

Employment in the Northern Ireland Civil Service - Quarterly Report

1st October 2021



Table of Contents

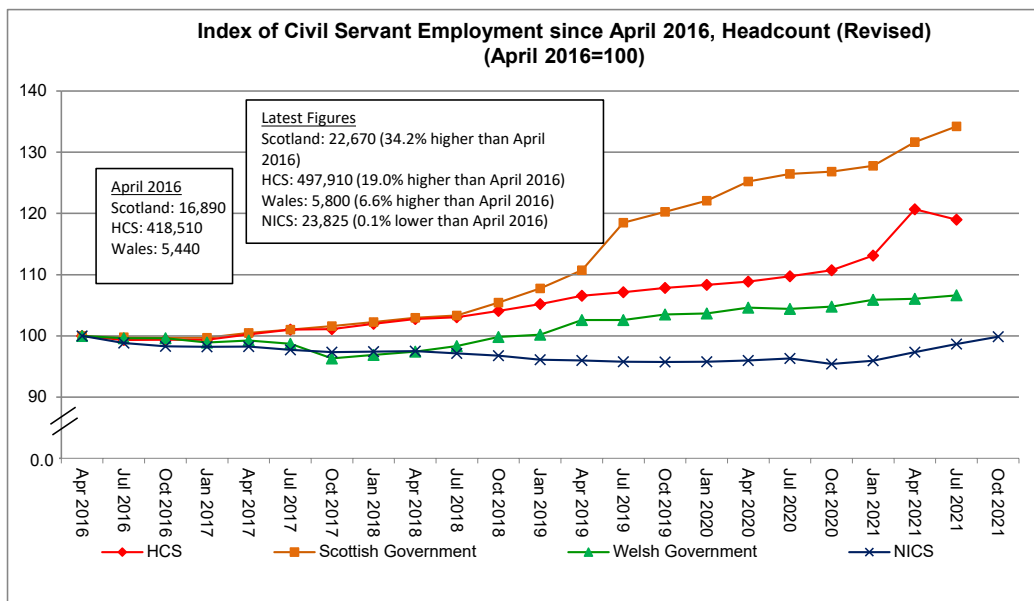
Introduction	Page 1
Key Points	Page 1
Employees by Department, Headcount	Page 2
Employees by Department, Full – time Equivalent	Page 4
Employees by Analogous Grade Level	Page 6
Employees by Work Pattern	Page 7
Comparisons with GB and with NI Public Sector	Page 8
Yearly Comparison of NICS Employees (Headcount)	Page 9
Background Notes	Page 10

Introduction

This report provides details on staff numbers* in the Northern Ireland Civil Service (NICS) at 1st October 2021, and comparisons with the previous quarter and the wider public sector. A comparison with the previous year is also presented. This report is provided as a resource to users requiring data on NICS staff numbers and is published on a quarterly basis.

Key Points

- The headcount number of staff in the NICS at 1st October 2021 was 23,825 of whom 23,728 were permanent staff and 97 were temporary/casual staff. The number of full-time equivalent staff in the NICS was 22,219.
- The headcount number of staff in the NICS represents an increase of 291 (1.2%) from the position at 1st July 2021. Full-time equivalent numbers increased by 295 (1.3%) over the same period.
- The latest available quarterly figures show the staff headcount decreased by 7,180 (1.4%) in the Home Civil Service, increased by 430 (1.9%) in the Scottish Government and by 30 (0.5%) in the Welsh Government (figures taken 30th June 2021). The number of staff in the Northern Ireland Public Sector increased by 910 (0.4%).
- Over the twelve months to July 2021 staff headcount in the NICS increased by 638 (2.8%). The latest 12 month rolling figures show there were increases of 38,670 (8.4%) in the Home Civil Service, 1,310 (6.1%) in the Scottish Government and 120 (2.1%) in the Welsh Government. An increase of 1,340 (0.6%) was seen in the Northern Ireland Public Sector numbers.



