

Parades Commission for  
Northern Ireland

Business Plan

2011/12



## OVERALL VISION and AIM OF THE PARADES COMMISSION

### VISION:

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

### AIM:

- (a) To minimize the requirement for its statutory intervention in parades in Northern Ireland;
- (b) To help to bring about accommodation and agreement in respect of disputed parades; and
- (c) To promote greater understanding by the general public of issues concerning parades and related protests

POLICY/OUTPUTS	PEOPLE
Facilitate mediation between parties to particular parading disputes and take any other steps that the Commission considers appropriate to resolving such disputes. Issue decisions and determinations in respect of particular parading disputes.	Enable the Commission and its Secretariat to develop fully their potential and thus enhance the quality of service and decision-making. Maintain an effective team culture in which everyone can contribute effectively to outputs.
FINANCE	PROCESSES

Objective	Measure	Target
<p>To use resources efficiently and effectively to deliver best value and protect the public purse</p>	<ul style="list-style-type: none"> <li>• Adequate resources to achieve objectives</li> <li>• Scrutiny of spend against forecasts in monthly budget reports</li> <li>• Monthly finance report to Commission</li> <li>• Accurate and timely reports to NIO including quarterly monitoring rounds</li> <li>• Review of staffing complement</li> </ul>	<ul style="list-style-type: none"> <li>• Commission achieves minimum 5% efficiency saving in annual budget</li> <li>• Meet all deadlines for financial monitoring and reporting</li> <li>• Enhance financial awareness amongst staff and Commission</li> </ul>
<p>Review of Commission's processes and legislative framework through active community and political engagement</p>	<ul style="list-style-type: none"> <li>• Production of revised statutory documents reflecting feedback received</li> <li>• Widespread engagement with stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Complete community outreach sessions by June 2011</li> <li>• Draft report to SoS by March 2012</li> <li>• Develop RSS feeds and arrange staff training to enable eCommunication with stakeholders and interested parties by October 2011</li> </ul>

Objective	Measure	Target
<p>High quality and transparent decision-making processes</p>	<ul style="list-style-type: none"> <li>• Confidence in integrity of Commission's processes exhibited in public engagement and correspondence</li> <li>• High degree of understanding of Commission's processes exhibited in public engagements</li> <li>• Requirement or otherwise to change or review decisions through lack of clarity or error</li> </ul>	<ul style="list-style-type: none"> <li>• No failure found in adherence to process in the course of internal reviews</li> <li>• No acting ultra vires or irrationally found through legal challenge</li> <li>• No more than five public challenges on lack of clarity of decisions</li> <li>• Achieve satisfactory assurance rating by internal audit in this area</li> </ul>
<p>To enable the Commission and its Secretariat to develop fully their potential in a culture in which well managed and motivated individuals can contribute effectively to outputs</p>	<ul style="list-style-type: none"> <li>• Delivery of Commission's programme</li> <li>• Development of trust, respect and team unity</li> <li>• Commission and staff satisfaction</li> <li>• Staff involvement in business planning</li> </ul>	<ul style="list-style-type: none"> <li>• Staff training and development plan in place by September 2011</li> <li>• Review staff Personal Development Plans quarterly</li> </ul>

Objective	Measure	Target
Ensure fulfilling corporate governance responsibilities	<ul style="list-style-type: none"> <li>• Regular review of Business Plan and Risk Register</li> <li>• Annual Report and Financial Statements</li> <li>• Internal Audit Report and recommendations</li> <li>• Audit Committee Annual Report</li> <li>• NAO external audit report</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve "satisfactory" rating from Internal Audit annual report</li> <li>• Annual accounts given "clean" audit opinion</li> <li>• Publication of Annual Report by 31 Oct 2011</li> <li>• All accepted Internal Audit recommendations implemented and assurance passed to Department</li> </ul>
Increase public confidence in the Commission's handling of conflict around parades	<ul style="list-style-type: none"> <li>• Level of positive feedback increases as evidenced through presentations to the Commission during deliberations</li> <li>• Confidence increased evidenced through positive feedback received by email and other correspondence</li> </ul>	<ul style="list-style-type: none"> <li>• Two per cent increase in public confidence measured by Omnibus Survey March 2012 in comparison to last result</li> </ul>
Resolution or and/or diminution of conflict at key parade locations	Engagement with key stakeholders by Commissioner teams, secretariat and /or mediators across key locations	Three previously contentious areas experience decrease in levels of community hostility and/or increase in community relations by 31 March 2012