# Hosting Proforma

Office of the Historical Institutional Abuse (HIA) Interim Advocate

Name of Host

Organisation

**1. Interchange Manager’s details**

Alison Armstrong

Name

Organisation/

The Executive Office (TEO)

Department

Historical Institutional Abuse Implementation Branch

Equality, Victims, Human Rights and Delivering Social Change Division

Strategic Policy, Equality & Good Relations Directorate

Executive Office, Block 2, Knockview Buildings

Stormont Estate

Belfast BT4 3SJ

Address

Telephone Fax number

02890523498

Number

[Alison.Armstrong@executiveoffice- ni.gov.uk](mailto:Alison.Armstrong@executiveoffice-%20ni.gov.uk)

E-mail

Type of Opportunity

Secondment – **Senior Research Officer**

Up to 24 months. Initially within the Office of the HIA Interim Advocate and then thereafter to transfer to a newly created Commissioner for Survivors of Institutional Abuse (COSICA),

**2. Details of hosting opportunity**

Description of opportunity

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| On 29 September 2011 the Northern Ireland Executive announced that it intended to set up an Inquiry into abuse in residential homes in Northern Ireland, and on 31 May 2012 the First Minister and deputy First Minister announced the agreed Terms of Reference for the HIA Inquiry and advised the Northern Ireland Assembly of the appointment of the Chairman of the Inquiry and the panel members for the Acknowledgement Forum. The Chairman Sir Anthony Hart published the Inquiry Report on 20 January 2017.  The Historical Institutional Abuse (Northern Ireland) Act 2019 (the Act) received Royal Assent on 5 November 2019. The Act gives The Executive Office the statutory power to appoint a Commissioner for Survivors of Institutional Childhood Abuse (COSICA).  An Interim Advocate was appointed by the Head of the Civil Service on 2 July 2019 to be an independent voice for the victims and survivors of HIA until a Commissioner can be appointed.  The Senior Research Officer will work directly with victims and survivors of Historical Institutional Abuse who require assistance in accessing records of their care as children, their early years and their families.  A full Job Description is at Annex A. |

Main objectives of the opportunity

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| * **Supporting individual HIA – Personal record retrieval, examination and presentation** * The role holder will assist the Interim Advocate in carrying out their duties, in particular to inform individuals about their own histories and families. The purpose will be to develop as full an account of an individual’s personal history as possible, based on the information the individual initially provides. * This will range from assisting individuals to identify their personal records in terms of their time and experiences at a care institution, to identifying any general issues or challenges arising relating to the sharing of personal records by any institution. * The role holder will present research findings to individuals requiring assistance with their cases and in their preferred format. Where systemic issues are identified regarding institutions, these will be presented to the Interim Advocate for consideration. * Records may include: * Individual personal attendance records at institutions * Individual and organisational records of education, welfare, behaviour, incidents (positive and negative) and punishments etc. while at that institution E.g. Health and Social Care welfare records relating to the state’s involvement in care of a child such as placing a child into care * Court records – Individual and organisational criminal or civil records E.g. relating to an individual’s involvement in judicial proceedings connected with their care * Individual records relating to family history E.g. parish/council/census etc. * **Stakeholder Support**   Where required, the role holder will provide appropriate, timely and high quality briefing and advice on research matters to the Interim Advocate.   * Approaching institutions and establishing an open and co-operative relationship with them will be a key requirement in terms of assisting victims and survivors. |

**3. Skills requirements**

What qualities, skills and experience is required from the individual

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| A second class honours degree or equivalent qualification in a relevant discipline e.g. Social History/Politics/Information Management is required although consideration will be given to an alternative social research based qualification. The role holder would be expected to have to have a minimum of at least two years experience in applying archival principles, policies and practices in a relevant/similar/equivalent working environment.  The characteristics and overall level of knowledge and skills which have to be most commonly applied in this role include:   * Exercise confidentiality and sensitivity, particularly when imparting difficult information to an individual * An ability to build positive relationships * Effective negotiating and influencing skills * Excellent communication skills are also essential, both written and oral * Good organisational and planning skills * An ability to prioritise and manage caseload * The ability to work on own initiative and as part of a small team |

**4. Personnel: Please state below**

Who will the individual report to?