Commentary: The chart shows that NICS staff numbers have been rising since October 2020 but are still 0.1% lower than in April 2016. The latest available figures for Great Britain, Wales and Scotland relate to 30th June 2021. For Wales, staff numbers fell to a low in October 2017, before gradually increasing to their current level, which is 6.6% higher than the position in April 2016. For Scotland, staff numbers have increased since April 2016 and are now 34.2% higher than in April 2016. For Great Britain as a whole, staff numbers have increased gradually and are currently 19.0% higher than in April 2016.

*Please note Recruitment Agency staff numbers are not included in these NICS figures. At the end of September 2021, the number of Agency staff working in the NICS was 2,632. This figure includes 1,070 Agency staff working on contracts for the Department for Work and Pensions in Great Britain.

Employees by Department, Headcount

Table 1(a)
All Employees, Headcount

Department	Male 1st Jul 2021	Female 1st Jul 2021	Total 1st Jul 2021	Male 1st Oct 2021	Female 1st Oct 2021	Total 1st Oct 2021	Change on last Quarter Value	Change on last Quarter %	Change on last Year ¹ Value	Change on last Year ¹ %
DAERA	1,802	1,477	3,279	1,810	1,502	3,312	33	1.0%	116	3.6%
DfC	2,943	4,214	7,157	3,058	4,268	7,326	169	2.4%	513	7.5%
DfE	526	699	1,225	538	705	1,243	18	1.5%	81	7.0%
DE	218	319	537	219	318	537	0	0.0%	1	0.2%
DoF	1,818	1,747	3,565	1,819	1,770	3,589	24	0.7%	129	3.7%
DoH	224	319	543	226	327	553	10	1.8%	87	18.7%
DfI	2,262	738	3,000	2,276	747	3,023	23	0.8%	51	1.7%
DoJ	1,598	1,744	3,342	1,593	1,746	3,339	-3	-0.1%	58	1.8%
TEO	134	184	318	139	189	328	10	3.1%	14	4.5%
PPS	157	291	448	160	293	453	5	1.1%	11	2.5%
Other ²	58	62	120	57	65	122	2	1.7%	5	4.3%
Total	11,740	11,794	23,534	11,895	11,930	23,825	291	1.2%	1,066	4.7%

¹ As at 1st October 2020.

² Figures include staff in the Health and Safety Executive for Northern Ireland and the Office of the Attorney General for Northern Ireland.

Table 1 (b)
Permanent Employees, Headcount

Department	Male 1st Jul 2021	Female 1st Jul 2021	Total 1st Jul 2021	Male 1st Oct 2021	Female 1st Oct 2021	Total 1st Oct 2021	Change on last Quarter Value	Change on last Quarter %	Change on last Year ¹ Value	Change on last Year ¹ %
DAERA	1,798	1,477	3,275	1,793	1,486	3,279	4	0.1%	88	2.8%
DfC	2,943	4,214	7,157	3,055	4,266	7,321	164	2.3%	508	7.5%
DfE	524	699	1,223	529	702	1,231	8	0.7%	70	6.0%
DE	217	319	536	218	314	532	-4	-0.7%	-3	-0.6%
DoF	1,799	1,739	3,538	1,809	1,758	3,567	29	0.8%	124	3.6%
DoH	224	319	543	226	326	552	9	1.7%	86	18.5%
DfI	2,256	738	2,994	2,266	744	3,010	16	0.5%	43	1.4%
DoJ	1,597	1,744	3,341	1,590	1,745	3,335	-6	-0.2%	54	1.6%
TEO	134	184	318	139	187	326	8	2.5%	12	3.8%
PPS	157	291	448	160	293	453	5	1.1%	11	2.5%
Other ²	58	62	120	57	65	122	2	1.7%	5	4.3%
Total	11,707	11,786	23,493	11,842	11,886	23,728	235	1.0%	998	4.4%

¹ As at 1st October 2020.

² Figures include staff in the Health and Safety Executive for Northern Ireland and the Office of the Attorney General for Northern Ireland.

