



Historical Institutional Abuse  
Redress Board

# Business Plan

## 2024-25

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<i>Date of Review</i>	<i>19 April 2024</i>
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## Foreword by the Secretary to the Redress Board

The Historical Institutional Abuse Redress Board (Redress Board) was established under Schedule 1(2) of the Historical Institutional Abuse (NI) Act 2019 on the 27 March 2020 with the placing of an advertisement by TEO in the Belfast Gazette, which advised that under section 5(2) of the Act, applications for compensation must be made to the Redress Board within five years from Friday 03 April 2020. This Business Plan outlines the key activities and priorities for the fifth year of operations for the Redress Board in 2024-25.

In our fifth and final year for receiving applications for compensation, the main focus of the Redress Board will again be on the efficient and effective processing and listing of applications for compensation before Redress Board panels for determination, but also on planning for post 2 April 2025 operations and the future formal closure of the Redress Board.

We will continue to review the level of applications received to ensure appropriate staffing resource are in place ensuring that there is no undue delay in the processing of applications. The President of the Redress Board will continue to review the number of panel sessions to ensure that they align with the number of verified and validated applications to be scheduled before a panel.

We will continue to implement our more robust approach to reduce the submission of incomplete or non-compliant applications to the Redress Board in the first instance and will continue to remind legal representatives of their responsibility to submit fully compliant applications and to update applicants about the progress of their application.

The Redress Board will engage where necessary with the Commissioner for Survivors of Institutional Childhood Abuse (COSICA), with regard to our respective statutory responsibilities for a range of redress services, as set out in the Act and the Rules, to ensure the best possible service to all victims and survivors within the constraints of the legislation. We will also continue to engage with Victim Support Services (VSS) to share key learning and to promote the availability of their non-statutory support services to applicant's during and after the application process.

The Redress Board will work with the Executive Office, Victims & Survivors Groups, and all redress scheme stakeholders to prioritise the implementation of agreed and statutory compliant Supporting Justice Review recommendations. However, for clarity the Redress Board will not act outside its statutory framework in relation to those recommendations.

**Finally, I would like to take this opportunity to remind all those stakeholders with an interest in our operations that the Redress Board will statutorily cease to receive applications for compensation on 2<sup>nd</sup> April 2025.**

## About the Redress Board

### Who we are.

The Historical Institutional Abuse (Northern Ireland) Act 2019 received Royal Assent on 5 November 2019. The Act provides the legal framework for the establishment of the Historical Institutional Abuse (HIA) Redress Board. The Redress Board was established on 27 March 2020 and is responsible for receiving and processing applications for compensation from those who experienced abuse while a child and while resident in an institution in Northern Ireland between 1922 and 1995.

Under Schedule 1(5) of the Act, the Lady Chief Justice of Northern Ireland is to appoint a person as the President of the Redress Board. On 7 November 2022, the Lady Chief Justice appointed the Honourable Mr Justice Fowler as the current President in succession to the Honourable Mr Justice Huddleston and the Honourable Mr Justice Colton. Under the Act, the President has responsibility for ensuring the efficient and effective discharge of the functions of the Redress Board.

The Redress Board is comprised of judicial members appointed by the Lady Chief Justice and other members from a health and social care background appointed by the Executive Office. A three-person Redress Board Panel consisting of two members from a health and social care background, and a judicial member, will determine applications for compensation received by the Redress Board.

The Act also requires the Executive Office (TEO) to name a Northern Ireland department to conduct the administrative functions of the Redress Board. The Department of Justice (DoJ) is the designated department and is responsible for the provision of staff, including the Secretary, to undertake the administrative functions of the Redress Board.

The Redress Board is a body corporate and operates independently and at arm's length from the Executive Office and Department of Justice under a Partnership Agreement.

## Management Board

The President has established a Management Board to provide proportionate and effective leadership to the Redress Board. The Secretary to the Redress Board is responsible for the day-to-day operation of the Redress Board and for providing effective leadership and management of staff.

The current Management Board consists of:

- President of the Redress Board the Honourable Mr Justice Fowler.
- Her Honour Judge Lougue - Redress Board Member.
- Beverley Clarke – Redress Board Member.
- Joe Blake – Redress Board Member.
- Paddy Butler – Advisor to the Redress Board.
- Jim Coffey – Secretary to the Redress Board.
- Gillian McClearn – Deputy Secretary to the Redress Board.

## Our Business

The Redress Board's statutory functions, duties and powers are set out in the Act and are summarised as follows:

- Receiving, processing, and determining applications for compensation.
- The composition and management of the Redress Board.
- The allocation of judicial and non-judicial Redress Board members to form panels to make determinations.
- The appointment of Advisors to assist the Redress Board.
- Development of legislatively compliant policy and procedure.
- Compel the giving of evidence where it is considered necessary in the interests of justice to do so.
- Issuing restriction orders to prevent the disclosure of information; and
- The administrative functions of the Board.