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| --- |
| Brendan McAllister |

Who will be the individual’s line manager and/or reporting officer?

|  |
| --- |
| Brendan McAllister |

**5. Transfer of learning**

Please give details of how the Opportunity will benefit your organisation, the

individual and their organisation.

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| --- |
| **Benefits to TEO**  This opportunity will benefit TEO as the Sponsor Department of HIA IA by adding an enthusiastic and proactive member of staff to the team who is experienced in applying archival principles, policies and practices.  **Benefits to the successful applicant**  This is an excellent opportunity for any individual who wants to make a positive and lasting contribution to the victims and survivors of historical institutional abuse.  The researcher will have a high degree of autonomy and will be in control of their own research approach. The role holder must define their own methods for information retrieval, using known research principles and tools.  The role holder will be engaging with individuals who are seeking assistance with obtaining information which is of deep significance to that person and highly personal, therefore the role holder will not just be locating records, but has a much broader remit than many research opportunities. They will be required to liaise with and gain the support and assistance of the key stakeholders, taking their views and concerns into account and resolving potential conflicting interests.  **Benefits to the Home Organisation**  The individual will become more experienced and knowledgeable in researching family and institutional records under minimum supervision. |

**6. Logistics**

Please provide details of the likely start date, duration, location, form of transport required, resources (i.e.; desk, PC, etc.) and funding arrangements for the opportunity.

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| **Start Date**: As soon as a suitable candidate has been identified and security cleared.  **Duration**: Secondment – Senior Research Officer  Up to 24 months. Initially within the Office of the HIA Interim Advocate and any agreed period beyond this thereafter to transfer to a newly created Commissioner for Survivors of Institutional Abuse (COSICA).  **Location**: The researcher will be based at Queen’s Court, Belfast city centre. .  **Travel**: It is essential that applicants have access to a form of transport to allow them to fulfil the requirements of the post. This will involve attendance at institutions or their headquarters both within Northern Ireland and beyond. The post-holder will receive reimbursement for approved travel and expenses in line with NICS arrangements.  **Resources**: Full office environment – desk, PC, access to printing, photocopying and scanning facilities.  **Funding**: The salary will be NICS SO payband. TEO will pay the total salary costs to the home department/organisation on a full cost recovery basis. The post-holder will receive reimbursement for approved travel and expenses in line with NICS arrangements.  **Selection**: A papersift will be used to determine the most suitable applicants for the post. If necessary, an informal discussion will be held with Brendan McAllister, Interim Advocate for Victims and Survivors of Historical Institutional Childhood Abuse, or a member of his team, to discuss the skills, knowledge and experience the applicants would bring to the post. It is important that all candidates indicate how, and to what extent, they meet the essential experience, skills and qualities listed above.  **Contact**: For further information please contact Claire Campbell on Tel: 028 9089 3974, Ext: 81074 or by email at: [claire@hiaadvocate.org.uk](mailto:claire@hiaadvocate.org.uk).  **Closing Date:** Applications must be submitted by 5.00pm on Friday 20 March 2020 to**:**  **For NI Civil Service departmental staff only:** [**secondments@hrconnect.nigov.net**](mailto:secondments@hrconnect.nigov.net)  **For staff from all other Partner organisations:** [**interchangesecretariat@finance-ni.gov.uk**](mailto:interchangesecretariat@finance-ni.gov.uk) |

**7. Endorsement**

**Interchange Manager**

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| **Alsion Armstrong** |

**Signed:**

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| **06 March 2020** |

**Date:**

**ANNEX A**

**JOB DESCRIPTION**

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| --- | --- |
| **GRADE** | Proposed SO |
| **DEPARTMENT** | Sponsoring Department Executive Office |
| **DIVISION** | Office of the Interim Advocate |
| **JOB TITLE** | Senior Research Officer |
| **DATE** |  |

1. **BACKGROUND**

**Historical Institutional Abuse (HIA) Inquiry Findings/Recommendations**

On 29 September 2011 the Northern Ireland Executive announced that it intended to set up an Inquiry into abuse in residential homes in Northern Ireland, and on 31 May 2012 the First Minister and deputy First Minister announced the agreed Terms of Reference for the HIA Inquiry and advised the Northern Ireland Assembly of the appointment of the Chairman of the Inquiry and the panel members for the Acknowledgement Forum. The Chairman Sir Anthony Hart published the Inquiry Report on 20 January 2017. Historical Institutional Abuse is a key strategic policy area and was a top priority for the Head of the NI Civil Service during the absence of the devolved institutions. The implementation of a redress scheme for victims and survivors of Historical Institutional Abuse and making payments as early as possible is included as one of the priorities of the restored Executive under the New Decade, New Approach Deal.