Table 1 (c)
Temporary/Casual Employees, Headcount

Department	Male 1st Jul 2021	Female 1st Jul 2021	Total 1st Jul 2021	Male 1st Oct 2021	Female 1st Oct 2021	Total 1st Oct 2021	Change on last Quarter Value	Change on last Year ¹ Value
DAERA	4	0	4	17	16	33	29	28
DfC	0	0	0	3	2	5	5	5
DfE	2	0	2	9	3	12	10	11
DE	1	0	1	1	4	5	4	4
DoF	19	8	27	10	12	22	-5	5
DoH	0	0	0	0	1	1	1	1
DfI	6	0	6	10	3	13	7	8
DoJ	1	0	1	3	1	4	3	4
TEO	0	0	0	0	2	2	2	2
PPS	0	0	0	0	0	0	0	0
Other ²	0	0	0	0	0	0	0	0
Total	33	8	41	53	44	97	56	68

¹ As at 1st October 2020.

² Figures include staff in the Health and Safety Executive for Northern Ireland and the Office of the Attorney General for Northern Ireland.

Commentary: Table 1 shows that over the last quarter, NICS headcount has increased by 291 (1.2%), 235 of whom (80.8%) were permanent staff. The largest increase was in DfC, which had 169 more staff than in the previous quarter as well as notable increases in DAERA (33), DoF (24) and DfI (23). Table 1 also shows that NICS headcount figures are 1,066 (4.7%) greater than a year ago. The greatest increases were in DfC (513), DoF (129), DAERA (116) and DoH (87), together with smaller increases in other departmental figures. No Department shows a smaller figure than last year.

Notes:

Data sourced from HRConnect and additional DoJ databases.

In the table, abbreviations are used. The names of Departments and corresponding abbreviations are given in the Background Notes.

Excludes staff on a Career Break.

Due to small numbers, percentages are not presented in Table 1 (c).

Employees by Department, Full time Equivalent

Table 2(a)
All Employees, Full Time Equivalent (FTE)

Department	Male 1st Jul 2021	Female 1st Jul 2021	Total 1st Jul 2021	Male 1st Oct 2021	Female 1st Oct 2021	Total 1st Oct 2021	Change on last Quarter Value	Change on last Quarter %	Change on last Year ¹ Value	Change on last Year ¹ %
DAERA	1,741	1,365	3,106	1,750	1,388	3,138	32	1.0%	118	3.9%
DfC	2,831	3,601	6,432	2,947	3,663	6,610	178	2.8%	539	8.9%
DfE	511	626	1,137	522	632	1,154	17	1.5%	81	7.5%
DE	214	297	511	215	295	510	-1	-0.2%	5	1.0%
DoF	1,753	1,578	3,331	1,753	1,601	3,354	23	0.7%	139	4.3%
DoH	218	298	516	220	305	525	9	1.7%	88	20.1%
DfI	2,209	664	2,873	2,223	671	2,894	21	0.7%	48	1.7%
DoJ	1,574	1,615	3,189	1,570	1,618	3,188	-1	0.0%	69	2.2%
TEO	132	169	301	136	176	312	11	3.7%	16	5.4%
PPS	152	265	417	155	267	422	5	1.2%	9	2.2%
Other ²	55	56	111	54	58	112	1	0.9%	4	3.7%
Total	11,390	10,534	21,924	11,545	10,674	22,219	295	1.3%	1,116	5.3%

¹ As at 1st October 2020.

² Figures include staff in the Health and Safety Executive for Northern Ireland and the Office of the Attorney General for Northern Ireland.

