 562 ended early (unplanned).

Overall 63% of individuals utilising this service experience a positive outcome and this improvement is demonstrated across all 4 domains in [Diagram 5](#) below.

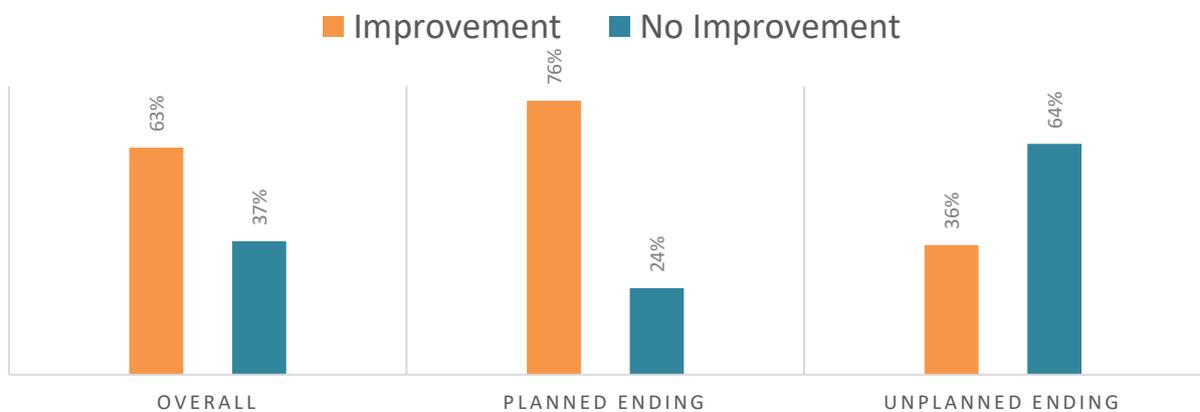
Diagram 5: Improvements By Domain – CORE Net: Talking Therapies



— 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, as planned, with their therapist have a much greater likelihood of a positive outcome (76%). However, it is noteworthy that a significant percentage of individuals who have an unplanned ending of therapy also experience a positive outcome (36%). This information is shown in [Diagram 6](#) below.

Diagram 6: Summary Outcomes Information – CORE Net: Talking Therapies (showing variance between planned and unplanned endings)



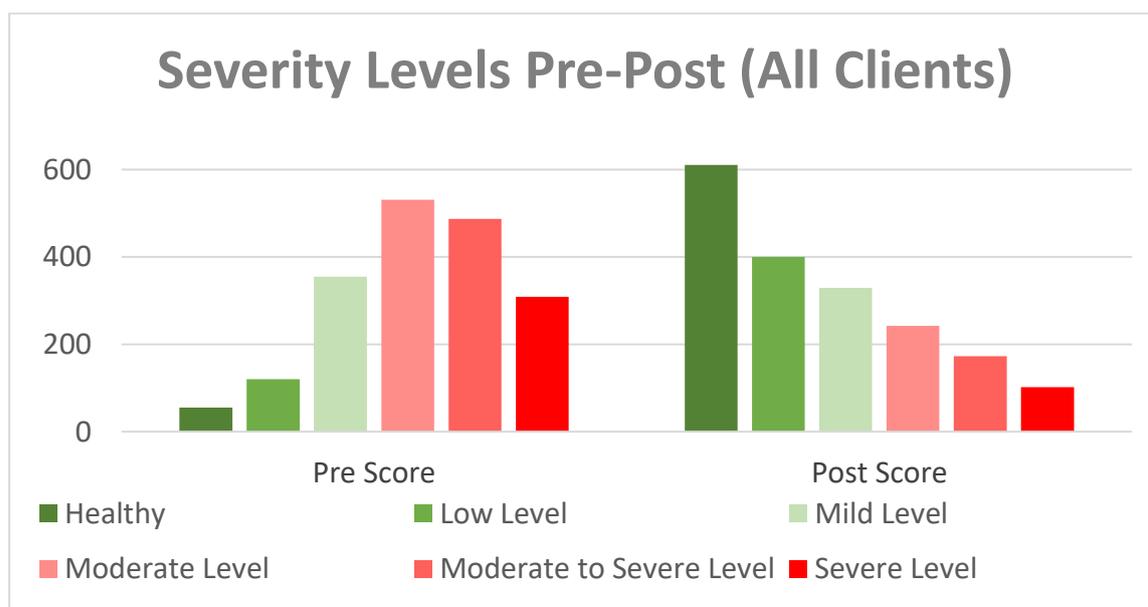
Performance Report for the year ended 31 March 2019

The reasons as to why 30% 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 policy to discontinue therapy based on repeated failure to attend)
- Client moved
- Client DNA final session
- Client transferred to Community Mental Health Team

Although there is a wide range of pre and post-scores at the individual level, 71% 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 7** below.

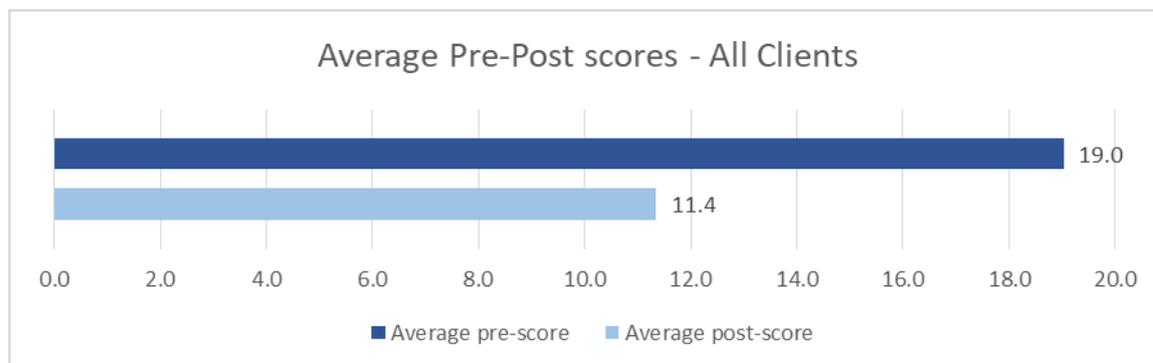
Diagram 7: Outcomes Information – CORE Net: Talking Therapies (showing severity of pre- and post-therapy scores)



(n=1857)

By contrast, post-therapy only 28% 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 8** below.

Diagram 8: 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 3 out of 5 cases, Talking Therapies deliver positive outcomes. This confirms the service makes a positive contribution to improving the health and wellbeing of victims and survivors.

Changes to our monitoring system, CORE Net has been made this year with measures more relevant to post-conflict trauma. This will be key in understanding how we can improve services for those where outcomes have not been positive.

Additional Health and Wellbeing Activities and Services: Outcomes

Outcomes monitoring measures for additional health and wellbeing activities and services funded under the Victims Support Programme are qualitative in nature collected through organisational Case Studies and quotes from direct beneficiaries. Feedback from service users was overwhelmingly positive.

Next steps for 2019/20 will include assisting organisations to record outcomes in line with measures currently being developed as part of the broader Belfast Strategic Partnership initiative, Take 5 (see [Appendix 3](#)).

INDIVIDUAL NEEDS PROGRAMME (2018/19)

Background

As the second year of the revised service delivery model, the delivery of the Individual Needs Programme in 2018/19 involved embedding significant changes rolled out in year one. Like the Victims Support Programme, the services and support provided under the Individual Needs Programme are modelled to reflect the four Strategic Outcomes in [Table 1](#) above and monitored in line with the framework at [Appendix 3](#).

‘Existing Clients’: Self-Directed Assistance Payments

Under the revised model, limited grant funding (now referred to as Self-Directed Assistance) is 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.

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 the individual meets the definition of a victim/survivor per the Victims and Survivors (NI) Order (2006).

Table 2 below summarises the support made available in 2018/19 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. The value of awards issued under each framework is variable, depending on the needs and relevant support identified.

Performance Report for the year ended 31 March 2019

Table 2: Additional Needs Based Support Frameworks 2018/19

Framework	Description	Anticipated Outcome(s)	Outcome achieved
1 Disability Aids	The provision of Disability Aids to individuals physically injured as a result of the Conflict/Troubles.	<ul style="list-style-type: none"> - Improved wellbeing, function and independence for 80% of individuals as a result of disability aid provided. 	<ul style="list-style-type: none"> - 74% of individuals in receipt of a Disability Aid reported improvement. 18.5% showed no improvement and 7% reported a dis-improvement. This is a good indication following one full year of the scheme. However, it is too early to determine if the 80% target is realistic and this will continue to be monitored in the longer term.
2 Education and Training <i>(Includes 1:1 Literacy and Numeracy funded under PEACE IV Resilience Programme)</i>	The provision of assistance to access education and training for individuals whose opportunities have been limited by Conflict/Troubles-related trauma.	<ul style="list-style-type: none"> - Increased opportunities for employment progression and/or career development. - Increased opportunities to develop interests and time to connect with other people. - Improved psychological, physical and social functioning and subjective wellbeing of 80% of individuals who engage in numeracy and literacy tuition. 	<ul style="list-style-type: none"> - 83% of individuals in receipt of an Education & Training award reported improvement. 10% showed no improvement and 7% reported a dis-improvement.
3 Persistent Pain	The provision of support for individuals injured as a result of the Conflict/Troubles, who live	<ul style="list-style-type: none"> - Improved wellbeing, function and independence for 60% of 	<ul style="list-style-type: none"> - 68 % of individuals in receipt of a Persistent Pain award reported improvement. 17%

Performance Report for the year ended 31 March 2019

Framework	Description	Anticipated Outcome(s)	Outcome achieved
	<p>with persistent pain. Support includes:</p> <ul style="list-style-type: none"> - An <i>individual Holistic (Medical & Psychological) Assessment</i> by Pain Management Specialists - Support towards the cost of <i>Pain Management Therapies</i> - Assistance of up to £500 per year towards the cost of <i>Home Heating to Manage Persistent Pain</i> where this specific need is identified 	<p>individuals as a result of persistent pain interventions.</p>	<p>showed no improvement and 15% reported a dis-improvement in their condition.</p>
<p>4 Volunteering (Funded under PEACE IV Resilience Programme)</p>	<p>Delivery of assistance to access and support volunteering experience for individuals whose opportunities have been limited by the Conflict/Troubles.</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"> - Sample size too low for meaningful reporting of outcomes. This framework remained under development throughout the year. Reporting will commence when appropriate sample size is achieved.
<p>5 Trauma-Focused Physical Activity (Funded under PEACE IV)</p>	<p>The delivery of assistance to access physical activity that supports individuals engaged in a therapeutic process to address Conflict/Troubles-related trauma.</p>	<ul style="list-style-type: none"> - Improved wellbeing, function and independence for 80% of individuals as a result of trauma focused-physical activity. 	<ul style="list-style-type: none"> - 55% of individuals in receipt of a TFPA award reported an improvement in their circumstances. 36% reported no improvement and 9% reported a dis-improvement. This is interesting. The target was based on the complementary therapies

Performance Report for the year ended 31 March 2019

Framework	Description	Anticipated Outcome(s)	Outcome achieved
	<i>Resilience Programme)</i>		baseline and has outlined an area for further review and engagement with client.
6	Psychological Support	The delivery of Psychological Therapies to individuals, in line with the Northern Ireland <i>Strategy for the Development of Psychological Therapy Services (2010)</i> and its equivalent within the HSE Ireland.	<ul style="list-style-type: none"> - Improved wellbeing, function and independence for 60% of individuals as a result of psychological support. - 72% of individuals in receipt of Psychological Support from the Victims and Survivors Service Limited reported an improvement. 16% showed no improvement and 12% reported a dis-improvement.
7	Social Isolation Framework	This Social Isolation Framework provides a personalised approach to addressing 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.	<ul style="list-style-type: none"> - Improved psychological, physical and social functioning and subjective wellbeing for 80% of individuals engaged in Social Isolation programme. - Sample size too low for meaningful reporting of outcomes. This framework remained under development throughout the year. Reporting will commence when appropriate sample size is achieved.