The Redress Board administration provides support to the President and Redress Board Panel members.

## Staffing & Resources

The Redress Board administration team is based at Headline Building in Belfast.

A skilled and committed workforce is essential to the successful achievement of our corporate aims and in particular the challenging targets which we have agreed for 2023-24.

### Our draft opening budget projection for 2024-25 is:

	2024/25 Initial Budget DRAFT (100k)
Redress Payments	£20m
Legal Costs	£780k
President, Judicial and non-judicial members	£1.43m
Staff	£1.85m
Accommodation	£190k
Other misc. costs	£139k
<b>Total</b>	<b>£24.4m</b>

## Business Planning Context

### Economic & Public Sector Context

The Redress Board will be required, during the period of this Business Plan, to maintain a high-quality service against a backdrop of preparation for the last date on which we can statutorily receive applications for compensation in accordance with Section 5(2) of the Historical Institutional Abuse Act (NI) 2019 on 2 April 2025. The date on which the Redress Board will formally cease to operate is yet to be determined and will be subject to the volume of applications and appeals that remain to be determined post 2 April 2025.

### Obtaining Historical Records

In the absence of historical records held by institutions, the Redress Board will continue to apply pragmatic and creative approaches to identify potential sources of information and evidence, which may assist to verify an applicant's attendance in an institution and their application details.

### Business Planning 2024-25

The Redress Board Business Plan for 2024-25 has been developed using the Outcome Based Accountability (OBA) methodology. The Redress Board is committed to supporting the TEO in delivering the Executive's draft Programme for Government (PfG) Outcome 8:

- We have an equal and inclusive society where everyone is valued and treated with respect.
- Everyone feels safe – we all respect the law and each other.
- We have a caring society that supports people throughout their lives.

This approach will be cascaded through individual Performance Agreements to ensure that all members of staff can clearly identify their role in contributing to our business outcomes.

### Corporate Governance

As an arm's length body of the Executive Office, the Redress Board is governed by a Partnership Agreement. The Partnership Agreement document sets out the arrangements for the effective governance, financing and operation of the Redress Board and is supplemented by a Financial Management Memorandum between TEO, DoJ and Redress Board and Services Agreement directly between the DoJ and Redress Board.

## Delivering the Plan

The Management Board will review progress against the 2024/25 Business Plan throughout the year. Performance against the performance standards outlined at Annex A of this Business Plan will be reported in our Annual Report to TEO to be laid before the Northern Ireland Assembly. The Annual Report once laid before the NI Assembly by TEO, will be published on the Redress Board website. In addition, the Redress Board will at the end of each financial year quarter publish on a Key Performance Summary report on our website for the purposes of transparency and to permit wider scrutiny by those interested in the operations of the Redress Board.

## Key Aims for 2024/25

Our overarching corporate aim is supported by several key themes:

- deliver efficient and effective Redress Board services.
- deliver high quality services that meet the statutory needs of applicants and support Redress Board Panel members.
- develop and lead our staff to achieve our business objectives; and
- deliver a controlled financial and commercial environment achieving value for money and good corporate governance

The business objectives and priorities for this period are detailed below.

It is important to note that as we enter into the last year for receiving applications the Redress Board may be subject to a significant surge in application receipts during the last financial Quarter, which may disproportionately impact the achievement of the Performance Standards set out in Annex A.

PFG		Business Objective	Who will deliver?	Target date for delivery?
Outcome	Indicator			
<b>THEME 1 – Deliver efficient and effective Redress Board functions</b>				
8	38	Meet our business Performance Standards as set out in this Business Plan (Annex A).	Senior Management Team	31 March 2025
8	38	To attend relevant inter-agency workshops in relation to the progress statutorily compliant recommendations from the Supporting Justice Review of the Redress Process within the timescale agreed with TEO.	Jim Coffey	In line with agreed TEO timescales
8	38	To publish the Redress Board Key Performance Summary on a quarterly basis for the purposes of transparency and to permit wider scrutiny by those interested in our operations.	Jim Coffey	Within four weeks of end of each financial quarter.
8	38	The Redress Board will develop the capacity to arrange between 270 to 340 panel sessions to consider between 1100 and 1350 verified and validated applications.	Jim Coffey	31 March 2025