One of the substantial and overarching recommendations made relates to the creation of a statutory Commissioner for Survivors of Institutional Childhood Abuse (COSICA). The detail around the responsibilities of this position make it clear that the Commissioner would have a role in encouraging the co-ordination and provision of relevant services, a monitoring role across a broad range of areas (including a Redress Board), as well as an advocacy role, supported by an Advisory Panel of HIA Victims and Survivors (V&S).

1. **CONTEXT**

**HOCS Intervention**

In December 2017, the HOCS wrote to the 5 main political parties, the HIA representative groups and the Permanent Secretary of the Northern Ireland Office setting out the position in relation to the implementation of the Hart Report and his plans to proceed absent a functioning Executive. HOCS then held briefing sessions on 30 January 2018 with HIA groups, and with the 5 main political parties.

HOCS subsequently had further meetings with each of the HIA groups (Survivors North West, Rosetta Trust and SAVIA). At these meetings, HOCS identified the implementation of the Hart Report as the top priority for the Executive Office. He gave a commitment that draft legislation to establish both the Commissioner for Survivors of Institutional Childhood Abuse and the Redress Board would be prepared by the end of the summer. He also advised that if there was no Executive in place by then, then it was his intention to ask the Secretary of State to take that legislation through Parliament.

On 19th October 2018, HOCS wrote to SOSNI to advise that 2 pieces of primary legislation and one piece of secondary legislation had been drafted for (respectively):

* Commissioner for Survivors of Institutional Childhood Abuse Bill
* HIA Redress Board Bill and
* HIA compensation scheme

In his letter, HOCS informed SOSNI of his intention to move to the next stage of preparatory work which was formal consultation. The consultation took place over a 12 week period commencing 19 November 2018 and included a one month extension from 10 February to the 10 March 2019). The Executive Office published the Report on Responses to the consultation on 13 May 2019. The report is available online at:

<https://www.executiveoffice-ni.gov.uk/sites/default/files/publications/execoffice/hia-publicconsultation-response-report.pdf>

The consultation identified a number of issues requiring ministerial decisions which, at the request of the Secretary of State for Northern Ireland, were discussed and jointly resolved by six NI political parties. Following this, the draft Acts were amended in light of the parties’ recommendations and codified into one Act in preparation for passage through the UK Parliament.

The Secretary of State for Northern Ireland progressed the legislation through Westminster and the Historical Institutional Abuse (Northern Ireland) Act 2019 subsequently received Royal Assent on 5 November 2019. The Act provides the legal framework for delivering two of the recommendations contained in the Report of the HIA Inquiry: establishing a HIA Redress Board (“the Redress Board”) to administer a publicly funded compensation scheme and the creation of a statutory Commissioner for Survivors of Institutional Childhood Abuse (“COSICA”).

The role of the Commissioner is to act as an advocate for those who were subject to abuse by ensuring the co-ordination and availability of services and identifying suitable means whereby such services can be made available to those who need them. Specifically, the Inquiry report recommended that the office of the Commissioner should be created by statute, allocated a separate budget and required to report once a year to the NI Assembly. This will ensure that the office is independent and adequately resourced.

The purpose of the Redress Board is to oversee payments of compensation to those who had been abused in residential children’s homes within the Inquiry’s Terms of Reference. Specifically, the Inquiry report recommended that the Board should have the necessary powers to compel institutions or individuals to provide information relating to a claim for compensation, particularly if the alleged abuse occurred in an institution that was not investigated by the Inquiry. In this regard, establishing the Board on a statutory basis gives the Board this requisite power and reduces the risk of legal challenge.

**An Interim Advocate**

Conscious of the timeframes associated with the development of the relevant legislation and the view of survivors that the political stalemate had left them in ‘limbo’ with regard to the implementation of the Hart Report recommendations, HOCS asked for steps to be taken to allow for the appointment, in early 2019, of an Interim Advocate. The Interim Advocate would provide essential support and be a central point of contact for HIA V&S and promote their interests until such times as Ministers agreed the appointment of a COSICA and the establishment of an associated Redress Board. HOCS commitment was given against a backdrop of two years without a Northern Ireland Executive and Ministers to take decisions on the Hart Report. Mr Brendan McAllister was appointed as Interim Advocate on 2 July 2019.