*** 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 one full year of implementation but should be monitored long term over a number of year before any accurate conclusions can be made.*

The Victims and Survivors Service Limited Satisfaction Survey & Additional Needs Based Support Frameworks

Analysis & Feedback from clients:

Positive outcomes measured in relation to the delivery of Self Directed Assistance Payments

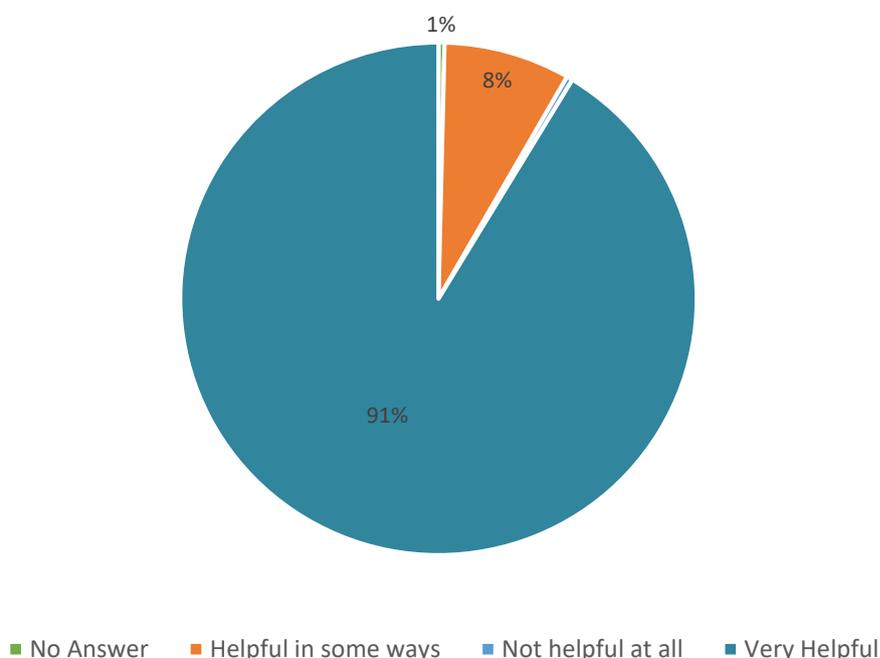
In February 2019, the Victims and Survivors Service Limited conducted a survey of just over 10% of the total 5,848 individuals in receipt of the new Self Directed Assistance Payments. Of the 612 individuals surveyed 265 responded, representing a response rate of 43%.

Key findings of the survey included the following:

- When asked 'How do you feel about the support we offer?', 91% said 'Very Helpful', a further 8% said 'Helpful in some ways', and c.1% said 'Not helpful at all' or did not respond. This is comparable to last year where 91% said 'Very Helpful', a further 7% said 'Helpful in some ways', and c.1% did not respond.

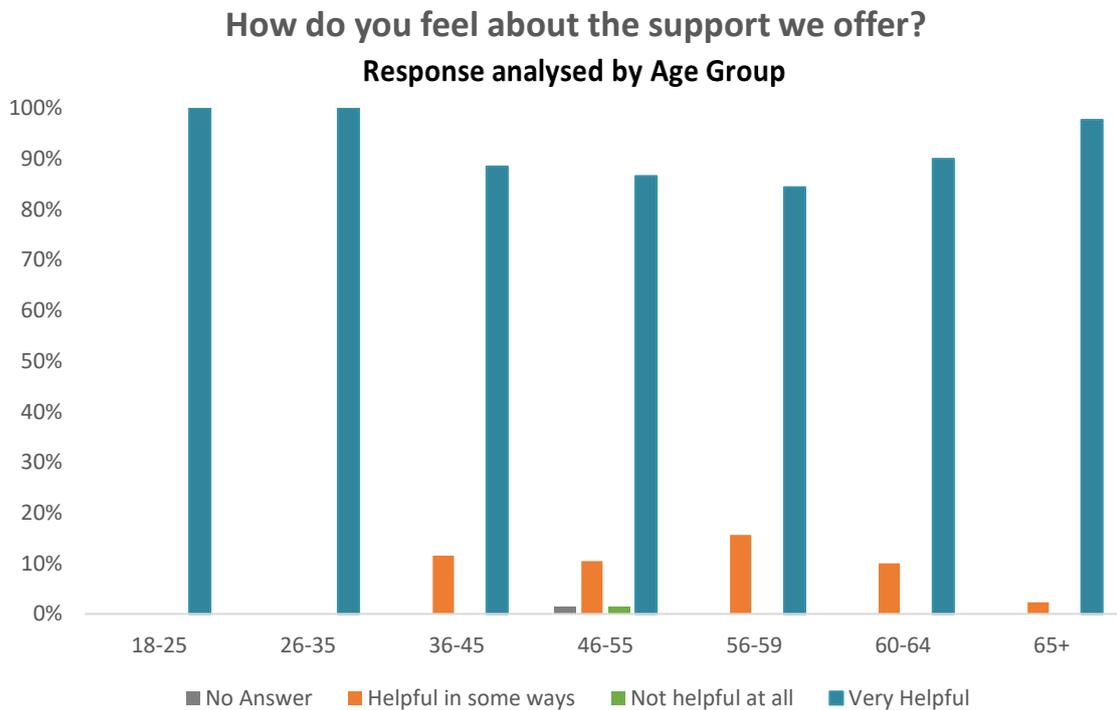
Diagram 9: Client satisfaction with support provided

How do you feel about the support we offer?



	Very Helpful	Helpful in some ways	Not helpful at all	No Answer
2018/19	91%	8%	<1%	
2017/18	91%	7%		1%

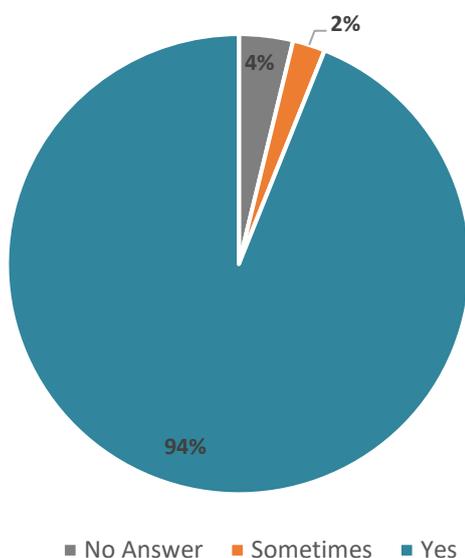
Diagram 10: Client satisfaction with support provided, analysed by Age Group



- When asked 'Do you feel that we treat you well when you contact us?', 94% stated 'Yes', a further 2% stated 'Sometimes', and c. 4% did not respond. This is comparable to last year in which 94% stated 'Yes', a further 3% stated 'Sometimes' and c. 3% did not respond.

Diagram 11: Client satisfaction with treatment by VSS

Do you feel that we treat you well when you contact us?



	Yes	No	Sometimes	No Answer
2018/19	94%	0%	2%	4%
2017/18	94%	0%	3%	3%

Performance Report for the year ended 31 March 2019

- 1 in 2 respondents added qualitative responses that indicated the Self-Directed Assistance Payments relieved worry and improved a sense of personal independence by easing financial pressure. Many emphasised that the fact they were no longer required to submit claims reduced worry and stress. 1 in 4 respondents provided a similar response last year.

"Having communicated my situation once, I was never made to discuss or prove my eligibility again. This is really important. Staff have always been supportive, respectful and helpful."

"I literally don't like using the phone nor do I enjoy speaking with agencies at any time. My family always tell me that I should be more aware of entitlements and not confuse such with begging. Dealing with your staff mostly over the phone is comfortable for me to do, you are a civil courteous group, maybe dealing with strangers if you understand me is better for me, but the civil manner with which you deal with me is commendable. There is a genuineness about this contact."

- 88% of respondents added qualitative responses that indicated the Self-Directed Assistance Payments improved their quality of life, personal independence, or positive attitude by enabling them to do or purchase things they would not normally afford. 44% of respondents made similar comments last year.

"Basically, without the financial help from VSS I would not be able to achieve what I do without the valuable help and support financially. I always say in life if a thing is not broken don't fix it."

"Victim service is a big help in my life and have currently gained my level 3 health and social care due to this service."

"I really appreciate the VSS support. I do not feel stigmatised or judged by the help I get. Also it is good to feel as if victims have not been forgotten."

These survey results demonstrate that the delivery of Self Directed Assistance Payments has had a positive impact on the health and wellbeing of victims and survivors in 2018/19. The organisation will continue to monitor this in 2019/20.

Performance Report for the year ended 31 March 2019

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

Client was the victim of a shooting and sustained one gunshot wound to the head rendering him permanently blind. Following consultation with a HWB Caseworker he was referred for support under the Disability Aids framework for independent OT assessment. Following assessment he was supported with an OrCam. OrCam MyEye is a tiny camera and microphone that attaches to a pair of glasses and is linked to a processing base unit that is small enough to fit in a reasonably sized pocket or clipped to a belt. By pointing a finger at a text, the user triggers the text-recognition technology and a computerised voice reads out what's in front of the camera. The device can also recognise faces, money and other objects.

“Support from VSS has changed my life forever and has given me a new lease of independence. I will be forever grateful”.

VSS Disability Aids Framework client

“I passed my first exam and got an A* I couldn't believe it, I have found so much confidence and my tutor is brilliant I am already working towards my next exam. It has made such a great change with my mood as well.”

VSS Adult Numeracy & Literacy Framework client

Table 3: Awards and Payments made under the Individual Needs Programme and PEACE IV Resilience Programme in 2018/19

Award Description	Value of Individual Awards	Number of Awards Issued	Payments Made
Self-Directed Assistance Payments			
Self-Directed Assistance - 18/19 Bereaved	£500	2,851	£1,424,000
Self-Directed Assistance - 18/19 Carer	£500	573	£285,500
Self-Directed Assistance - 18/19 FA Only	£500	445	£222,000
Self-Directed Assistance - 18/19 Injured (HRC)	£500	877	£437,000
Self-Directed Assistance - 18/19 Injured (MRC)	£500	1,096	£547,000
Transition Payments - 18/19	£150	1,297	£194,250
Self-Directed Assistance - Additional Needs Based Payments - 18/19 (Severely Injured)	£500	877	£437,000
Self-Directed Assistance - Additional Needs Based Payments - 18/19 (Bereaved)	£500	598	£298,500
Individual Needs Programme Additional Needs Based Support Frameworks			
Disability Aids 18/19	variable	129	£250,569
Education & Training 18/19	variable	139	£162,852
Persistent Pain Complementary Therapies 18/19	variable	100	£43,719
Persistent Pain Home Heating Support 18/19	£500	777	£355,995
Persistent Pain Pain Relief 18/19	variable	7	£7,760
Persistent Pain Physiotherapy 18/19	variable	183	£69,715
Psychological Support 18/19	variable	77	£31,444
PEACE IV Resilience Programme			
PIV Resilience (1-1 Literacy & Numeracy) 18/19	variable	22	£27,781
PIV Resilience (Trauma-Focused Physical Activity) 18/19	variable	143	£31,891
PIV Resilience (Volunteering) 18/19	variable	12	£8,598
PIV - Resilience (Social Isolation) 18/19	variable	66	£9,679
TOTALS		10,269	£4,845,25

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There were a number of awards with unspent balances during 2018/19, which explains the variance between the awards issued and the actual payments made.

Payments of **£24,708** were made in 2018/19 for awards related to closed frameworks from prior years. These bring total payments under the Individual needs programme and Peace IV resilience programme in 2018/19 to £4,869,962.

PEACE IV PROGRAMME (2016-21)

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 total value of the project is **£13,372,518**. The project will be delivered from **1st November 2016 until 31st July 2021**.

Through the Victims and Survivors Service Limited and its Project Partners, the PEACE IV project provides funding for cross-border Health and Wellbeing services by increasing the quality of care in the sector for victims and survivors and their families.

The project aims to enhance the capacity for the delivery of comprehensive shared services for victims and survivors in Northern Ireland and the border region, for the first time, in an inclusive and co-ordinated way. This includes a primary focus on improving the health and wellbeing of victims and survivors through the development, implementation and co-ordination of a number of new and innovative initiatives.

18 organisations have been awarded PEACE IV funding totalling **£7.5m** to deliver the following range of activities:

- The delivery of **Advocacy Support** by 6 Advocacy Managers and 21.5 FTE Advocacy Support Workers, whose focus is to assist victims and survivors to engage with legacy institutions and processes. All of these posts are hosted within funded organisations.
- The establishment of a **Health and Wellbeing Caseworker Network** including 5 Regional Case Managers employed by the Victims and Survivors Service Limited, and 25 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.

Further to the above, the following activities are also being funded under PEACE IV:

Performance Report for the year ended 31 March 2019

- 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 is responsible for commissioning and delivering three key research projects:
 - A review of the impact/effectiveness of Trauma Services;
 - A review of the effects of the Trans-Generational Legacy of the Troubles/Conflict on Children and Young People; and
 - A review of the impact/effectiveness of Advocacy Support Services.

