

# Parades Commission for Northern Ireland

## Business Plan 2012-13



### BACKGROUND

The Parades Commission for Northern Ireland was established on a statutory basis by section 1(1) of the Public Processions (Northern Ireland) Act 1998. The functions of the Commission are set out in section 2 of that Act.

This Business Plan sets out the major work to be undertaken by the Commission and its staff to discharge these functions, and those common to all public sector organisations of good governance and effective use of resources, during the year to 31 March 2013. It does not deal with much of the routine, but essential, work of the Commission and its staff. This is addressed in project plans and the forward job plans of those involved.

The Plan sets out the objectives in relation to each function and, where practicable, the date by which it is to be achieved, the stages or milestones along the way, the indicators by which performance will be assessed and the identity of the individual with lead responsibility for achieving the objective.

The Commission and its Accounting Officer will monitor performance against the Plan on a regular basis and will, where appropriate, adjust it or re-allocate resources to take account of changes in the surrounding environment. Details of progress will be published on the Commission's website [www.paradescommission.org](http://www.paradescommission.org).

### OBJECTIVE 1

#### TO PROMOTE GREATER UNDERSTANDING BY THE GENERAL PUBLIC OF PARADING ISSUES

Target	Milestones	Lead responsibility	Performance indicators
By 1 June 2012 to hold a minimum of six public meetings at locations across Northern Ireland	N/A	Secretary	Number of meetings held by 1 June 2012
By 31 March 2013 to appoint a media adviser and by 1 October to develop and thereafter implement a proactive media strategy	<p>Invitation to tender published by 1 May 2012</p> <p>Tender evaluations complete by 1 July 2012</p> <p>Draft strategy by 1 September 2012</p>	<p>Secretary</p> <p>Assessment panel</p> <p>Media adviser</p>	<p>Date of appointment</p> <p>Date of tender evaluation</p> <p>Date of draft strategy</p>
By 31 March 2013 to develop an education policy and to roll it out in accordance with the project plan	<p>Initial discussions by 1 June 2012</p> <p>Policy and project plan approved by Commission by 31 March 2013</p>	Chair of sub-committee and Chairperson	<p>Date of initial discussions</p> <p>Date of policy and project plan approval</p> <p>Meeting of dates in project plan</p>
At least every two months to publish an e-mail newsletter	N/A	Chairperson	Dates of publication

## OBJECTIVE 2

### TO KEEP ITSELF GENERALLY INFORMED ON THE CONDUCT OF PUBLIC PROCESSIONS AND PROTEST MEETINGS

Target	Milestones	Lead responsibility	Performance indicators
Throughout the year to engage proactively with parade and protest organisers, elected and community representatives, representatives of the main religions and other stakeholders	N/A	Commissioner outreach teams	Number of meetings, initiated by the Commission, held with members of each group
During the year each Commissioner will observe a minimum of four parades including one at which there is a protest, one band parade, one perceived as being 'Loyalist' and one perceived as being 'Republican'	N/A	Chairperson	Number and type of parade observed by each Commissioner

## OBJECTIVE 3

### TO PROMOTE AND FACILITATE MEDIATION AS A MEANS OF RESOLVING DISPUTES CONCERNING PUBLIC PROCESSIONS

Target	Milestones	Lead responsibility	Performance indicators
By 31 October 2012 to have established a list of persons suitable to be appointed as mediators	Specification agreed by 31 July 2012	Deputy Secretary	Date list created
Throughout the year, in areas where local agreement has not been reached, to ensure that the parties are aware of the benefits of dialogue and to facilitate mediation where the parties agree to it	N/A	Commissioner outreach teams	Evidence that parties have been made aware  Facilitation of mediation where parties agree

## OBJECTIVE 4

### TO ISSUE DETERMINATIONS, WHEN NECESSARY, IN ACCORDANCE WITH THE LAW AND PROCEDURES

Target	Milestones	Lead responsibility	Performance indicators
Throughout the year, whenever practicable, to issue necessary lawful determinations a minimum of five working days before the relevant parade or protest	N/A	Chairperson	Absence of successful legal challenges  Dates of publication of determinations
Throughout the year, to consider at least 95% of review requests within two working days of receipt	N/A	Secretary	Meeting of deadline as evidenced from records
Within the implementation plan timescales, to implement the agreed recommendations of the Monitors' Working Group report	Implementation plan agreed by 1 July 2012	Secretary	Meeting implementation deadlines set in implementation plan