In preparation for the incoming Commissioner, the Interim Advocate has now requested an additional member of staff, namely a Senior Research Officer to commence work as outlined in Section 28 of the Historical Institutional Abuse (NI) Act 2019.

**Sponsorship**

Sponsorship responsibility for the Interim Advocate sits with the HIA Implementation Team in the Strategic Policy, Equality and Good Relations Directorate of TEO. The Directorate structure consists of 5 Grade 5 led Divisions, each containing a number of branches:

* Equality, Victims, Human Rights & Delivering Social Change Division
* Urban Villages, Racial Equality & Communities in Transition Division
* Good Relations and Together: Building a United Community Division
* Infrastructure Division
* Finance and Corporate Services Division

The HIA Implementation Team is part of the Equality, Human Rights and Delivering Social Change Division. The HIA Implementation Team was originally established in 2012, with the responsibility for the development of government policy on HIA of children in institutions in Northern Ireland which had responsibility for the care, health or welfare of children in residential accommodation (other than a school) between 1922 and 1995.

The HIA Implementation Branch has also been responsible for the sponsorship and governance of the HIA Inquiry which has now formally completed its work. The winding up process is presently being finalised.

1. **ORGANISATIONAL POSITION**

It is expected that the Interim Advocate will be supported by a Personal Secretary, along with four/five support staff two at Deputy Principal, two at Staff Officer grade and one at Executive Officer II grade. In addition, there are three DAC contracted members for Policy/Legal (34 days); Services Assessment (30 days) and Media work (24 days) respectively.



1. **PURPOSE AND OBJECTIVES**

* **Supporting individual HIA – Personal record retrieval, examination and presentation**
* The role holder will assist the Interim Advocate in carrying out their duties, in particular to inform individuals about their own histories and families. The purpose will be to develop as full an account of an individual’s personal history as possible, based on the information the individual initially provides.
* This will range from assisting individuals to identify their personal records in terms of their time and experiences at a care institution, to identifying any general issues or challenges arising relating to the sharing of personal records by any institution.
* The role holder will present research findings to individuals requiring assistance with their cases and in their preferred format. Where systemic issues are identified regarding institutions, these will be presented to the Interim Advocate for consideration.
* Records may include:
* Individual personal attendance records at institutions
* Individual and organisational records of education, welfare, behaviour, incidents (positive and negative) and punishments etc. while at that institution E.g. Health and Social Care welfare records relating to the state’s involvement in care of a child such as placing a child into care
* Court records – Individual and organisational criminal or civil records E.g. relating to an individual’s involvement in judicial proceedings connected with their care
* Individual records relating to family history E.g. parish/council/census etc.
* **Stakeholder Support**
* Where required, the role holder will provide appropriate, timely and high quality briefing and advice on research matters to the Interim Advocate.

1. **MAIN JOB ACTIVITIES**

| Main job activities include: | % of time spent |
| --- | --- |
| Assist the Interim Advocate in carrying out their role for V&S of HIA.  Manage personal case files and endeavour to locate records to develop a portfolio of information for individuals who wish to discover information about their time spent in care. | 65 |
| Identify and develop appropriate contacts within stakeholder organisations to establish effective working relationships and communication channels.  Liaise with V&S of HIA to identify individual difficulties in tracing or accessing personal records or information.  Escalate issues to the Interim Advocate to conclude research with stakeholder organisations regarding collation of records on individual’s behalf.  This may include HIA V&S locally, nationally or internationally any other relevant third party organisations e.g.   * Statutory E.g. Health & Social Care Trusts * Other Government * Voluntary * Community * Charity E.g. Churches, Religious Orders * HIA Relevant Institutions | 25 |
| Identify key outputs and make recommendations to the Interim Advocate regarding appropriate actions required to address any situations in which access to existing records or information is not forthcoming.  Provide reports, briefing information and advice to the Interim Advocate.  Draft input for responses to Ministerial and Official Correspondence. | 10 |

**6. KNOWLEDGE AND SKILLS**

A second class honours degree or equivalent qualification in a relevant discipline e.g. Social History/Politics/Information Management is required although consideration will be given to an alternative social research based qualification.