Table 4 below outlines the key targets that underpin each activity.

Table 4: PEACE IV Delivery Targets 2016-2021

Activity	Targets
Advocacy support to include practical support for victims and survivors engaging with institutions, historical process and enquiries	27.5 FTE workers 6,300 beneficiaries
Development of qualified assessors, health and well-being case workers to identify and address the needs of victims and survivors (Health and Wellbeing Caseworker Network)	31 workers 11,350 beneficiaries
A resilience programme to address the individual needs of victims and survivors, including level one and level two mental health interventions	1,000 interventions
Development of the capacity of the sector through training and development (to meet national and regional standards), research and improved regulation	3 major research projects

OTHER KEY PERFORMANCE INDICATORS

Financial Performance

Summary Financial Performance

The Victims and Survivors Service Limited is sponsored by The Executive Office. The Victims and Survivors Service Limited had grant in aid budget allocation of £13.359m.

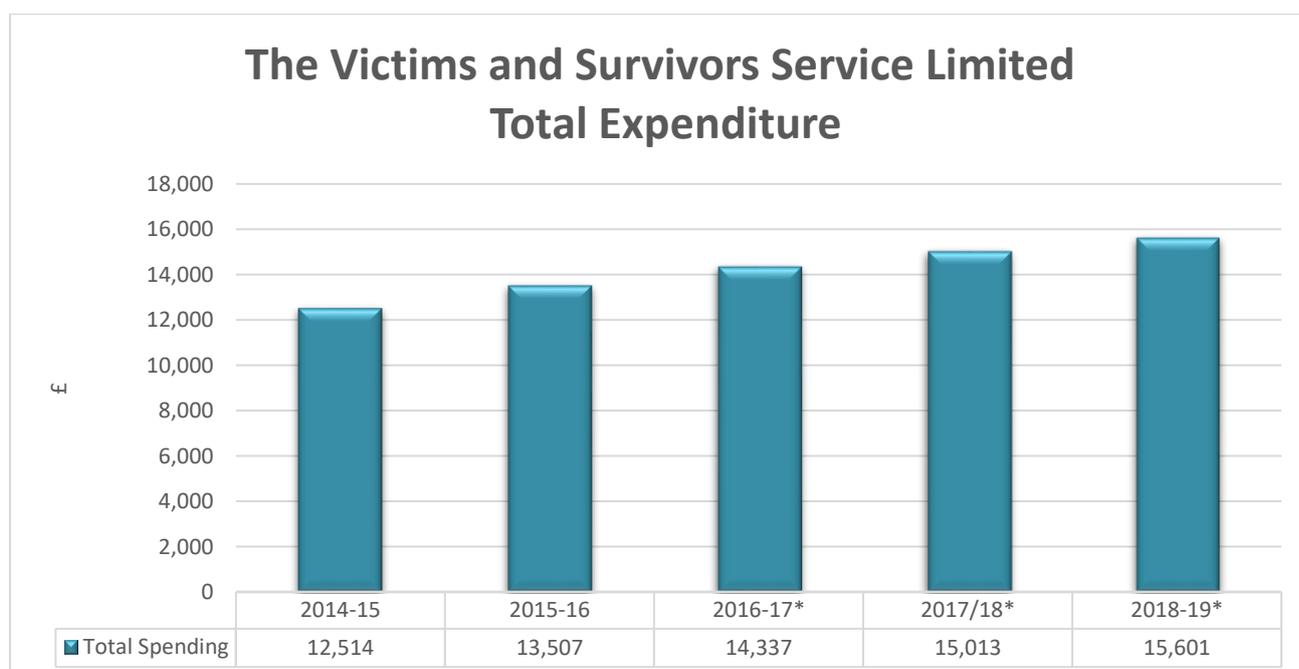
As at year end 31 March 2019, there was an underspend of £82k, representing 0.61% of the budget allocated. This is comfortably within the tolerance target of 1.5%. The Statement of Financial Position on page 84 shows the company had net assets of £459k as at 31 March 2019, and cash at bank of £761k.

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 month end basis, to identify any significant variances and take management action to address.

The budget was utilised within the tolerance level of 1.5% as outlined in the Overview section above. General Financial Management arrangements in addition to those outlined as part of the Departmental oversight are outlined in further detail below.

Diagram 11: Long term expenditure trends of VSS



*2016-17, 2017/18 and 2018/19 Out-turn figures include PEACE IV funded expenditure.

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 2018/19, 79% of invoices were paid within 10 working days and 98% within 30 working days. On average 8 working days were taken to pay invoices during 2018/19. In comparison, during 2017/18 68% of invoices were paid within 10 working days and 91% within 30 working days with an average payment time of 12 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 2019/20. 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.

PEACE IV Funding

The Victims and Survivors Service Limited is also in receipt of PEACE IV funding during 2018/19 from the Special EU Programmes Body. A grant of £13.373m has been 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 £2.1m from SEUPB to facilitate cashflow for the project. The majority of this funding is used to ensure that funded organisations can operate during the period from incurring expenditure, through to reimbursement from SEUPB (a process that will take 4 months from the end of each 3-month claim period).

Performance Report for the year ended 31 March 2019

In November 2018, the Victims and Survivors Service Limited submitted a bid to SEUPB, seeking additional funding of £1.58m, to facilitate the following:

- Extension of project activity (including Health & 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).

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 make improvements and changes to services based on such feedback. This year the Complaints Policy was due for renewal and due to the nature of complaints received by the Victims and Survivors Service Limited in the last 12 months, there was a process established to outline differentiation between complaints lodged by members of the public / clients and complaints lodged by funded organisations concerning other funded organisations. 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.

Table 6 below provides a summary of the complaints handled in 2018/19

Table 6: Summary of Complaints 2018/19

Category	Number	Notes
Complaints upheld	2	Key themes: <ul style="list-style-type: none">• <i>Social media breach by funded organisation.</i>
Complaints not upheld	2	Key themes: <ul style="list-style-type: none">• <i>Policy issues</i>• <i>Communication issues and process challenges</i>
Complaints unresolved/still open at year end	3	Key themes to be explored from complaints: <ul style="list-style-type: none">• <i>Policy and/or Budget (i.e. issues beyond the organisation's control)</i>• <i>Communication issues and process challenges</i>• <i>VSP Terms and Condition of Grant</i>
Total complaints received	7	

Positive feedback and messages of thanks received during 2018/19

In 2018/19 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 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. In 2018/19, the organisation recorded **107** such messages compared to **110** in the previous year.

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 VSS 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.

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.

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.

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.

Performance Report for the year ended 31 March 2019

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. A staff Health & 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 2019-22 (including 2019/20 Delivery Plan) was accepted by The Executive Office Departmental Board on 29 May 2019.



Oliver Wilkinson
Chairman

Date: 13th December 2019



Margaret Bateson
Chief Executive and
Accounting Officer

Accountability Report for the year ended 31 March 2019

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 Director's Report

Introduction and Background

The Directors during 2018/19 were as follows:

Oliver Wilkinson – Chair appointed 1 April 2015 (previously Director appointed 2 December 2013, Interim Chair appointed 30 June 2014)

Bertha McDougall – Director appointed 2 December 2013

Richard Solomon – Director appointed 2 December 2013

Beverley Clarke – Director appointed 1 April 2015

Patricia Haren – Director appointed 1 April 2015

Stephen McIlveen – Director appointed 1 April 2015

Séamus Magee – Director appointed 1 April 2015, Resigned 9 July 2018

The Victims and Survivors Service Limited drafted its Corporate Plan 2019-22 in March 2019. It was submitted to The Executive Office in May 2019 and accepted by The Executive Office Departmental Board on 29 May 2019.

The Corporate Plan 2019-22 outlines the Victims and Survivors Service Limited's approach to Outcomes Based Accountability and grows upon the progress which has

Accountability Report for the year ended 31 March 2019

been made as part of the Co-Design Programme and the outcomes-led approach outlined in the Performance Analysis section above.

This approach is consistent with the Programme for Government 2016-21 outcomes focused plan for all citizens in Northern Ireland.

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-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 2019/20* 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 25th May 2018, consequently the Victims and Survivors Service Limited has established internal and external working processes to comply with and implement the introduction of this legislation. In addition, the Victims and Survivors Service Limited has acted upon a GDPR compliance review carried out by its Internal Audit provider, Ernst & Young. 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. In 2018/19 policies concerning data were updated, such as, Data Protection Policy, Freedom of Information Policy and Publication Scheme.

All staff and Board members have completed basic GDPR awareness training and 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.

Accountability Report for the year ended 31 March 2019

A working group within the Victims and Survivors Service Limited has been established to review and act in instances when a data breach occurs. Fortunately, there have been a small number (7) of non-reportable data breaches in 2018/19, which were dealt with efficiently and effectively by this working group. The Executive Office was made aware of these breaches, as they have requested in their capacity as sponsoring authority.

Following the occurrence of a data breach, staff were advised by the Data Protection Officer on improvements to reduce the likelihood of data breaches.

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

In 2018/19 the Victims and Survivors Service Limited received and responded to 9 Freedom of Information requests.

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

Northern Ireland Office Public Consultation: Addressing the Legacy of Northern Ireland's Past (11 May 2018 – 5 October 2018)

On 11 May 2018 the Northern Ireland Office launched a Public Consultation on draft legislation and other elements arising from the Stormont House Agreement (2014).

The Stormont House Agreement outlines initiatives to address the legacy of the past. The Consultation presented these initiatives in greater detail for wider society to consider, including the detail of proposed new Legacy Institutions to facilitate investigations and truth and information recovery.

Immediately following the launch of the Consultation, the Victims and Survivors Service Limited put in place a communications plan to reach out to victims and survivors, share information with them and seek to minimise any distress or anxiety that the process may cause.

The Victims and Survivors Service Limited supported victims and survivors to engage both individually and through the Advocacy Support Programme (up to 4,000 individual victims engaging across 297+ events held throughout Northern Ireland, Ireland and Great Britain, a number of which were chaired by the Victims and Survivors Service Limited).

The Victims and Survivors Service Limited also prepared and submitted its own response to the Consultation, outlining priority themes and recommendations and key information arising from engagement with both individual victims and survivors and with the Advocacy Support Programme.

Following receipt of over 17,000 responses, the Northern Ireland Office released (in July 2019) an initial report summarising the consultation process and outlining the key themes emerging from the responses analysed.

Commission for Victims and Survivors Policy Advice: Victims and Survivors Pension Arrangement (VASPA) Advice (May 2019)

In May 2019, The Commission for Victims and Survivors provided formal advice to the Secretary of State for Northern Ireland, relating to the provision of a pension for individuals severely injured by their traumatic experiences of the Troubles/Conflict.

The advice covers a range of issues including:

- Eligibility;
- Assessment;

Accountability Report for the year ended 31 March 2019

- Costs; and
- Delivery Mechanism.

The advice has generated significant debate and media attention from July 2019, primarily in relation to the qualifying criteria.

Whilst the Victims and Survivors Service Limited will not be involved in the delivery of pension awards, the organisation remains ready to support victims and survivors with advocacy and health and wellbeing support during this time.

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.

Accountability Report for the year ended 31 March 2019

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 she takes 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 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 2019

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 2018/19. 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.

Accountability Report for the year ended 31 March 2019

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 2019 comprises:

- The Accounting Officer;
- The Victims and Survivors Service Limited Board;
- 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 2018-21 and Delivery Plan 2018/19 (accepted by TEO in July 2018);
- 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 11 July 2016.

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

Accountability Report for the year ended 31 March 2019

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.

Table 7 below lists the Board members.

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
Richard Solomon	Director appointed 2 December 2013
Beverley Clarke	Director appointed 1 April 2015
Patricia Haren	Director appointed 1 April 2015
Séamus Magee	Director appointed 1 April 2015; resigned 9 July 2018
Stephen McIlveen	Director appointed 1 April 2015

In the absence of a Northern Ireland Executive, no new appointments to the Board are able to be made. Despite this the Board was able to maintain quorum throughout 2018/19.

The Board met 12 times in 2018/19. **Table 8** below details the attendance of Board members at the meetings.