PFG		Business Objective	Who will deliver?	Target date for delivery?
Outcome	Indicator			
<b>THEME 2 – Deliver high quality services that support independent Redress Board Panel members and meet the needs of applicants</b>				
8	38	Ensure the implementation of the panel member-training plan in accordance with agreed timescales as set by the Training & Insight Committee.	Gillian McClearn	31 March 2025
8	38	Redress Board officials will meet with Victims & Survivor Groups as required or within four weeks of a request.	Jim Coffey	31 March 2025
8	38	Staff members will undertake mandatory refresher training in trauma	Gillian McClearn	31 March 2025



		awareness to sustain empathy and supportive behaviours when engaging with applicants.		
8	38	To complete the bi-annual review of the Redress Board Quality Assurance & Continuous Improvement Guide.	Jim Coffey	30 March 2025

PFG		Business Objective	Who will deliver?	Target date for delivery?
Outcome	Indicator			
<b>THEME 3 – Develop and lead our people to achieve our business objectives</b>				
8	38	Promote and support the timely identification of staff training and development with an increased emphasis on business specific training and personal resilience to support the delivery of business objectives. To maximise capability and personal development opportunities in line with NICS HR Staff Management and Welfare policies.	Senior Management Team	31 March 2025
8	38	Manage absenteeism in line with NICS policies and procedures and support the promotion of health & wellbeing initiatives.	Senior Management Team	31 March 2025
8	38	Implementation of our Section 75 and Disability Discrimination responsibilities in accordance with our Equality and Disability Action Plans.	Senior Management Team	31 March 2025

PFG		Business Objective	Who will deliver?	Target date for delivery?
Outcome	Indicator			
<b>THEME 4 – Deliver a controlled financial and commercial environment achieving value for money and good corporate governance</b>				
8	38	Operate within allocated resources, deliver savings plans, prepare for the next Spending Review while looking for opportunities for innovation and efficiencies whilst informing TEO of spend projections and potential easements or pressures at an early stage.	Jim Coffey Gillian McClearn	31 March 2025

8	38	Produce financial plans, statements, and reports in accordance with Redress Board governance arrangements.	Gillian McClearn Mark Jones	31 March 2025
8	38	Deliver effective, affordable, and appropriate governance, encompassing appraisal and evaluation, procurement processes and contract management.	Jim Coffey Gillian McClearn	31 March 2025
8	38	To maintain a secure and effective and legislatively compliant Records Management and Information Assurance function within Redress Board to minimise risks to the integrity of the data we hold.	Gillian McClearn	31 March 2025
8	38	To maintain a safe, secure, and functional physical working environment to ensure value for money and statutory compliance with relevant building legislation.	Mark Jones	31 March 2025
8	38	To operate an effective financial system for the payment of non-judicial member fees and legal costs	Gillian McClearn Mark Jones	31 March 2025
8	38	The Redress Board will complete the relevant activities identified in the Redress Board Post 2 April 2025 Workstream Plan as agreed with TEO.	Jim Coffey	31 March 2025

## Annex A - Performance Standards

The purpose of these performance standards is to define a challenging set of indicators to ensure the effective discharge of Redress Board functions. These performance standards will be reviewed on an annual basis to ensure relevance against known behaviours, compliance rates, and other business priorities agreed with TEO. The performance standards reflect the Redress Board's and TEO evidence-based understanding of the realities and challenges of verifying the attendance of applicants at over 100 institutions not investigated during the Historical Institutional Abuse Inquiry. This includes supplementary investigatory steps undertaken by the Redress Board to verify attendance in the absence of many of historical attendance records, the number of applicants that have attended multiple institutions, the number of incomplete and non-compliant applications, the behaviours and rate of compliance of all of the various stakeholders with our legislative timescales and underpinning policies and procedures.

The President of the Redress Board and TEO has agreed the following 2024/25 Performance Standards: –

- 90% of applications for compensation received by post will be registered within four working days of receipt.
- 90% of Rule 7 Notices will be issued within five working days of an application for compensation having been registered on the Redress Board online application portal.
- 80% of applications for redress will be listed before a panel within eight weeks of validation of the application\*.
- 90% of Determination Notices will be issued within five working days of receipt of the panel's Summary of Reasons.
- 90% of Payment of Award Instructions for Final Determinations will be issued to the Department of Justice within three working days of receipt of a complete Award Acceptance Form.
- Panel files will be prepared to a sufficient standard to ensure an annual adjournment rate of no greater than 9%.

The Redress Board has an aspiration to list applications before a panel within 20 weeks of receipt of the application. However, this cannot be a Performance Standard due to the level of incomplete applications, the complexities of the verification process and the compliance with Rule 9 information request made by the Redress Board during the validation process, which are all outside the operational control of the Redress Board. *\*For clarity an application is recorded as validated when the applicant or solicitor has provided all of the relevant Rule 4 statutory required documents, all the evidence they wish a panel to consider and that the attendance as reported by an applicant at an institution(s) has been sufficiently verified in accordance with the legislation.*