The role holder would be expected to have to have a minimum of at least two years experience in applying archival principles, policies and practices in a relevant/similar/equivalent working environment.

The characteristics and overall level of knowledge and skills which have to be most commonly applied in this role include:

* An ability to undertake research, collate, analyse and manage information effectively in accordance with Data Protection Regulation (GDPR) Act 2018
* Excellent IT skills
* Strong interpersonal skills
* Exercise confidentiality and sensitivity
* An ability to build positive relationships
* Effective negotiating and influencing skills
* Excellent communication skills are also essential, both written and oral
* Good organisational and planning skills
* An ability to prioritise and manage caseload
* The ability to work on own initiative and as part of a small team

**7. CONTACTS AND COMMUNICATIONS**

***Between Government Organisations***

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| --- | --- |
| **Grade/Level** | **Purpose** |
| EO11 – DP | Officials in other Departments may be contacted in accordance with the work of the Interim Advocate. This may be for relationship building (introductions) and seeking assistance with identification and release of information. e.g. PRONI and Department of Health |
| G7 / G6 | The role holder will be expected to maintain regular contact with management level staff for the above purposes. This will most often be at G7 level, but may occasionally include staff at G6 level |
| G5 + above | The role holder may also be in contact with staff at G5 level in other Departments, including the G5 for the above purposes. |

***All other external contacts***

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| --- | --- |
| **Organisation size & staff level** | **Purpose** |
| Members of the public / small supplier / customer | Contact with HIA V&S and their families locally, nationally and internationally regarding personal case information. |
| Medium sized supplier / customer/ MLAs\*, MPs, External government | Contact with Senior and middle management and individuals in Institutions, Churches, Religious Orders, Community, Voluntary organisations and HIA Relevant Institutions including the Health & Social Care Trusts. This may be for the purposes of Relationship building (introductions) and seeking assistance with identification and release of information.  The role holder will be expected to support the Interim Advocate in liaising with organisations. The role holder will be expected to maintain relationships that are of major importance and significance to their work;  Contact with Management / Middle Management Other government Departments and administrations. For the purposes of building and maintaining networks with key stakeholders in other jurisdictions and administrations where required. |

**8. PROBLEM SOLVING**

***Fact Finding and Analysis***

There are significant gaps in the information known by some of the HIA V&S. There may also be a reluctance on the part of the institutions to release some of the information. These may be met by explaining the context, showing the evidence that the data subject has provided, authority to seek the data on their behalf, and by positive engagement. The approach taken needs to be appropriate and effective.

The role holder will additionally provide research and briefing to the Interim Advocate to assist in the setting of policy direction. This could be where investigations have revealed particular findings which require referral upwards or which might inform strategic direction.

As records and information may be non-existent, sensitivity is needed in explaining to V&S that it is not possible to obtain the evidence sought. The role holder will have to manage varying expectations of a wide range of stakeholders and adopt appropriate communication styles to meet the information needs of a diverse audience.

The information retrieved may be disappointing or shocking to the individual. The researcher will need to consider disclosure of that information and whether additional support is required to prepare that person and to be available to them afterwards. Liaison with appropriate service providers will be required. The impact on any other living person must also be considered.

The role holder will additionally be required to contribute to the work of the IA in preparing for the subsequent statutory Commissioner (COSICA) in light of their experience with the Interim Advocate.

***Initiative, Originality Creativity***

The researcher will be in control of their own research approach. Minimal experience exists within the Interim Advocate’s Office therefore the role holder must define their own methods for information retrieval, using known research principles and tools. We expect different cases to require different approaches and sources. The role holder must be able to identify the key pieces of information which will lead to the best results.

The role holder will treat every individual who is seeking assistance with care and respect. The information requested is of deep significance to that person and highly personal, therefore the role holder must be proactive in locating records, discount irrelevant information and position relevant questions in an appropriate manner.

The role holder will be required to prepare papers for the Interim Advocate which identify and analyse key issues relating to their role. They will be required to liaise with and gain the support and assistance of the key stakeholders, taking their views and concerns into account and resolving potential conflicting interests.

**9. DECISION MAKING**

***Own Decisions***

Having met with the data subject and discussed their case in detail, the role holder will be responsible for deciding upon the most effective source of information and method of retrieval. This will include the day to day decisions relating to the management of files.