Table 8: Board Meeting Attendance

Date	Oliver Wilkinson	Bertha McDougall	Richard Solomon	Séamus Magee	Stephen McIlveen	Beverley Clarke	Patricia Haren
24 April 2018	✓	✓	X	X	✓	✓	✓
15 May 2018	✓	✓	X	X	✓	✓	✓
19 June 2018	✓	✓	✓	X	X	X	✓
31 July 2018	✓	✓	✓	N/A	✓	X	✓
13 Sept 2018	X	✓	X	N/A	✓	✓	✓
23 Oct 2018	✓	✓	✓	N/A	✓	✓	✓
20 Nov 2018	✓	✓	✓	N/A	✓	✓	✓
5 Dec 2018	✓	✓	✓	N/A	✓	X	✓
22 Jan 2019	✓	✓	✓	N/A	X	X	✓
19 Feb 2019	✓	✓	✓	N/A	X	✓	✓
19 March 2019	✓	✓	✓	N/A	X	X	✓
29 March 2019	✓	✓	✓	N/A	✓	X	✓

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

- Minutes of Previous Meeting;

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- 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 & Data Protection Updates; and
- Client Risk Update.

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 2018/19 included:

- Legacy;
- Social Support (Take 5) & Victims Choice Quality Mark feedback;
- Advocacy Support Programme;
- Review of Service Delivery Model; and
- Victims outside Northern Ireland.

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

Accountability Report for the year ended 31 March 2019

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 March 2019. The overall conclusion was that the Board performed well in 2018/19, and that a range of actions identified at the 2017/18 review had been implemented. The action areas identified within the 2018/19 review will be taken forward in 2019/20 and include:

- Highlighting the risks around Board Member numbers and succession planning;
- Assurances on maintenance of standards;
- Oversight of communications strategies; and
- Partnership approach between Sponsor Departments and Arm's Length Bodies.

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 lists the Health and Wellbeing Committee members.

Table 9: Health and Wellbeing Committee Membership

Name	Position
Beverley Clarke	Committee Member from April 2017 (Chair)
Patricia Haren	Committee Member from April 2017
Stephen McIlveen	Committee Member from April 2017

Accountability Report for the year ended 31 March 2019

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

- The Chief Executive Officer of the Victims and Survivors Service Limited;
- The Head of Health & Wellbeing; and
- The Health and Wellbeing Programme Manager;

The Health and Wellbeing Committee met three times in 2018/19. The Committee completed an annual report of their activities within the 2018/19 year and this has been taken into account in preparation of this Annual Report.

The Audit and Risk Committee

The Audit and Risk Committee and its Chair are appointed by the Board. The Chair is independent 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 October 2018) 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 lists the Audit and Risk Committee members.

Table 10: Audit and Risk Committee Membership

Name	Position
Colm Doran	Committee Member - Chair from October 2013
Bertha McDougall	Committee Member from 13 December 2013
Richard Solomon	Committee Member from 13 December 2013
Séamus Magee	Committee Member from 15 June 2015, resigned 9 July 2018
David Reid	Committee Member from 1st September 2018

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

- The Accounting Officer of the Victims and Survivors Service Limited;
- The Head of Corporate Services;
- The Finance and Governance Manager (Secretary of the Committee);
- The Governance Officer
- 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.

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The Audit and Risk Committee met five times in 2018/19.

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 standing agenda items and annual agenda items including:

- 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 April 2019. Actions identified in the prior year have been addressed with the appointment of David Reid, a finance specialist (Accountant) to the committee. The overall conclusion was that the Audit and Risk Committee was performing well.

Risk Management Strategy

The Victims and Survivors Service Limited Risk Management Strategy has been approved by the Board with the most recent update made in June 2018. 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 monthly basis throughout 2018/19. 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 the Stormont House Agreement legacy institutions, diluting the strategic impact of the Advocacy Support Programme.
- Negative impact on victims and survivors of Legacy Consultation.
- Negative impact on staff health and wellbeing and resilience, resulting in absenteeism, burn out and stress due to persistent unacceptable client behaviour.

Accountability Report for the year ended 31 March 2019

- Risk of negative impact resulting from significant staffing resource issues at SMT level.
- Risk of cash flow difficulties in the final months of the PEACE IV project.
- Risks associated with maintenance of the Victims and Survivors Service Limited Board and Committees in absence of Ministers.

A revised approach to the monitoring and escalation of risks in line with the risk appetite was implemented in early 2018/19. The Board agreed a revised risk appetite, within which 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 64.

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 an independent Internal Audit Service, Capita Consulting in February 2016, for a 1-year period, with the option to extend for 4 years (2016/17 to 2020/21).

The internal audit contract had been procured by the Central Procurement Directorate (CPD) within the Department of Finance. CPD managed a novation of the contract from Capita to EY in November 2017.

Table 11 below outlines the internal audit programme that was carried out relating to 2018/19.

Table 11: Internal Audit 2018/19

Report Date	Scope	Audit Rating	Status
Oct-18	Management Information and Monitoring and Evaluation	Satisfactory	Final Report
Dec-18	Clinical Risk Management	Satisfactory	Final Report
Dec-18	Corporate Governance	Satisfactory	Final Report
Apr-19	Human Resources	Satisfactory	Final Report
Apr-19	PEACE IV	Satisfactory	Final Report

Accountability Report for the year ended 31 March 2019

At the request of management, EY carried out an advisory review of the controls in place in respect to management of cheques. Suggestions for further enhancement of controls in this area were made.

The internal auditor's overall assurance rating for 2018/19 was Satisfactory, in line with the previous financial year.

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.

During 2018/19 ten recommendations were made across four areas. There were no priority one recommendations, three were identified as priority two and seven as priority three.

In addition, the Follow Up report confirmed that of the eight recommendations reviewed, seven were either fully implemented or superseded with one to be reviewed in the 2019/20 year as the target implementation date had not yet past.

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

Accountability Report for the year ended 31 March 2019

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:

- 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.

During 2019/20, a revised approach to partnership working between Sponsor Departments and Arm's Length Bodies is expected to be finalised. A draft Partnership Agreement (to replace the Management Statement & Financial Memorandum) was issued for consultation in July 2019.

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 2018/19.

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:

- Risk management;
- Business Planning;
- Legislative authorities;

Accountability Report for the year ended 31 March 2019

- Budget cover, business cases and post project evaluations;
- Monitoring of expenditure;
- Procurement;
- Consultancy;
- Information assurance and Data Protection;
- Staff management;
- Internal and external audit and Public Accounts Committee reports / recommendations; and
- Other significant issues.

The Accounting Officer submitted four Assurance Statements to The Executive Office during 2018/19.

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 March 2018 and is available on the Victims and Survivors Service Limited website.

Corporate Plan 2018-21 and Delivery Plan 2018/19

The Victims and Survivors Service Limited three year Corporate Plan 2018-21 was accepted by The Executive Office Departmental Board in July 2018. The 2019-22 Corporate Plan (and 2019/20 Delivery Plan) was accepted by The Executive Office Departmental Board on 29 May 2019.

The Chief Executive has monitored the Victims and Survivors Service Limited's performance against the targets set out in its 2018/19 Delivery Plan, included at [Appendix 2](#).

Key achievements and emerging activities carried out in 2018/19 are further outlined under Summary Performance against Delivery Plan Strategic Outcomes on page 19.

Accountability Report for the year ended 31 March 2019

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 2018/19.

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 2018/19 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
- Participation in the in-year monitoring rounds via 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

Accountability Report for the year ended 31 March 2019

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 primarily relate to earlier years. Two new cases were opened within 2018/19; one was closed in May 2019 whilst the other remains open.

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.

There were three instances of whistle-blowing within the Victims and Survivors Service Limited in the year to 31 March 2019. The Victims and Survivors Service Limited has investigated these cases and taken the appropriate action in each case.

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.

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 engage in skills and capacity development in a range of relevant areas.

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.

I have outlined below a number of governance issues which emerged throughout the year, or after the year end:

Termination of Grant: Funded Organisation

On 16 May 2019, the Victims and Survivors Service Limited terminated its contract with one organisation in receipt of VSP and PEACE IV funding. This followed investigation of a range of issues, and took into account the outcome of an independent review of corporate governance arrangements within the organisation.

Given the seriousness of the issues identified relating to corporate governance, financial management and safeguarding, termination of funding was the only appropriate option available to the Victims and Survivors Service Limited. Arrangements were made immediately to ensure that services to victims and survivors in the area were not interrupted in the short term. These services were transferred to an alternative provider in July 2019.

PEACE IV Expenditure

In the 2018-19 year, SEUPB continued to verify expenditure claims made by VSS as lead partner in the PEACE IV funded programme. Verification checks by SEUPB resulted in a total of £9,081 of costs relating to funded organisations being disallowed. £5,094 was disallowed by SEUPB due to an internal requirement that costs must be claimed with 6 months of being incurred. A further £3,987 of costs were determined by SEUPB to be ineligible for PEACE IV funding. These included costs such as pension management fees and Employers for Childcare fees.

SEUPB also imposed procurement penalties related to costs incurred by funded organisations totalling £4,043. The total disallowed expenditure (£13,124) has been reallocated to core funded Victim Support Programme (VSP) costs as it is considered this expenditure was incurred by funded organisations for the purposes set out within letters of Offer, however could not be claimed from PEACE IV for the above reasons. VSS will continue to engage with SEUPB to review the retrospective eligibility of this expenditure.

A further £17,228 of PEACE IV funded expenditure has been included as a bad debt provision at year end. This expenditure is currently under review as part of a larger investigation and it is considered that this funding will be deemed ineligible and VSS

Accountability Report for the year ended 31 March 2019

believe there is significant doubt over the ability for the organisation to reimburse these funds.

Direct Award Contracts

During 2018/19, no Direct Award Contracts were awarded.

Governance Checks for Existing Clients

The Victims and Survivors Service Limited *Annual Report and Accounts for the year ended 31 March 2018* provided detail of a 10% spot check of existing clients carried out prior to opening the new Programme for 2018/19, specifically with regard to issuing Self Directed Assistance Payments to individuals previously deemed eligible to receive assistance under a *Support Scheme*.

Once the spot check was fully completed, and as reported in the *Annual Report and Accounts for the year ended 31 March 2018*, the maximum extrapolated error identified in the pre-2018/19 spot check was, at the end of the process, 0.4%, representing a maximum potential error value of £15,156.

Having demonstrated this low financial risk associated with the delivery of the Self Directed Assistance Payments, the Victims and Survivors Service Limited found it reasonable to conclude that conducting a further spot check of an additional 10% sample of “existing clients” prior to opening the 2019/20 programme could be a disproportionately intensive approach going forward.

However, recognising that a small risk of ineligible expenditure might remain if no actions were taken to verify client eligibility, in January 2019 the Victims and Survivors Service Limited finalised a revised methodology for conducting sensitive checks on a further 5% (n=294) of client records to verify their eligibility for payments. At time of writing, the maximum extrapolated error identified within this check amounted to 0.74% (£30,935).

As INP 2019/20 is the final year of the agreed 3 year programme, and based on the learning to date, a review of the spot check methodology will be undertaken and a revised proposal will set out the way forward from September 2019.

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 2019

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 2019, the Victims and Survivors Service Limited has complied with all relevant 2013 Code provision. The requirement to have a qualified finance professional on the Victims and Survivors Service Limited Audit and Risk Committee was achieved during the year, with an appointment made on 1 September 2018.

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 is appropriate to meet the organisation's corporate and delivery plans. 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 2018/19 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 Report for the year ended 31 March 2019

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.

Remuneration Report for the year ended 31 March 2019

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

Officials	2018/19				2017/18 (Restated)			
	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	70-75		27	95-105	70-75		35**	95-105
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
Mr Richard Solomon, Board Member	0-5			0-5	0-5			0-5
Mr Séamus Magee, Board Member ***	0-5			0-5	0-5			0-5
Ms Patricia Haren, Board Member	0-5			0-5	0-5			0-5
Ms Beverley Clarke, Board Member	0-5			0-5	0-5			0-5
Mr Stephen McIlveen, Board Member	0-5			0-5	0-5			0-5
Band of Highest Paid Director's Total Remuneration	70-75			70-75	70-75			70-75
Median Total Remuneration	30,149			30,149	30,149			30,149
Range of Staff Remuneration				20-25 – 70-75				15-20 – 70-75
Ratio	1.6			1.6	2.4			2.4

* 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 include increases due to inflation and any increase or decrease due to a transfer of pension rights.

Remuneration Report for the year ended 31 March 2019

**This figure has been revised for 2017/18 by CSP due to an error in previous calculations.

*** Board member resigned on 9th July 2018.

Salary

'Salary' includes gross salary; overtime; recruitment and retention allowances; and any other relevant allowances to the extent that it is subject to UK taxation and any ex-gratia payments.

Exit Packages (Audited Information)

There were no redundancies or ill health retirements costs in the year to 31 March 2019.

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.