## OBJECTIVE 5

### TO KEEP UNDER REVIEW THE OPERATION OF THE RELEVANT LEGISLATION AND MAKE SUCH RECOMMENDATIONS AS IT THINKS FIT TO THE SECRETARY OF STATE

Target	Milestones	Lead responsibility	Performance indicators
By 31 October 2012 to:  a) have completed a review of the Code of Conduct;  b) to have published a draft Code for consultation; and  c) by 1 January 2013 to have submitted the draft Code of Conduct, revised as necessary, to the Secretary of State	First draft to Commission by 1 August 2012         Report on consultation responses and revised draft to Commission by 1 December 2012	Deputy Secretary         Deputy Secretary	Publication by due date

Target	Milestones	Lead responsibility	Performance indicators
<p>By 31 October 2012 to:</p> <p>a) have completed a review of the Procedural Rules;</p> <p>b) to have published a draft set of Rules for consultation; and</p> <p>c) by 1 January 2013 to have submitted the draft set of Rules, revised as necessary, to the Secretary of State</p>	<p>First draft to Commission by 1 September 2012</p> <p>Report on consultation responses and revised draft to Commission by 1 December 2012</p>	<p>Deputy Secretary</p> <p>Deputy Secretary</p>	<p>Publication by due date</p>
<p>By 31 October 2012 to:</p> <p>a) have completed the review of the Guidelines;</p> <p>b) to have published a draft set of Guidelines for consultation; and</p> <p>c) by 1 January 2013 to have submitted the draft set of Guidelines, revised as necessary, to the Secretary of State</p>	<p>First draft to Commission by 1 September 2012</p> <p>Report on consultation responses and revised draft to Commission by 1 December 2012</p>	<p>Deputy Secretary</p> <p>Deputy Secretary</p>	<p>Publication by due date</p>

## OBJECTIVE 6

### TO MAINTAIN HIGH STANDARDS OF GOVERNANCE

Target	Milestones	Lead responsibility	Performance indicators
Throughout the year, to keep proper accounts and financial records	Quarterly monitoring rounds	Secretary	Auditors provide a clean audit opinion on the annual accounts
Within the timescales set by senior management, to implement all accepted internal and external audit recommendations		Secretary	Achievement against deadlines in audit reports
By 13 July 2012 to submit to the Secretary of State a report on how it has discharged its functions during 2011-12		Secretary	Achievement by deadline

Target	Milestones	Lead responsibility	Performance indicators
By 1 August 2012 to prepare a Fraud Response Plan and advise Commissioners and staff of their responsibilities		Secretary	Achievement by deadline
By 1 October 2012 to review existing practice on publication of documents against the ICO Model Publication Scheme and to implement any necessary changes	Review by 15 August 2012  Outcome considered by Commission by 15 September 2012	Secretary	Any revised Publication Scheme published by 1 October 2012
By 31 March 2013 to publish the Business Plan 2013-14		Secretary	Plan published by deadline

## OBJECTIVE 7

### TO USE ALL ITS RESOURCES EFFICIENTLY AND EFFECTIVELY TO SECURE VALUE FOR MONEY

Target	Milestones	Lead responsibility	Performance indicators
By 1 October 2012 ensure that training and development plans are in place for all existing staff, and that a plan for any new staff member is in place within one month of taking up post		Secretary	Plans in place by due date
By 1 January 2013 to have implemented all agreed recommendations of the review of IT services	As outlined in review report and implementation plan	Secretary	Achievement of implementation plan targets
By 1 January 2013 to have increased financial awareness of both Commissioners and staff by means of a workshop		Secretary	Provision of workshop by due date  Attendance of Commissioners and staff at workshop
By 31 March 2013 to have achieved a 4.5% efficiency saving compared with 2011-12	Monthly monitoring of spend against profiled budget	Secretary	Out-turn figures
By 31 March 2013 to have completed a review of the secretariat structure and staffing levels		Secretary	Review report considered by Commission by deadline