Table 2(b)
Permanent Employees, Full Time Equivalent (FTE)

Department	Male 1st Jul 2021	Female 1st Jul 2021	Total 1st Jul 2021	Male 1st Oct 2021	Female 1st Oct 2021	Total 1st Oct 2021	Change on last Quarter Value	Change on last Quarter %	Change on last Year ¹ Value	Change on last Year ¹ %
DAERA	1,737	1,365	3,102	1,733	1,372	3,105	3	0.1%	90	3.0%
DfC	2,831	3,601	6,432	2,944	3,661	6,605	173	2.7%	534	8.8%
DfE	509	626	1,135	513	629	1,142	7	0.6%	70	6.5%
DE	213	297	510	214	291	505	-5	-1.0%	1	0.2%
DoF	1,734	1,570	3,304	1,743	1,589	3,332	28	0.8%	134	4.2%
DoH	218	298	516	220	304	524	8	1.6%	87	19.9%
DfI	2,203	664	2,867	2,213	668	2,881	14	0.5%	40	1.4%
DoJ	1,573	1,615	3,188	1,567	1,617	3,184	-4	-0.1%	65	2.1%
TEO	132	169	301	136	174	310	9	3.0%	14	4.7%
PPS	152	265	417	155	267	422	5	1.2%	9	2.2%
Other ²	55	56	111	54	58	112	1	0.9%	4	3.7%
Total	11,357	10,526	21,883	11,492	10,630	22,122	239	1.1%	1,048	5.0%

¹ As at 1st October 2020.

² Figures include staff in the Health and Safety Executive for Northern Ireland and the Office of the Attorney General for Northern Ireland.

Table 2 (c)
Temporary/Casual Employees, Full Time Equivalent (FTE)

Department	Male 1st Jul 2021	Female 1st Jul 2021	Total 1st Jul 2021	Male 1st Oct 2021	Female 1st Oct 2021	Total 1st Oct 2021	Change on last Quarter Value	Change on last Year ¹ Value
DAERA	4	0	4	17	16	33	29	28
DfC	0	0	0	3	2	5	5	5
DfE	2	0	2	9	3	12	10	11
DE	1	0	1	1	4	5	4	4
DoF	19	8	27	10	12	22	-5	5
DoH	0	0	0	0	1	1	1	1
DfI	6	0	6	10	3	13	7	8
DoJ	1	0	1	3	1	4	3	4
TEO	0	0	0	0	2	2	2	2
PPS	0	0	0	0	0	0	0	0
Other ²	0	0	0	0	0	0	0	0
Total	33	8	41	53	44	97	56	68

¹ As at 1st October 2020.

² Figures include staff in the Health and Safety Executive for Northern Ireland and the Office of the Attorney General for Northern Ireland.

Commentary: Table 2 shows that over the last quarter, NICS full-time equivalent (fte) staff numbers have increased by 295 (1.3%), most of whom were permanent staff (239). The largest increase was in DfC, which had 178 more fte staff than in the previous quarter. Table 2 also shows that NICS fte figures are 1,116 (5.3%) higher than a year ago, with increases of 539 in DfC, 139 in DoF and 118 in DAERA together with smaller increases in other departmental figures.

Notes:

Data sourced from HRConnect and additional DoJ databases.

In the table, abbreviations are used. The names of Departments and corresponding abbreviations are given in the Background Notes.

Excludes staff on a Career Break.

Due to small numbers, percentages are not presented in Table 2 (c).

Employees by Analogous Grade Level

Table 3(a)
Permanent Employees, Headcount, 1st Oct 2021

Department	G5+	G6/7	DP	SO	EOI/EOII	AO	AA	Industrial	Prison Grades	Total
DAERA	27	315	517	739	985	461	40	195	0	3,279
DfC	24	162	361	585	3,210	2,842	109	28	0	7,321
DfE	28	130	254	237	378	169	35	0	0	1,231
DE	17	98	93	79	125	102	18	0	0	532
DoF	46	407	660	645	938	800	62	9	0	3,567
DoH	34	96	136	133	89	54	10	0	0	552
DfI	19	131	319	381	674	873	71	542	0	3,010
DoJ	21	155	250	262	602	689	47	18	1,291	3,335
TEO	26	48	76	69	63	41	3	0	0	326
PPS	8	76	109	18	82	133	27	0	0	453
Other ¹	4	23	36	10	31	15	3	0	0	122
Total	254	1,641	2,811	3,158	7,177	6,179	425	792	1,291	23,728

¹ Figures include staff in the Health and Safety Executive for Northern Ireland and the Office of the Attorney General for Northern Ireland.