Pension Benefits (Audited)

Officials	Accrued Pension at pension age as at 31 March 2019	Real increase in pension & related lump sum at pension age	CETV at 31 March 2019	CETV at 31 March 2018	Real increase in CETV
	£'000	£'000	£'000	£'000	£'000
Mrs Margaret Bateson, Chief Executive and Accounting Officer	5-10	0-2.5	88	62	10

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).

Remuneration Report for the year ended 31 March 2019

The Alpha pension scheme was 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 existing members of the classic, premium, classic plus and Nuvos pension arrangements also moved to Alpha from that date. Members who on 1 April 2012 were within 10 years of their normal pension age did not move to Alpha 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. 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 rate is 2.32%.

New entrants joining can choose between membership of Alpha or joining a 'money purchase' stakeholder arrangement with a significant employer contribution (partnership pension account).

New entrants joining on or after 30 July 2007 were eligible for membership of the Nuvos arrangement or they could have opted for a partnership pension account. Nuvos is also a CARE arrangement in which members accrue pension benefits at a percentage rate of annual pensionable earnings throughout the period of scheme membership. The current rate is 2.3%.

Staff in post prior to 30 July 2007 may be in one of three statutory based 'final salary' defined benefit arrangements (classic, premium and classic plus). From April 2011, pensions payable under classic, premium, and classic plus are reviewed annually in line with changes in the cost of living. New entrants joining on or after 1 October 2002 and before 30 July 2007 could choose between membership of premium or joining the partnership pension account.

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 2018 was 2.4% and HM Treasury has announced that public service pensions will be increased accordingly from April 2019.

Employee contribution rates for all members for the period covering 1 April 2019 – 31 March 2020 are as follows:

Remuneration Report for the year ended 31 March 2019

Scheme Year 1 April 2019 to 31 March 2020

Annualised Rate of Pensionable Earnings (Salary Bands)		Contribution rates – All members
From	To	From 01 April 2019 to 31 March 2020
£0	£ 23,500.99	4.6%
£23,501.00	£54,500.99	5.45%
£54,501.00	£150,000.99	7.35%
£150,001.00 and above		8.05%

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.

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).

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. Scheme Pension age is 60 for members of **classic**, **premium**, and **classic plus** and 65 for members of **Nuvos**. The normal scheme pension age in Alpha is linked to the member's State Pension Age but cannot be before age 65. Further details about the NICS pension schemes can be found at the website <https://www.finance-ni.gov.uk/topics/working-northern-ireland-civilservice/civil-service-pensions-ni>.

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

Remuneration Report for the year ended 31 March 2019

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.

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

No Directors or Officers were compensated for early retirement or loss of office in 2018/19

Fees to Third Parties

Only remuneration and expenses were paid to Directors of the Victims and Survivors Service Limited in 2018/19. The Victims and Survivors Service Limited Board of Directors remuneration details are on page 74.

Remuneration Report for the year ended 31 March 2019

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

	Year end 31 March 2019 (£)	Year end 31 March 2018 (£)
O. Wilkinson, Board Chair	623	1,077
B. McDougall, Board Member	132	319
R. Solomon, Board Member	0	129
P. Haren, Board Member	50	39
S. Magee, Board Member	0	534
S. McIlveen, Board Member	0	0
B. Clarke, Board Member	295	379
Total	1,100	2,477

No further remuneration or expenses were paid to Non-Executive Directors in 2018/19.

Senior Civil Service Staff (Audited)

In 2018/19 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 2019

Board		Grade 5		Grade 7		DP		SO		EO1, EO2 & AO	
Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
3	3	0	1	1	1	3	6	1	9	7	9

Overall breakdown: Staff - 26 female and 12 male; Board – 3 female and 3 male.

At 31 March 2019, the Victims and Survivors Service Limited had 36 employees in post (34.72 full time equivalent). An additional 2 agency staff were in place on 31 March 2019,

Remuneration Report for the year ended 31 March 2019

filling key vacancies within the organisational structure. The average permanent staff number was 32.38 during this period as outlined in the Note 2 staff numbers and related costs on page 93.

Absence Data

Table 13 below shows the sickness absence results for the Victims and Survivors Service Limited for the year ended 31 March 2019.

Table 13: Sickness Absence

	Working days lost 2018/19	Average days lost per WTE member of staff
Including long-term absence	317	9.76*
Excluding long-term absence	173	5.34*

* Based on an average WTE of 32.38 permanent employees over the full year.

There were 328 days absence (including long term absence) in 2017/18, an average of 10.50 working days lost per member of staff during that period.

Excluding long term absence, this compares to 209 days absence in 2017/18, an average of 6.69 working days lost per member of staff during that period. Whilst this has decreased since the previous year it is worth noting that as a small organisation, any long term sickness absences has a disproportionate impact upon these metrics. There were no long term sickness absences ongoing as at 31 March 2019.

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;

Remuneration Report for the year ended 31 March 2019

- 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.
- **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 2018/19 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 2018/19 a programme was developed 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.

Expenditure on External Consultancy

Remuneration Report for the year ended 31 March 2019

The Victims and Survivors Service Limited spent £0 on external consultancy in 2018/19.

Off-Payroll Engagements

The Victims and Survivors Service Limited had one 'off-payroll' engagement at a cost of over £245 per day during 2018/19.

The engagement was in relation to one temporary member of staff paid through a recruitment agency at a 2018/19 cost of £73,801 (this includes back pay of £9,389.09).

This has existed for more than four years at 31st March 2019. This engagement has ceased in 2019/20.

2.3 Assembly Accountability Report for the year ended 31 March 2019

Fees and Charges (audited)

The Victims and Survivors Service Limited incurred no fees or charges during 2018/19.

Remote Contingent Liabilities (audited)

There are no remote contingent liabilities.

UK Departure from the European Union

In July 2018, the UK Government announced an extension of its guarantee of EU-funded projects after the UK has left the EU. The guarantee was originally announced in 2016. The guarantee now covers the following:

- a) The full Multiannual Financial Framework allocation for structural and investment funds over the 2014-20 funding period, with payments to beneficiaries made up to the end of 2023;
- b) The payment of awards where UK organisations successfully bid directly to the European Commission on a competitive basis for EU funding projects while we remain in the EU (e.g. before Exit day), for the lifetime of the project;
- c) The payment of awards where UK organisations successfully bid to the European Commission on a competitive basis to participate as a 3rd country after Exit, and until the end of 2020, for the lifetime of the project; and,
- d) The current level of agricultural funding under CAP Pillar 1 until 31 December 2020.

The financial settlement was agreed in principle by both the UK and the EU, as set out in the draft Withdrawal Agreement of 25th November 2018. The guarantee will therefore only be called in the event that the Withdrawal Agreement is not ratified in the case of no deal, and UK organisations are unable to access EU funding.

In respect of PEACE IV EU funding provided to the Victims and Survivors Service Limited via SEUPB, an assurance has been provided that funding is secure for the remainder of the Programme period, regardless of the ratification of the Withdrawal Agreement.

The Victims and Survivors Service Limited also retains a clause within its Letters of Offer to funded organisations, which aligns funding availability to the ongoing allocation of funds from SEUPB.

Losses and Special Payments (audited)

The Victims and Survivors Service Limited made the following request (to The Executive Office) for write-offs / special payments during 2018/19:

- Unvouched irrecoverable funding in respect of a funded organisation (£8,411):
 - In October 2018, the Victims and Survivors Service Limited sought (and subsequently received) approval from TEO to write off this debt owed by a funded organisation, relating to payments made in the 2013/14 and 2014/15 years.
 - The Victims and Survivors Service Limited took all appropriate actions to recover the debt, however, the funds could not be recovered.
 - The cost of further action to recover was prohibitive and the chance of success considered low.

In addition to the above, a small number of low value payment recoveries remain open in respect of cases relating to individuals. Recovery is progressing via offset against annual payments in the majority of these cases.



Oliver Wilkinson
Chairman



Margaret Bateson
Chief Executive and
Accounting Officer

Date: 13th December 2019

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 MEMBERS OF THE VICTIM AND SURVIVORS SERVICE LIMITED

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 2019 under the Companies (Public Sector Audit) Order (Northern Ireland) 2013. The financial statements comprise: the Statements of Comprehensive Net Expenditure, Financial Position, Cash Flows, Changes in Taxpayers' Equity; and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and International Financial Reporting Standards as adopted by the European Union. I have also audited the information in the Remuneration Report and the Assembly 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 Victim and Survivors Service Limited's affairs as at 31 March 2019 and of its surplus for the year then ended;
- have been properly prepared in accordance with International Financial Reporting Standards as adopted by the European Union; 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 of opinions

I conducted my audit in accordance with International Standards on Auditing (UK) (ISAs) and Practice Note 10 'Audit of Financial Statements of Public Sector Entities 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 of the Financial Reporting Council's Revised Ethical Standard 2016 and have fulfilled our other ethical responsibilities in accordance with these requirements. I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my opinions.

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

Other Information

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

In connection with my audit of the financial statements, 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, 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.

Opinion on other matters

In my opinion:

- the parts of the Remuneration Report and Assembly Accountability Report to be audited have been properly prepared in accordance the Government Financial Reporting Manual; and
- the information given in the Strategic Report and Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Responsibilities of the directors and Accounting Officer for the financial statements

As explained more fully in the Statement of Directors' and Accounting Officer Responsibilities, the directors' and the Accounting Officer are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

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.

I am required to obtain evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can

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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.

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.

Matters on which I report by exception

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 Remuneration Report and Assembly Accountability Report to be audited are not in agreement with the accounting records; 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.

Report

I have no observations to make on these financial statements.



KJ Donnelly
Comptroller and Auditor General
Northern Ireland Audit Office
106 University Street
Belfast
BT7 1EU

18th December 2019

Financial Statements

Statement of Comprehensive Net Expenditure

Financial Statements

3.1 Statement of Comprehensive Net Expenditure

For the year ended 31 March 2019

	Note	Year ended 31-Mar-19 £	Year ended 31-Mar-18 £
Income			
Grant from EU	4	2,324,494	1,759,791
		<u>2,324,494</u>	<u>1,759,791</u>
Expenditure			
Staff Costs	2	1,603,970	1,533,535
Programme Costs	3.1	13,402,500	12,787,693
Operating Costs	3.3	507,722	540,381
Depreciation	3.3	87,241	73,205
Provision provided for in year	3.3	0	(17,177)
Total Expenditure		<u>15,601,433</u>	<u>14,917,637</u>
Net Operating Expenditure for the year ended 31 March 2019		<u>(13,276,939)</u>	<u>(13,157,846)</u>
Total Comprehensive Net Expenditure		<u>(13,276,939)</u>	<u>(13,157,846)</u>
Amount Transferred to General Fund		<u>(13,276,939)</u>	<u>(13,157,846)</u>

Notes 1 to 22 on pages 88 - 104 form part of these financial statements.

Financial Statements

3.2 Statement of Financial Position

As at 31 March 2019

	Note	Year ended 31-Mar-19 £	Year ended 31-Mar-18 £
Non-Current Assets			
Property, Plant and Equipment	5	13,321	16,548
Intangible Assets	6	191,417	241,389
Total Non-Current Assets		204,738	257,937
Current Assets			
Trade and Other Receivables	10	2,148,980	1,875,021
Cash and Cash Equivalents	11	760,864	1,346,482
Total Current Assets		2,909,844	3,221,503
Total Assets		3,114,582	3,479,440
Current Liabilities			
Trade and Other Payables	12	442,543	831,462
Total Current Liabilities		442,543	831,462
Total Assets less Current Liabilities		2,672,039	2,647,978
Non-Current Liabilities			
Other Payables	12	2,200,000	2,140,000
Provision for Liabilities and Charges	13	12,900	12,900
Total Non-Current Liabilities		2,212,900	2,152,900
Total Assets less Total Liabilities		459,139	495,078
Taxpayers Equity			
General fund		459,139	495,078

Notes 1 to 22 on pages 88 - 104 form part of these financial statements.

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 13th December 2019.