They will assist in the drafting of papers, advice and briefing and other official correspondence for submission and approval by the Interim Advocate.

The role holder will make decisions about regarding the retrieval of information and how this may be communicated to the data subject.

They will also decide which cases require intervention from the Interim Advocate and will make recommendations to assist and improve cooperation.

***Advising Others***

The role holder will be responsible for overseeing and ensuring effective progression of case files. This will include the day to day decisions relating to the management of resources and allocation of duties to meet business demands.

The role holder will brief the Interim Advocate on progress updates on individual cases and highlight challenges encountered.

They will also provide regular updates for the data subject. Frequency of communication will be agreed with the individual at the start of each research case.

The role holder may be required to support the Interim Advocate at meetings with various officials, stakeholder groups and organisations.

***Types of Decisions***

The role holder will be expected to advise the Interim Advocate on a regular basis. They will be responsible for developing and drafting advice, submissions and briefing to the Interim Advocate.

**10. AUTONOMY**

The role holder is responsible for researching personal family histories and institutional care records in the office of the Interim Advocate. Although line manager support is available the role holder will have freedom to manage day to day activities and will have autonomy in planning and progressing their own work.

The role holder will also be responsible for providing advice to the Interim Advocate on case files where required, and consulting with external stakeholders were appropriate.

The role holder will be responsible for adhering to Data Protection legislation, NICS requirements around information and IT security. The will be expected to comply with existing PRONI regulations for retention and access to records.

**11. MANAGEMENT OF RESOURCES**

***Financial Resources***

The role holder will be responsible for managing the budget allocated to the post for travel and subsistence expenditure necessary to carry out their role and any costs relating to records retrieval. They will report to the Office Manager on a regular basis with regards financial matters.

The role holder will contribute to processes and procedures to ensure all financial records for casework files are completed and returned to the office administrator within prescribed deadlines. This is to ensure full auditing requirements relating to financial expenditures are met. The role holder will also be responsible for ensuring that all expenditure has the necessary approvals before they are incurred, particularly where the costs might be sizeable, such as travel outside Northern Ireland.

***Leadership and Team working***

The role holder is the first point of contact for research matters in the Interim Advocate’s Office. They will have no line management responsibility.

The role holder will however be required to operate as part of a larger team and must set, progress and contribute to the achievement of branch objectives. They will also be required to work with administrative staff in the HIA Interim Advocate’s Office. The role holder will be supporting the Interim Advocate in ensuring that branch objectives are identified and achieved.

***Nature of Management Role***

There is no line management responsibility for staff.

**12. IMPACT**

The Chairman Sir Anthony Hart published the HIA Inquiry Report and recommendations on 20 January 2017. To date there has been no functioning Executive to make a decision on the recommendations of the Hart Report. One of the recommendations was to appoint a statutory Commissioner to, inter alia, advocate for HIA V&S. However, the prevailing political lacuna has meant that an Executive decision regarding the Hart recommendations cannot be taken and HIA feel they have been left in limbo. The creation of an Interim Advocate’s Office is, therefore, an important intermediate solution.

The role holder’s role is relevant to the success of the Office of the Interim Advocate being part of a small team. The impact of the post will be in the level of assistance provided to V&S as they seek to have a greater understanding of their family history, their early years and any other circumstances relating to their lives which remain unknown or unclear. This will in turn impact on the Office of the Interim Advocate as it works towards empowering individuals with knowledge and insight to their own sense of identity.

The role holder will need to work closely with the key stakeholders and to build strong relationships with the institutions who hold the information to successfully meet the Interim Advocate’s objectives. Successful delivery of the objectives, will enhance the profile of the Interim Advocate and could enable some elements of work recommended by the Hart Report to progress more quickly once an Executive/Ministerial decision is taken. The implementation of Hart's recommendations is a matter of vital importance to V&S of HIA. As many of the people who will benefit from this work are now sadly of an advanced age, it is important that the work is progressed as quickly and effectively as possible.

As the area of HIA also attracts significant media attention, it is likely that there would also be significant reputational damage and embarrassment to the Interim Advocate and, more widely, to TEO and Ministers if this important support role was not in place.

he Head of the Civil Service has identified HIA implementation as a key priority, as a matter of public record.

Signed: 30 January 2020



Role Holder: Date:

Line Manager: Date: