



Historical Institutional Abuse  
Redress Board

# Business Plan

## 2025-26

<i>Date Created</i>	<i>3 January 2025</i>
<i>Date of Review</i>	<i>04 April 2025</i>
<i>Date of Approval</i>	<i>17 April 2025</i>

## 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 Redress Board in our sixth year of operations for the financial year 2025-26.

As highlighted in our last Annual Business Plan the Redress Board statutorily ceased to receive applications for compensation on **2 April 2025**. This information was communicated to solicitors and other stakeholders through number of communications during the last financial year. As a creature of statute, the Redress Board must discharge its functions in accordance with our governing legislation. Consequently, any Rule 3 or Rule 4 non-compliant or in-complete applications received by 2 April 2025 will continue to be carefully considered in an informed and purposive manner by panels or single judicial member as appropriate with directions issued strictly in accordance with the provisions of Rule 8 or Rule 9, which will be familiar to legal practitioners and other stakeholders.

As of **3 April 2025**, the Redress Board has 505 outstanding applications, comprised of 465 applications received in the last 4 weeks of the scheme. The Redress Board remains committed to the efficient and effective processing, listing and determination of these outstanding applications for compensation. However, the performance targets for this reporting period reflect the practical outworkings of a 900% increase in the submission of applications during the last month of the scheme in comparison to the average monthly intake of 52 during the previous business year.

During this period there will also be a complementary focus on completing a series of necessary governance activities associated with the formal closure of the Redress Board during the period of this plan. It is anticipated that the formal closure of the Redress Board will occur in the **Autumn of 2026**.

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.

## 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.
- Gillian McClearn – Secretary to the Redress Board.
- Jenny Davis– 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 2025-26.

### Our draft opening budget projection for 2025-26 is:

	2025/26 Initial Budget DRAFT ( <b>100k</b> )
Redress Payments	£8.5m
Legal Costs	£211k
President, Judicial and non-judicial members	£578k
Staff	£761k
Accommodation	£165k
Other misc. costs	£126
<b>Total</b>	<b>£10.4m*</b>

\*The draft opening budget projection will be subject to review in year and will be conditional upon the costs and outworkings of managing the exceptional number of applications received in the last few weeks of the final quarter of 2024/2025 financial year and up to 2 April 2025.

## 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 and the time taken to complete all the necessary governance activities.

### Business Planning 2025-26

The Redress Board Business Plan for 2025-26 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 2025/26 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 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 2025/26**

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 the Redress Board has been subject to a very late and significant surge in application receipts during the last Quarter of the financial year 2024/25 and up to 2 April 2025, 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			
THEME 1 – Deliver efficient and effective Redress Board functions				
8	38	Meet our business Performance Standards as set out in this Business Plan (Annex A).	Senior Management Team	31 March 2026
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.	Gillan McClearn	Within four weeks of end of each financial quarter.
8	38	The Redress Board will develop the capacity to arrange between <b>140</b> to <b>200</b> panel sessions to consider approximately <b>550</b> verified and validated applications.	Gillian McClearn	31 March 2026

PFG		Business Objective	Who will deliver?	Target date for delivery?
THEME 2 – Deliver high quality services that support independent Redress Board Panel members and meet the needs of applicants				
8	38	Ensure the implementation of the panel member-training plan in accordance with agreed timescales as set by the Training & Insight Committee.	Jenny Davis	31 March 2026
8	38	Redress Board officials will meet with Victims & Survivor Groups as required or within four weeks of a request.	Gillian McClearn	31 March 2026
8	38	Staff members will undertake refresher training in trauma awareness to sustain empathy and supportive behaviours when engaging with applicants.	Jenny Davis	31 March 2026
8	38	To complete the bi-annual review of the Redress Board Quality Assurance & Continuous Improvement Guide.	Gillian McClearn	31 March 2026



PFG		Business Objective	Who will deliver?	Target date for delivery?
Outcome	Indicator			
THEME 3 – Develop and lead our people to achieve our business objectives				
8	38	Promote and support the timely identification of staff training and development with an increased emphasis on governance and records management processes. To maximise capability and personal development opportunities in line with NICS HR Staff Management and Welfare policies.	Senior Management Team	31 March 2026
8	38	Manage absenteeism in line with NICS policies and procedures and support the promotion of health & wellbeing initiatives.	Senior Management Team	31 March 2026
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 2026

PFG		Business Objective	Who will deliver?	Target date for delivery?
THEME 4 – Deliver a controlled financial and commercial environment achieving value for money and good corporate governance				
8	38	We will ensure that Redress Board staffing resource and panel sessions will be commensurate with the number of outstanding applications to be determined at the 2 April 2025.	Gillian McClearn	31 March 2026
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.	Gillian McClearn Jenny Davis	31 March 2026
8	38	Produce financial plans, statements, and reports in accordance with Redress Board governance arrangements.	Gillian McClearn Jenny Davis	31 March 2026

8	38	Deliver effective, affordable, and appropriate governance, encompassing appraisal and evaluation, procurement processes and contract management.	Gillian McClearn Jenny Davis	31 March 2026
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 Jenny Davis	31 March 2026
8	38	To maintain a safe, secure, and functional physical working environment to ensure value for money and statutory compliance with relevant building legislation.	Jenny Davis	31 March 2026
8	38	To operate an effective financial system for the payment of non-judicial member fees and legal costs	Gillian McClearn Jenny Davis	31 March 2026
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.	Gillian McClearn	31 March 2026

## 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 are reviewed on an annual basis, and if necessary, recalibrated 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 150 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 performance standards have been recalibrated to reflect our available staffing resource and the 900% increase in applications received in the last month of the scheme in comparison to the average monthly intake of 52 applications during the previous reporting year.

The President of the Redress Board and TEO has agreed the following 2025/26 Performance Standards: –

- 90% of applications for compensation received by post will be registered within four working days of receipt.
- 90% of all outstanding application Rule 7 Notices will be issued by 19 May 2025.
- 80% of applications for redress will be listed before a panel within ten weeks of validation of the application\*.
- 80% of Determination Notices will be issued within five working days of receipt of the panel's Summary of Reasons.
- 85% 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 **28 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 8 or 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.*