Margaret Bateson
Chief Executive and Accounting Officer

Date: 13th December 2019

The financial statements were approved by the Board on 13th December 2019 and were signed on its behalf by:



Oliver Wilkinson
Chairman

Date: 13th December 2019

Financial Statements

3.3 Statement of Cash Flows

For the year ended 31 March 2019

	Note	Year ended 31-Mar-19 £	Year ended 31-Mar-18 £
Cash flows from operating activities			
(Deficit) / Surplus for the year		(13,276,939)	(13,157,846)
Adjustments for non-cash transactions			
Depreciation	3.3	3,227	3,584
Amortisation	3.3	84,014	69,621
Provision written back	3.3	0	(17,177)
(Increase) / Decrease in trade receivables and other current assets	10	(273,959)	(1,788,405)
Increase / (Decrease) in trade payables and other current liabilities	12	(328,919)	1,519,137
Provision utilised	13	0	(178,822)
Net cash outflow from operating activities		<u>(13,792,576)</u>	<u>(13,549,908)</u>
Cash flows from investing activities			
Purchase of property, plant and equipment	5	0	(400)
Purchase of intangible assets	6	(34,042)	(94,594)
Net cash outflow from investing activities		<u>(34,042)</u>	<u>(94,994)</u>
Cash flows from financing activities			
Grant in Aid from Sponsor Department		13,241,000	13,810,000
Increase / (Decrease) in cash and cash equivalents in the year		<u>(585,618)</u>	<u>165,098</u>
Cash and cash equivalents at the beginning of the year	11	<u>1,346,482</u>	<u>1,181,384</u>
Cash and cash equivalents at the end of the year		<u><u>760,864</u></u>	<u><u>1,346,482</u></u>

Notes 1 to 22 on pages 88 - 104 form part of these financial statements.

Financial Statements

3.4 Statement of Changes in Taxpayers' Equity

For the year ended 31 March 2019

	General Fund £	Taxpayers' Equity £
Opening Balance at 1 April 2017	(157,076)	(157,076)
Changes in Taxpayers' Equity for 2017-18		
Total Comprehensive Net Expenditure for the Year	(13,157,846)	(13,157,846)
Grant in Aid from Sponsor Department	13,810,000	13,810,000
Balance at 31 March 2018	495,078	495,078
Changes in Taxpayers' Equity for 2018-19		
Total Comprehensive Net Expenditure for the Year	(13,276,939)	(13,276,939)
Grant in Aid from Sponsor Department	13,241,000	13,241,000
Balance at 31 March 2019	459,139	459,141

Notes 1 to 22 on pages 88 - 104 form part of these financial statements.

3.5 Notes to the Financial Statements

1. Statement of Accounting Policies

These financial statements have been prepared in accordance with the accounting and disclosure requirements of Companies Act 2006, the 2018/19 Government Financial Reporting Manual (FReM) and the Accounts Direction issued by The Executive Office. Where 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.

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 treated on 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 grant receivable from the Special EU Programmes Body and other operating income.

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 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.

Notes to the Financial Statements

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 because 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:

- Website Development 4 years
- IT Software/Licences 4 years

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.

Notes to the Financial Statements

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 the rates outlined in the Remuneration Report on page 72 above 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 money is material, Victims and Survivors Service Limited discounts the provision to its present value using a standard Government discount rate.

Notes to the Financial Statements

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 2019.

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 Operating Leases

Rentals payable under operating leases are charged on a straight line basis in the period in which they arise.

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 and sole activity is the provision of services to victims and survivors as defined in the Victims and Survivors (Northern Ireland) Order 2006. The Victims and Survivors Service Limited is therefore considered to have only one operating segment. All income, expenditure, assets and liabilities relate to this sole activity and are disclosed within these financial statements in the manner reported to the chief operating decision maker, which is considered to be the Board of the Victims and Survivors Service Limited.

Notes to the Financial Statements

1.17 Changes in Accounting Policy and Disclosure

None in year.

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

The Victims and Survivors Service Limited has reviewed additional or revised accounting standards and new (or amendments to) interpretations contained within FReM 2018/19 and management consider that these have not had any impact on the accounts for the year ended 31st March 2019.

Management have reviewed new accounting standards that have been issued but are not yet effective, nor adopted early for these accounts. Management consider that only IFRS 16 Leases⁴ (effective January 2019 with FReM application in 2020/21 will impact the Accounts. It is the expectation of The Victims and Survivors Service Limited that the adoption of IFRS 16 will result in an increase in reported assets (in the form right of use assets) and reported liabilities (representing the obligation to make future lease payments).

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.

⁴ IFRS 16 replaces IAS 17 Leases and related interpretations

Notes to 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:

	Permanently Employed Staff £	Others (Agency & Seconded) £	Year ended 31-Mar-19 Total £	Year ended 31-Mar-18 Total £
Wages and salaries	1,083,491	229,493	1,312,984	1,259,945
Social security costs	106,898	-	106,898	91,927
Pension costs	225,164	-	225,164	187,860
Board costs	20,917	-	20,917	25,458
Total Net Costs	1,436,470	229,493	1,665,963	1,565,190
Less: Recoveries in respect to outward secondments	61,993	-	61,993	31,655
Total Net Costs	1,374,477	229,493	1,603,970	1,533,535
Funded through Core Funds	948,181	229,493	1,177,674	1,129,625
Funded through PEACE IV Funds	426,296	-	426,296	403,910
Total Net Costs	1,374,477	229,493	1,603,970	1,533,535

* Of the total, £0 has been charged to capital.

Pension

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

For 2018/19, employers' contributions of £214,828 were payable to the NICS pension arrangements (2017/18 £187,860) at one of three rates in the range 20.8% to 26.3% of pensionable pay, based on salary bands. The scheme's Actuary reviews employer contributions every four years following a full scheme valuation. The scheme is currently undergoing a valuation designed to set employer contribution rates from 1 April 2019. HM Treasury have directed that part of the valuation process ("the cost control mechanism")

Notes to the Financial Statements

should be paused but have confirmed that the valuation will be used to set employer contribution rates. To provide certainty, Civil Service Pensions have set employer contributions on the basis of the current draft valuation results. Once the valuation has been completed it will be used to set employer rates from 1 April 2020 for the remaining three years of the valuation period. These are not expected to be substantively different from the 2019/20 rate, but if there is any variation, rates from 2020 onwards will take account of this. For 2019/20, the rates will range from 28.7% to 34.2% and the salary bands differ. The contribution rates are set to meet the cost of the benefits accruing during 2019/20 to be paid when the member retires and not the benefits paid during this period to existing pensioners.

Employees can opt to open a partnership pension account, a stakeholder pension with an employer contribution. Employers' contributions of £1,749.81 (2017/18: £0) were paid to one or more of the panel of three appointed stakeholder pension providers. Employer contributions are age-related and range from 8% to 14.75% (2017/18: 8% to 14.75%) of pensionable pay. Employers also match employee contributions up to 3% of pensionable pay. In addition, employer contributions of £127.24, 0.8% (2017/18: £0, 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 £0. Contributions prepaid at that date were £0.

No persons (2017/18: 0 persons) retired early on ill-health grounds; the total additional accrued pension liabilities in the year amounted to £0 (2017/18: £0).

Average Number of Persons Employed (Audited)

The average number of full time equivalent persons employed was as follows:

	Permanently Employed Staff	Others (Agency & Seconded)	Year ended 31 March 19 Total	Year ended 31 March 18 Total
Administrators	22.07	2.97	25.04	16.61
Management	7.31	1.17	8.47	19.72
Senior Management	3	0	3	2.5
Total	32.38	4.13	36.51	38.83

Notes to the Financial Statements

3. Expenditure

3.1 Programme Expenditure

	Note	Year ended 31-Mar-19 Core Funding £	Year ended 31-Mar-19 PIV Funding £	Year ended 31-Mar-19 Total £	Year ended 31-Mar-18 Total £
Grants to Funded Organisations and Individuals	3.2	11,445,914	1,708,002	13,153,916	12,633,385
Provision of Client Support Services		42,644	22,243	64,887	51,556
Workforce Training Plan		0	104,366	104,366	74,411
Monitoring and Evaluation		9,233	0	9,233	5,094
Advertising		17,623	0	17,623	27,028
Seminars and events		11,024	24,951	35,975	28,496
		0	0	0	0
Increase in Bad Debt Provision		16,500	0	16,500	(32,277)
Total		11,542,938	1,859,562	13,402,500	12,787,693

3.2 Grants to Funded Organisations and Individuals

	Note	Year ended 31-Mar-19 Core Funding £	Year ended 31-Mar-19 PIV Funding £	Year ended 31-Mar-19 Total £	Year ended 31-Mar-18 Total £
Grants to Groups		6,653,902	1,630,052	8,283,954	8,147,186
Grants to Individuals		4,792,012	77,950	4,869,962	4,486,199
Total		11,445,914	1,708,002	13,153,916	12,633,385

3.3 Operating Costs

	Note	Year ended 31-Mar-19 Core Funding £	Year ended 31-Mar-19 PIV Funding £	Year ended 31-Mar-19 Total £	Year ended 31-Mar-18 Total £
Rents & Service Charges		75,892	0	75,892	78,487
Rates		22,013	0	22,013	10,232
IT Services		119,475	0	119,475	163,132
Staff Recruitment		707	26,019	26,726	25,444
Telephones		16,565	0	16,565	14,154

Notes to the Financial Statements

Heat, Light & Power		7,176	0	7,176	6,087
Office Expenses		31,378	0	31,378	31,435
NIAO Audit*		29,996	0	29,996	32,504
Premises Expenses		18,357	0	18,357	21,502
Professional Fees		46,815	0	46,815	59,829
Staff Training		38,287	0	38,287	14,188
Travel & Expenses		15,992	12,616	28,608	32,311
Hospitality		855	0	855	1,032
Postage & Carriage		23,592	0	23,592	20,726
Bad Debt Write Off		8,411	0	8,411	23,145
Managed Services		11,336	0	11,336	2,676
Board Expenses		2,240	0	2,240	3,497
Total Operating Costs		469,087	38,635	507,722	540,381
Non-Cash Items					
Depreciation	5	3,227	0	3,227	3,584
Amortisation	6	84,014	0	84,014	69,621
Provision provided for in year	13	0	0	0	(17,177)
Total Non-Cash Items		87,241	0	87,241	56,028
Overall Total		556,328	38,635	594,963	596,409

* 2018/19 figures includes £1,156 paid to NIAO in respect of non-audit fees for participation in the National Fraud Initiative.

4. Income

	Year ended 31-Mar-19 £	Year ended 31-Mar-18 £
Grant from EU	2,324,494	1,759,791
	<u>2,324,494</u>	<u>1,759,791</u>

Income is receivable as a grant from The Special EU Programmes Body.

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 July 2021 is £13.373m.

There was no other operating income in 2018/19.

Notes to the Financial Statements

5. Property, Plant and Equipment

	Fixtures & Fittings £	IT Equipment £	Year ended 31-Mar-19 Total £
Cost:			
At 1 April 2018	19,394	7,161	26,555
Additions in year	0	0	0
Disposals	0	0	0
At 31 March 2019	19,394	7,161	26,555
Accumulated Depreciation:			
At 1 April 2018	4,314	5,693	10,007
Charge in year	1,939	1,288	3,227
Disposals	0	0	0
At 31 March 2019	6,253	6,981	13,234
Carrying amount at 31 March 2019	13,141	180	13,321
Asset Financing:			
Owned:	13,141	180	13,321
Financed Leased: On-balance sheet (SOFP) PFI (and other service concession arrangements) contracts:			
Carrying amount at 31 March 2019	13,141	180	13,321

Notes to the Financial Statements

	Fixtures & Fittings £	IT Equipment £	Year ended 31-Mar-18 Total £
Cost:			
At 1 April 2017	18,994	7,161	26,155
Additions in year	400	0	400
Disposals	0	0	0
At 31 March 2018	19,394	7,161	26,555
Accumulated Depreciation:			
At 1 April 2017	2,378	4,045	6,423
Charge in year	1,936	1,648	3,584
Disposals	0	0	0
At 31 March 2018	4,314	5,693	10,007
Carrying Value at 31 March 2018	15,080	1,468	16,548
Asset Financing:			
Owned:	15,080	1,468	16,548
Financed Leased: On-balance sheet (SOFP) PFI (and other service concession arrangements) contracts:			
Carrying amount at 31 March 2018	15,080	1,468	16,548

6. Intangible Assets

	Website Development £	MIS - License/ Software £	Year ended 31-Mar-19 Total £
Cost:			
At 1 April 2018	8,940	320,308	329,248
Additions in year	4,200	29,842	34,042
Disposals	0	0	0
At 31 March 2019	13,140	350,150	363,290
Amortisation:			
At 1 April 2018	4,992	82,867	87,859
Charge in year	2,323	81,691	84,014
Disposals	0	0	0
At 31 March 2019	7,315	164,558	171,873
Carrying amount at 31 March 2019	5,825	185,592	191,417
Asset Financing:			
Owned:	5,825	185,592	191,417
Financed Leased: On-balance sheet (SOFP) PFI (and other service concession arrangements) contracts:			
Carrying amount at 31 March 2019	5,825	185,592	191,417

Notes to the Financial Statements

	Website Development £	MIS - License/ Software £	Year ended 31-Mar-18 Total £
Cost:			
At 1 April 2017	8,940	225,714	234,654
Additions during year	0	94,594	94,594
Disposals	0	0	0
At 31 March 2018	8,940	320,308	329,248
Amortisation:			
At 1 April 2017	2,757	15,481	18,238
Charge in year	2,235	67,386	69,621
Disposals	0	0	0
At 31 March 2018	4,992	82,867	87,859
Carrying Value at 31 March 2018	3,948	237,441	241,389
Asset Financing:			
Owned:	3,948	237,441	241,389
Financed Leased:			
On-balance sheet (SOFP) PFI (and other service concession arrangements) contracts:			
Carrying amount at 31 March 2018	3,948	237,441	241,389

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.