Table 3 (b)
Permanent Employees, Headcount, 1st Jul 2021

Department	G5+	G6/7	DP	SO	EOI/EOII	AO	AA	Industrial	Prison Grades	Total
DAERA	27	313	518	731	1,000	446	42	198	0	3,275
DfC	23	164	356	584	3,168	2,725	109	28	0	7,157
DfE	21	139	257	240	376	160	30	0	0	1,223
DE	19	101	92	80	125	99	20	0	0	536
DoF	50	406	637	651	937	788	60	9	0	3,538
DoH	29	91	139	133	89	51	11	0	0	543
DfI	19	127	317	377	685	833	72	564	0	2,994
DoJ	22	154	254	262	599	668	49	19	1,314	3,341
TEO	25	47	75	67	62	38	4	0	0	318
PPS	8	76	109	17	81	129	28	0	0	448
Other ¹	4	23	38	10	28	14	3	0	0	120
Total	247	1,641	2,792	3,152	7,150	5,951	428	818	1,314	23,493

¹ Figures include staff in the Health and Safety Executive for Northern Ireland and the Office of the Attorney General for Northern Ireland.

Commentary: Table 3 provides a breakdown of permanent NICS headcount by grade level for the current and previous quarters. The greatest increase in numbers is at AO (228) level, while the greatest decreases are at Industrial (26 down) and Prison Grades (23 down).

Notes:

Data sourced from HRConnect and additional DoJ databases.

In the table, abbreviations are used. The names of Departments, analogous grade levels and corresponding abbreviations are given in the Background Notes.

Excludes staff on a Career Break.

Employees by Work Pattern

Table 4
Permanent Employees, Headcount, 1st Oct 2021

	1st Jul 2021 F/T	1st Jul 2021 P/T	1st Oct 2021 F/T	1st Oct 2021 P/T	Change on last Quarter F/T Value	Change on last Quarter F/T %	Change on last Quarter P/T Value	Change on last Quarter P/T %	Change on last Year ¹ F/T Value	Change on last Year ¹ F/T %	Change on last Year ¹ P/T Value	Change on last Year ¹ P/T %
Male	10,648	1,059	10,784	1,058	136	1.3%	-1	-0.1%	580	5.7%	12	1.1%
Female	7,599	4,187	7,732	4,154	133	1.8%	-33	-0.8%	642	9.1%	-236	-5.4%
Total	18,247	5,246	18,516	5,212	269	1.5%	-34	-0.6%	1,222	7.1%	-224	-4.1%

¹ As at 1st October 2020.

Commentary: Table 4 shows that over the last quarter, for both males and females, the number of full-time staff has increased. The number of part-time staff has decreased very slightly for both males and females. The table also shows that over the last year the number of full-time staff has increased for males and females. While male part-time staff numbers have increased slightly over the year, female part-time numbers have decreased.

Notes:

Data sourced from HRConnect and additional DoJ databases.

In the table, abbreviations are used. F/T relates to full-time staff and P/T relates to part-time staff.

Excludes staff on a Career Break.

Comparisons with GB and with NI Public Sector

Table 5
Comparison with Great Britain, Headcount of Civil Servants

Organisation	1st Apr 2021 (Revised) Total	1st Jul 2021 Male	1st Jul 2021 Female	1st Jul 2021 Total	Change on last Quarter Value	Change on last Quarter %	Change on last Year ¹ Value	Change on last Year ¹ %
NICS	23,216	11,740	11,794	23,534	318	1.4%	638	2.8%
Home Civil Service, GB	505,090	226,670	271,240	497,910	-7,180	-1.4%	38,670	8.4%
Scottish Government	22,240	10,810	11,860	22,670	430	1.9%	1,310	6.1%
Welsh Government	5,770	2,360	3,440	5,800	30	0.5%	120	2.1%

Table 6
Comparison with Northern Ireland Public Sector, Headcount

	1st Apr 2021 (Revised) Total	1st Jul 2021 Male	1st Jul 2021 Female	1st Jul 2021 Total	Change on last Quarter Value	Change on last Quarter %	Change on last Year ¹ Value	Change on last Year ¹ Value
NICS	23,216	11,740	11,794	23,534	318	1.4%	638	2.8%
NI Public Sector	214,940	68,553	147,297	215,850	910	0.4%	1,340	0.6%

¹ As at 1st October 2020.

