

OVERALL AIM AND VISION OF THE PARADES COMMISSION

Aim: (a) To minimize the requirement for its statutory intervention in parades in Northern Ireland; and

(b) To help to bring about accommodation and agreement in respect of disputed parades.

Vision: To bring about a peaceful parading environment in Northern Ireland based on tolerance, respect and understanding.

How will we work towards achieving our Aims and Vision?

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| <p>POLICY/OUTPUTS</p> <ul style="list-style-type: none"> • Facilitate mediation between parties to particular parading disputes and take any other steps that the Commission deems appropriate to resolving such disputes. • Issue decisions and determinations in respect of particular parading disputes. | <p>PEOPLE</p> <ul style="list-style-type: none"> • Enable the Commission and its Secretariat to develop their potential fully and thus enhance the quality of service and decision-making. • Maintain an effective team culture in which everyone can contribute effectively to outputs. |
| <p>FINANCE</p> <ul style="list-style-type: none"> • Use resources efficiently and effectively to deliver best value and protect the public purse. | <p>PROCESSES</p> <ul style="list-style-type: none"> • Ensure effective relationships with clients and stakeholders. • Promote greater understanding of issues concerning parades through effective outreach. • Effective internal systems and safeguards operating within the Commission. • Fulfilment of corporate responsibilities. |

Each of the four areas set out in the previous table will be measured through the setting out of specific objectives, measurements and targets, as detailed below.

POLICY AND OUTPUTS PERSPECTIVE

| OBJECTIVE | MEASURE | TARGET |
|--|---|---|
| <ul style="list-style-type: none"> High quality and transparent decision-making around parades based on a well-informed broad spectrum of opinion | <ul style="list-style-type: none"> Public confidence in integrity of Commission's processes Increase in non-traditional stakeholder engagement with Commission Robustness of Commission's procedures | <ul style="list-style-type: none"> 5% increase in community confidence in Commission No failure of procedure on legal challenge |

PEOPLE PERSPECTIVE

| OBJECTIVE | MEASURE | TARGET |
|---|---|--|
| To enable the Commission and its Secretariat to fully develop their potential in a culture in which well managed and motivated individuals can contribute effectively to outputs. | <ul style="list-style-type: none"> Delivery of Commission's training and development programme Development of trust and team unity Commission and staff satisfaction Staff involvement in business planning | <ul style="list-style-type: none"> Training and development plan in place by May 09 Review Personal Development Plans quarterly Commission to have received PR and Corporate Governance training by Sept 09 |

FINANCE PERSPECTIVE

| OBJECTIVE | MEASURE | TARGET |
|--|---|--|
| To use resources efficiently and effectively to deliver best value and protect the public purse. | <ul style="list-style-type: none"> Adequate resources to achieve objectives Spend against forecasts Accurate and timely reports to NIO | <ul style="list-style-type: none"> Commission achieves 2% efficiency saving in 09/10 annual budget. Meet all deadlines for financial monitoring and reporting. Enhance financial awareness amongst staff. |

PROCESSES PERSPECTIVE 1

| OBJECTIVE | MEASURE | TARGET |
|---|---|--|
| To promote greater understanding of issues concerning parades through effective outreach and develop effective relationships with clients and stakeholders. | <ul style="list-style-type: none"> • Public acknowledgement and understanding of role of Parades Commission and parading culture • Effective relationships with stakeholders • Public satisfaction with role of Commission | <ul style="list-style-type: none"> • Increased knowledge rating among public • Establish baseline public satisfaction with website and demonstrate improved satisfaction within 12 months. • Stakeholders and public's understanding of role of Commission • Independent evaluations of events indicating positive outcomes • Informed and effective communication and co-operation with PSNI |

PROCESSES PERSPECTIVE 2

| OBJECTIVE | MEASURE | TARGET |
|-----------------------------------|---|---|
| Fulfil corporate responsibilities | <ul style="list-style-type: none"> • Corporate Governance • Existence of Business Plan • Internal Audit Report and Recommendations • NI Audit Office Management Statement | <ul style="list-style-type: none"> • Commission undergoes Corporate Governance refresher training • Business Plan and Risk Register regularly reviewed • Achieve satisfactory rating from Internal Audit annual report. • All Internal Audit recommendations implemented & assurance passed to Department • NI Audit Office recommendations implemented and assurance passed to Department |

PROCESSES PERSPECTIVE 3

| OBJECTIVE | MEASURE | TARGET |
|--|---|--|
| Effective internal systems and safeguards in place | <ul style="list-style-type: none"> • Review of all internal policies and procedures to ensure they comply with current government guidance | <ul style="list-style-type: none"> • Ensure all staff are aware of importance of information risk • Ensure all recommendations from data handling review implemented |