Notes to the Financial Statements

9. Inventories

The Victims and Survivors Service Limited has no inventories.

10. Trade Receivables, Financial and Other Assets

	Year ended 31-Mar-19 £	Year ended 31-Mar-18 £
Amounts falling due within one year from VSS operations		
Programme receivables	153,781	117,367
Prepayments & accrued income	60,896	20,432
Income Accrued in respect of EU funds	1,924,085	1,748,481
Other Debtors	50,000	12,022
Bad debt provision	(39,782)	(23,281)
	<u>2,148,980</u>	<u>1,875,021</u>

11. Cash and Cash Equivalents

	Year ended 31-Mar-19 £	Year ended 31-Mar-18 £
Balance at 1 April 2018	1,346,482	1,181,384
Net change in cash and cash equivalent balances	(585,618)	165,098
Balance at 31 March 2019	<u>760,864</u>	<u>1,346,482</u>

The above balance comprises £507,552 within the TEO account Danske Bank Belfast in a non-interest bearing current account, £256,113 within the PEACE IV account, a debit balance of £2,951 on the credit card account, and £150 in petty cash held on-site.

12. Trade Payables and Other Current Liabilities

	Year ended 31-Mar-19 £	Year ended 31-Mar-18 £
Amounts falling due within one year		
Programme Payables	291,467	612,863
Trade Payables	37,900	39,496
Accruals and Deferred Income	113,176	179,103
	<u>442,543</u>	<u>831,462</u>
Amounts falling due after more than one year		
Advanced Monies received from EU Funds	2,200,000	2,140,000
	<u>2,200,000</u>	<u>2,140,000</u>

Notes to the Financial Statements

13. Provisions for Liabilities and Charges

	The Disappeared £	Year ended 31-Mar-19 £	Year ended 31-Mar-18 £
Balance at 1 April 2018	12,900	12,900	208,900
Provided for in the year	0	0	0
Utilisation in year	0	0	(178,823)
Provisions written back	0	0	(17,177)
Balance at 1 April 2019	<u>12,900</u>	<u>12,900</u>	<u>12,900</u>

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

1 *The Disappeared Funeral Costs*

At 31 March 2018, 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 three Disappeared.

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 (2017-18: Nil).

15. Commitments under Leases

Total future minimum lease payments under operating leases are set out below for each of the following periods.

	Year ended 31-Mar-19 £	Year ended 31-Mar-18 £
Buildings:		
Not later than one year	54,000	53,292
Greater than one year, and less than five years	0	9,958
Greater than five years	0	0
Total	<u>54,000</u>	<u>63,250</u>

Notes to the Financial Statements

Other:

Not later than one year	0	2,592
Greater than one year, and less than five years	0	108
Greater than five years	0	0
Total	<u>0</u>	<u>2,700</u>

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

None.

17. Other Financial Commitments

None.

18. Contingent Liabilities

None.

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 £13,241,000, CPD Recharges £17,628).

During 2018/19 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 (£2,183,444).

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.

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

Notes to the Financial Statements

20. Third Party Assets

None.

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

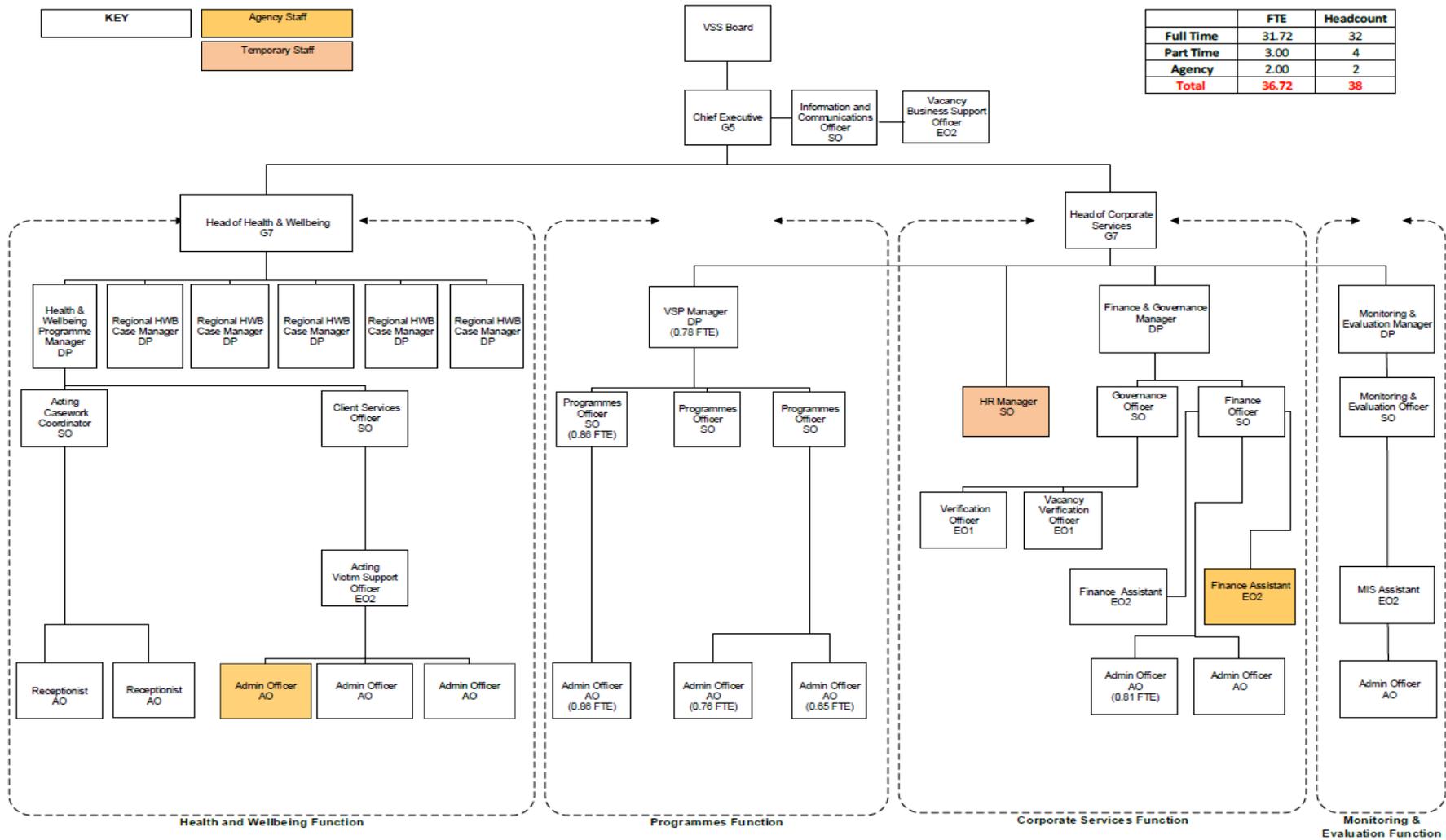
There were no events after the reporting period.

Date for authorisation for issue

The Accounting Officer authorised these financial statements for issue on 13th December 2019.

APPENDIX 1

Appendix 1: Organisation Chart as at 31 March 2019



APPENDIX 2

Appendix 2: Delivery Plan Extract 2018/19

STRATEGIC OBJECTIVE 1 – IMPROVED HEALTH & WELLBEING OF VICTIMS & SURVIVORS

REF	Key Actions	Outputs	Outcomes	Performance
1	Ensure access and availability of Psychological Therapies to 2,100 individuals, in line with the Northern Ireland Strategy for the <i>Development of Psychological Therapy Services (2010)</i> .	- 22 organisations deliver talking therapies that assist victims and survivors in improving their health and wellbeing.	- 60% of individuals report positive outcomes and this improvement is across all 4 domains.	Achieved
2	Ensure access and availability of Complementary Therapies to 3,000 individuals in line with best practise and minimum standards.	- 25 organisations deliver 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	Ensure access and availability of Disability Aids to 80 individuals physically injured as a result of the Conflict / Troubles.	- Disability Aids Framework (INP) established and Health & Wellbeing Caseworkers trained to implement it (April 2018). - Cross-organisational relationships and referral pathways developed and formalised between statutory and community services.	- Improved wellbeing, function and independence for 80% of individuals as a result of disability aid provided.	Achieved
4	Ensure access and availability of Trauma-focused Physical Activity that supports 50 individuals engage in a therapeutic process to address Conflict/Troubles-related trauma.	- Trauma Focused Physical Activity Framework (PEACE IV) established and Health & Wellbeing Caseworkers trained to implement it (April 2018)	- Improved wellbeing, function and independence for 80% of individuals as a result of trauma focused-physical activity.	Achieved

APPENDIX 2

REF	Key Actions	Outputs	Outcomes	Performance
5	Ensure access and availability of support towards managing Persistent Pain to 550 individuals	<ul style="list-style-type: none"> - Persistent Pain Framework (INP) established and Health & Wellbeing Caseworkers trained to implement it (April 2018). - Cross-organisational relationships and referral pathways developed and formalised between statutory and community services. - Delivery of Persistent Pain Review of up to 100 individuals, based on learning obtained through delivery of Pilot Review under INP17/18. 	- Improved wellbeing, function and independence for 60% of individuals as a result of persistent pain interventions.	Achieved
6	Provision of Social Support activities to 9,800 individuals through VSS funded organisations including befriending, respite, and other activities in line with the Take 5 framework. www.makinglifebettertogether.com	- Engagement with community and statutory partners to develop Take 5 outcomes based monitoring and evaluation tools.	- Baseline data to be established throughout 18/19 to establish outcome to measure improved wellbeing, function and independence.	Achieved
7	Carry out a review of Transgenerational Activities through VSS funded organisations.	- Work with the CVS in order to understand transgenerational issues and establish required services.	- Baseline data to be established throughout 18/19 to establish outcome.	Achieved

APPENDIX 2

REF	Key Actions	Outputs	Outcomes	Performance
8	<p>Maintain a strong regional network of 25 HWB Caseworkers and 5 HWB Case Managers with agreed processes, procedures and referral pathways, ensuring appropriate geographical spread.</p>	<ul style="list-style-type: none"> - HWB Caseworker Network established with regular schedule of meetings / engagement and agreed Terms of Reference (April 2018). - HWB Case Manager to develop a relationship with Department of Health and other statutory partners in order to develop a comprehensive bio psychosocial assessment, in preparation for the establishment of the Regional Trauma Network. - Established communication networks within and out with the victims/survivors sector, in line with individual experiences. - HWB Case Manager team to progress outreach to wider Health and Wellbeing-oriented networks. - HWB Caseworker Network, with training in Promoting Quality Care guidelines and risk assessment, will ensure that individual victims and survivors receive a supportive response in line with regionally agreed protocols. 	<p>Ongoing improvement in:</p> <ul style="list-style-type: none"> - Communication across victims/survivors sector. - Responsiveness to individual needs. - Pathways of referral and communication with statutory sector. - 60% of individuals engaged with a Health and Wellbeing Caseworker report an improvement in functioning 	<p>Achieved</p>

APPENDIX 2

REF	Key Actions	Outputs	Outcomes	Performance
9	Support communication and engagement through the Victims and Survivors Practitioners Working Groups (VSPWG) meetings, including sub committees and Co-Design Programme engagement.	<ul style="list-style-type: none"> - Continuation of Monitoring & Evaluation sub-group to look at focussed pieces of work. - 5 meetings per year covering the North East and South West areas. 	<p>Baselines established in 18/19 to monitor improvement in:</p> <ul style="list-style-type: none"> - Communication between agencies and organisations involved in delivery services to victims and survivors. - Partnership and collaboration between organisations. 	Achieved