Commentary: Tables 5 and 6 compare NICS staff headcount with civil service headcount for Scotland, Wales and Great Britain as a whole (taken 30th June 2021), and with the Northern Ireland Public Sector. Over the latest comparable quarter, the 1.4% increase in NICS headcount compares with a fall of 1.4% and increases of 1.9% and 0.5% in Great Britain, the Scottish and Welsh Governments respectively, and an increase of 0.4% in the NI Public Sector. Over the latest comparable 12 months, the NICS staff headcount increased by 2.8%. All the other comparators presented in the tables also increased, the largest increase being 8.4% in the Home Civil Service.

Notes:

Data for NICS sourced from HRConnect and additional DoJ databases.

Home Civil Service, Scottish Government and Welsh Government totals may not sum due to rounding.

Home Civil Service, Scottish Government, Welsh Government and NI Public Sector figures relate to the latest available figures; 30th June 2021. NI figures for July 21 have been retained here to allow a more contemporaneous comparison. Data and other relevant information for Home Civil Service, Scottish Government and Welsh Government, from 'Public Sector Employment' dataset, published by the Office for National Statistics which can be found on [the ONS Website](#). Data for the Northern Ireland Public Sector sourced from the NISRA 'Quarterly Employment Survey'. For further information about this survey, please visit the [NISRA website](#).

The tables are sourced from the [Quarterly Employment Survey](#)

The Northern Ireland Public Sector comprises central government (including bodies under the aegis of central government), local government and public corporations.

Latest Northern Ireland Public Sector figures are always provisional.

Please note these figures are not seasonally adjusted.

Yearly Comparison of NICS Employees (Headcount)

Table 7

Yearly Comparison (January) of NICS Employees, Headcount

Year	Male	Female	Total
2000	14784	13507	28291
2001	14830	13988	28818
2002	15211	14688	29899
2003	15582	15287	30869
2004	15951	15745	31696
2005	15921	15799	31720
2006	15762	15662	31424
2007	15178	15091	30269
2008	13389	14485	27874
2009	13303	13828	27131
2010	13265	13669	26934
2011	13083	13934	27017
2012	14050	13944	27994
2013	13961	14008	27969
2014	13832	14104	27936
2015	13557	13962	27519
2016	12325	12739	25064
2017	11580	11842	23422
2018	11509	11727	23236
2019	11346	11578	22924
2020	11307	11537	22844
2021	11367	11516	22883

* Figures as at 1st January.

Commentary: The number of civil servants rose from 28,291 in 2000 to a peak of 31,720 in 2005 before generally decreasing to 22,883 in 2021. Over the period 2000-2015 several parts of the NICS changed their status and ceased to be part of the civil service, while other staff were included in civil service figures as a result of changes related to policing and justice.

Discontinuity*

-	+
<p>Years 2002-04</p> <p>Size of Reduction: 400</p> <p>Industrial Development Board (creation of Invest NI)</p>	<p>Year 2010</p> <p>Size of Increase: 1,000</p> <p>NI Court Service & Youth Justice Agency (Devolution of Policing and Justice)</p>
<p>Year 2006</p> <p>Size of Reduction: 700</p> <p>Department of Agriculture and Rural Development Science Service (became part of Agri-Food & Biosciences Institute)</p>	<p>Year 2012</p> <p>Size of Increase: 1,700</p> <p>Inclusion of Prison Grade staff</p>
<p>Year 2007</p> <p>Size of Reduction: 1,700</p> <p>Water Service (became NI Water)</p>	<p>Year 2015</p> <p>Size of Increase: 130</p> <p>Legal Services Agency became part of the NICS</p>
<p>Year 2008</p> <p>Size of Reduction: 1,200</p> <p>Civilian staff seconded to PSNI (became PSNI staff)</p>	
<p>Year 2015</p> <p>Size of Reduction: 430</p> <p>Planning Office staff became employees of the Local Councils</p>	