APPENDIX 2

STRATEGIC OBJECTIVE 2 – IMPROVED ACCESS TO OPPORTUNITIES FOR LEARNING AND DEVELOPMENT

REF	Key Actions	Outputs	Outcomes	Performance
10	Ensure access and availability of Personal and Professional Development to 2,400 interventions through the VSP and more specific needs for 65 individuals through the INP Education and Training framework	<ul style="list-style-type: none"> - Education & Training Framework (INP) established and Health & Wellbeing Caseworkers trained to implement it (April 2018). - 23 organisations deliver a broad range of personal and professional development (PPD) activities. - Cross-organisational relationships and referral pathways developed and formalised. 	<ul style="list-style-type: none"> - Increased opportunities for employment progression and/or career development. - Increased opportunities to develop interests and time to connect with other people. - Improved psychological, physical and social functioning and subjective wellbeing of 80% of individuals who engage in numeracy and literacy tuition. 	Achieved
11	Ensure access and availability of 1:1 Literacy and Numeracy tuition for 30 individuals whose educational attainment has been significantly impacted by Conflict/Trouble-related trauma or events.	<ul style="list-style-type: none"> - Literacy & Numeracy Framework (PEACE IV) established and Health & Wellbeing Caseworkers trained to implement it (April 2018). - Established contract for the provision of this service, procured via CPD, based on learning obtained via Pilot Project in 17/18 	<ul style="list-style-type: none"> - Improved psychological, physical and social functioning and subjective wellbeing of 80% of individuals who engage in numeracy and literacy tuition. 80% of individuals who engage in numeracy and literacy tuition demonstrate improved numeracy and literacy skills. 	Partially Achieved

APPENDIX 2

REF	Key Actions	Outputs	Outcomes	Performance
		<ul style="list-style-type: none"> - Annual Event (c. £1,000 per HWB Caseworker) to coordinate events/activities regionally to mark WORLD LITERACY DAY (8 Sept) annually. 		
12	Development of a Social Isolation Programme to support 100 individuals who have been affected by the Conflict/Troubles.	<ul style="list-style-type: none"> - Social Isolation Framework (PEACE IV) established and Health and Wellbeing Caseworkers trained to implement it (July 2018). - Improved opportunities to engage in pastime courses and activities. - Large annual event to recognise and reward achievement / address isolation (Anticipated start July 2018). 	<ul style="list-style-type: none"> - Improved psychological, physical and social functioning and subjective wellbeing for 80% of individuals engaged in Social Isolation programme. 	Partially Achieved
13	Development of a Volunteering Programme to support 100 individuals who have been affected by the Conflict/Troubles.	<ul style="list-style-type: none"> - Volunteering Framework (PEACE IV) established and Health and Wellbeing Caseworkers trained to implement it (April 2018). - Improved opportunities to engage in volunteering activities. - Cross-organisational relationships and referral pathways developed and formalised. 	<ul style="list-style-type: none"> - Improved psychological, physical and social functioning and subjective wellbeing for 80% of individuals engaged in Volunteering Programme. 	Achieved

APPENDIX 2

REF	Key Actions	Outputs	Outcomes	Performance
		<ul style="list-style-type: none"> -Volunteer Development training organised for VSS staff. - Large Annual Event to mark VOLUNTEERS WEEK (June) annually. 		
14	Design, develop and implement Workforce Training and Development Plan -2018/19 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"> - Increase Capacity and confidence within VSS funded organisations leading to a higher quality of service delivery for victims and survivors. - Increase Capacity and confidence within VSS leading to a higher quality of service delivery for victims and survivors. 	Achieved

APPENDIX 2

STRATEGIC OBJECTIVE 3 – VICTIMS AND SURVIVORS, AND THOSE MOST IN NEED, ARE HELPED AND CARED FOR

REF	Key Actions	Outputs	Outcomes	Performance
15	Ensure access and availability of Welfare Advice of 2,400 interventions and monitor the impact of Welfare Reform on victims and survivors.	<ul style="list-style-type: none"> - Engagement with the Department for Communities (DfC) assistance for individual victims and survivors transitioning to Personal Independence Payment (PIP). - 12 organisations deliver services to assist victims and survivors make sense of what they are entitled to as well as provide support and guidance during changes implemented through welfare reform. 	<ul style="list-style-type: none"> - Greater sense of responsibility and independence in addressing practical needs. - Increased access to benefits and support. - Improved Financial Support. 	Achieved
16	Provide Self Directed Assistance Payments to 5,798 individuals.	<ul style="list-style-type: none"> - Payments delivered by 30 June 2018 	- Improved Financial support.	Achieved
17	Provide Additional Needs Payments to 1,443 individuals.		<ul style="list-style-type: none"> - Greater sense of responsibility and Independence in addressing practical needs. 	
18	Provide Transition Payments to 1,299 individuals.		<ul style="list-style-type: none"> - Increased access to benefits and support. 	

APPENDIX 2

STRATEGIC OBJECTIVE 4 – VICTIMS AND SURVIVORS, AND THEIR FAMILIES, ARE SUPPORTED TO ENGAGE IN LEGACY ISSUES

REF	Key Actions	Outputs	Outcomes	Performance
19	Maintain a strong Advocacy Support Network with agreed processes, procedures and referral pathways to provide support and assistance to 1,500 individuals.	- A regional network of 21.5 Advocacy Support Caseworkers and 6 Case Managers established with regular schedule of meetings/engagement and agreed Terms of Reference (April 2018)	<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

APPENDIX 2

STRATEGIC OBJECTIVE 5 – AN EFFICIENT AND EFFECTIVE ORGANISATION

REF	Key Actions	Outputs	Outcomes	Performance
20	Maintain a robust VSS Board, ARC and HWB Committee to oversee the strategic direction and governance arrangements.	<ul style="list-style-type: none"> - Monthly Board meeting and minutes published on website and forwarded to TEO within 5 working days. - Quarterly ARC and HWB Committee meetings and minutes published on website. - Appointment to the ARC of a trained and experienced Accountant. - Review of key governance policies. - Review performance of SMT, ARC, HWB Committee and Board. 	<ul style="list-style-type: none"> - Maintenance of a high degree of transparency on the accountability arrangements with VSS. - Continued independent oversight and scrutiny of VSS activities from a governance and strategic perspective. - Individual victims and survivors will be safeguarded in line with organisational policies and procedures. 	Achieved
21	Review and update Policies and Procedures.	<ul style="list-style-type: none"> - Compliance with legal, statutory and departmental requirements. - Confident staff teams. - Consistency of practice. 		Achieved
22	Meet Department Requirements in line with Good Governance Checklist and MSFM at TEO Accountability Meetings.	<ul style="list-style-type: none"> - Quarterly reporting to Accountability Meeting. - Quarterly ALB Performance Reports. 	<ul style="list-style-type: none"> - Transparency over governance arrangements. - Assurance over VSS activities and use of public funds. 	Achieved

APPENDIX 2

REF	Key Actions	Outputs	Outcomes	Performance
23	Ensure a robust risk management process is in place and followed.	<ul style="list-style-type: none"> - Monthly Strategic Risk Register. - Monthly Operational Risk Logs. - Quarterly Assurance Statements. 	<ul style="list-style-type: none"> - Assurance over VSS management of risk. - Appropriate mitigating strategies applied to identified risks. 	Achieved
24	Ensure robust financial processes and procedures are being developed and followed.	<ul style="list-style-type: none"> - Regular review of Financial Policies and Procedures. - Annual review of MSFM by VSS Board to ensure VSS compliance. - Draft financial statements 2017/2018: JUNE 2018. - Final financial statements 2017/2018: SEPT 2018. - Implementation of Internal Audit Plan. - Implementation of NIAO recommendations. 	<ul style="list-style-type: none"> - Unqualified accounts for 2017/18. - Satisfactory Internal Audit Assurance. 	Achieved
25	By year end operate within allocated budget avoiding overspend and managing underspend within a tolerance of 1.5%.	<ul style="list-style-type: none"> - Monthly monitoring or expenditure and cash. - Month end closure within 3 working days of month end. 	<ul style="list-style-type: none"> - 98.5% of the budget utilised. - 100% of invoices paid within the statutory time frame of 30 days. - 90% of invoices paid within 10 days. 	Achieved

APPENDIX 2

REF	Key Actions	Outputs	Outcomes	Performance
26	Ensure eligibility of expenditure across all programmes.	<ul style="list-style-type: none"> - Roll out of revised process of verification as agreed in 17/18 under Reducing Bureaucracy agenda. - 100% vouching and verification of PEACE IV and Corporate Expenditure. - Debt recovery in line with VSS Debt Recovery Procedure. - Management of irregularities in line with VSS Irregularity Procedures. 	<ul style="list-style-type: none"> - Error rate less than 2%. - Consistency in implementation of Programme rules. 	Achieved
27	Continue manage and develop the VSP 2017-2020 with a focus on 4 strategic outcomes above.	<ul style="list-style-type: none"> - Annual monitoring of funded organisation budgets and delivery plans. - Monitoring and evaluation framework agreed with each funded organisation. - Consistent and up to date monitoring of progress towards meeting VSS outcomes. 	<ul style="list-style-type: none"> - Improvement in quality of services provided by VSS and funded organisations. - Improved partnership working and relationships between VSS and funded organisations. 	Achieved
28	Programme Management of PEACE IV in line with EU Programme Rule and national rules and legislation.	<ul style="list-style-type: none"> - Annual monitoring of budget and work plans. - Monitoring and evaluation framework agreed with each funded organisation. 	<ul style="list-style-type: none"> - Improves the quality of services and care - Error rate of less than 2% - Effective management of PEACE Partnership. 	Achieved

APPENDIX 2

REF	Key Actions	Outputs	Outcomes	Performance
		<ul style="list-style-type: none"> - Consistent and up to date monitoring of progress towards meeting VSS outcomes. - Identification of gaps in services. - Regular meetings between VSS and its PEACE IV Partners (CVS & WAVE). 		
29	Carry out a review of Management Information Systems across the VSS with a view to integration and consolidation with outcomes based monitoring and evaluation strategy and GDPR requirements.	<ul style="list-style-type: none"> - Reduction in office storage requirement by allowing records to be stored off-site/archived. - Increased digitisation of paper records. - Audited updated policies & procedures in relation to GDPR. 	<ul style="list-style-type: none"> - Improved access and quality of information. - Improved quality control and consistency of records. - Compliance with GDPR requirements. 	Achieved
30	Implement communication and engagement plan.	<ul style="list-style-type: none"> - Current and accurate framework of stakeholders. - Strong communication with relevant agencies & sectors. - Strong and relevant key messages. - Updated publicity and communications information. 	<ul style="list-style-type: none"> - Improved communication and engagement with key stakeholders. - Informed and dynamic engagement with key stakeholders that is responsive to changing views and emerging concerns. 	Achieved

APPENDIX 2

REF	Key Actions	Outputs	Outcomes	Performance
31	Agree and embed the VSS Clinical governance Framework with VSS staff and VSS funded organisations.	<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 VSS staff feel supported in their work. - 80% of staff across the sector report an increased understanding of trauma and evidence based practise. 	Achieved

APPENDIX 3

Appendix 3: Monitoring & Evaluation Framework

Measuring the Victims and Survivors Service Limited Strategic Outcomes for Victims and Survivors 2017-2020.

Thematic Area per Comprehensive Needs Assessment (CVS, 2012)	Strategic Outcome	Potential Indicators	How will this be measured?
<p>Health & Wellbeing</p> <p>Social Support</p>	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) <i>Collects client reported outcome measures and uses this to manage therapeutic outcomes.</i> http://www.coreims.co.uk/About_Core_Tools.html • MYMOP (Complementary Therapies) <i>Client centered and individualised outcome questionnaire focusing on specific problems but also general wellbeing</i> http://www.bris.ac.uk/primaryhealthcare/resources/mymop/ • Work & Social Adjustment Scale (WSAS) <i>A Client-centered self-report scale of functional impairment attributable to an identified problem</i> • TAKE 5 Monitoring Framework under development by Victims Practitioners Working Group and Belfast Strategic Partnership.



APPENDIX 3

Thematic Area per Comprehensive Needs Assessment (CVS, 2012)	Strategic Outcome	Potential Indicators	How will this be measured?
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) • Other measurement tools
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"> • Surveys • Welfare Changes and Support reporting • Other measurement tools
Truth, Justice & Acknowledgement	Victims and Survivors, and their families, are supported to engage in legacy issues	<ul style="list-style-type: none"> • Renewed relationships and trust within families and communities • Improved mental health and social networks • Agreed narrative with families and agencies around the incident • Increased confidence and reduced isolation due to being acknowledged and supported 	<ul style="list-style-type: none"> • Case Studies • 1 to 1 interviews • External and Internal periodic evaluations • Other measurement tools