Background Notes

Permanent Employees, Headcount,

The Northern Ireland Civil Service (NICS)

1. The NICS is the civil service of the devolved administration. It includes staff working in the 9 Northern Ireland ministerial departments and staff working in the Public Prosecution Service for Northern Ireland (which is a non-ministerial Government department). Civil servants in the Health and Safety Executive for Northern Ireland and the Office of the Attorney General for Northern Ireland are also included.

Coverage of NICS Staff

2. Figures relate to employees with an employment contract who are being paid by the Organisation. Employees can be permanent, on a fixed-term contract or employed on a casual basis. Self-employed, contract workers and agency workers are excluded. Staff on career breaks or on secondment outside the NICS are also excluded.

Permanent and Temporary/Casual staff

3. Permanent employees are employees with a contract with no agreed expiry date or a fixed-term contract of more than 12 months. Temporary/casual employees are those with a fixed term contract of twelve months or less, or employed on a casual basis.

Headcount Figures

4. Headcount figures count each employee as one member of staff, irrespective of whether they work full or part-time.

5. FTE figures are calculated by expressing each part-time employee's hours as a proportion of a full time employee's hours. Thus, for example, someone working 18.5 hours per week counts as 0.5 staff, since a full-time employee is considered to work 37 hours per week.

Full-Time and Part-Time Staff

6. Full-time staff are employees who are considered to work 37 hours per week and so have an FTE of 1.0. Part-time staff have an FTE of less than 1 and represent staff who over the course of a year work an average of less than 37 hours per week. As such, job share and term time staff are deemed to be part-time.

7. Names and abbreviations of Departments

Name	Abbreviation
Department of Agriculture, Environment and Rural Affairs	DAERA
Department for Communities	DfC
Department for the Economy	DfE
Department of Education	DE
Department of Finance	DoF
Department of Health	DoH
Department for Infrastructure	DfI
Department of Justice	DoJ
The Executive Office	TEO
Public Prosecution Service for Northern Ireland	PPS

Analogous Grade Levels

Each grade in each occupational group has an associated grade level. The titles of the grade levels are actual grades in the General Service; in other occupational groups the grade names would be different. The table below lists the grade levels in descending order of seniority.

Grade Level	Abbreviation
Grade 5 (Assistant Secretary) and higher	G5+
Grade 6 (Senior Principal) & Grade 7 (Principal)	G6/G7
Deputy Principal	DP
Staff Officer	SO
Executive Officer I & Executive Officer II	EOI/EOII
Administrative Officer	AO
Administrative Assistant	AA

Voluntary Exit Scheme

8. The NICS launched a Voluntary Exit Scheme (VES) in March 2015. The first tranche of staff to leave under the scheme did so at the end of September 2015 with subsequent tranches leaving at the end of November 2015, January 2016 and March 2016.

The final tranche left at the end of May 2016. Visit the [DoF website](#) for details on the VES.

Information on Quality

Background Quality Report

9. The Background Quality Report is available on the [NISRA website](#).

Next Publication: February 2022

Further Information

15. All media enquiries should be directed to DoF Communications Office:-
Telephone: 028 90816 724 or 028 90816 895.

Further statistical information can be obtained from: Gayle Kennedy
NISRA Human Resource Consultancy Services, Colby House,
Stranmillis Court,
Belfast,
BT9 5RR
Telephone: 028 9038 8439
E-mail: gayle.kennedy@nisra.gov.uk

Danielle Clarke
NISRA Human Resource Consultancy Services, Colby House,
Stranmillis Court,
Belfast,
BT9 5RR
Telephone: 028 9038 8442
E-mail: danielle.clarke@nisra.gov.uk

Data Supplied by:

