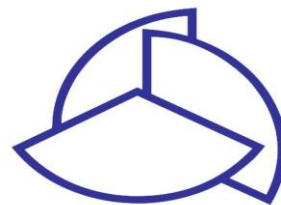


NISRA BUSINESS PLAN 2014-2015



Department of
**Finance and
Personnel**
www.dfpni.gov.uk



Northern Ireland
**Statistics &
Research**
Agency

Contents

CONTENTS	2
INTRODUCTION	4
VISION	4
PRINCIPLES OF PURPOSE	5
OBJECTIVES, MEASURES AND TARGETS	6
NISRA BALANCED SCORECARD 2014/15	7
OFFICIAL STATISTICS	16
FINANCIAL RESOURCES	17
ANNEX 1: NISRA MILESTONES	18
ANNEX 2: NISRA OFFICIAL STATISTICS WORK PROGRAMME 2014/15	23
ANNEX 3: NISRA ORGANISATIONAL CHART	45
ANNEX 4: NISRA BRANCH DETAILS	46
ANNEX 5: GLOSSARY	55

NISRA AT A GLANCE

Headquarters	Northern Ireland Statistics and Research Agency McAuley House 2-14 Castle Street Belfast BT1 1SA
Website	www.nisra.gov.uk
E-mail address	info.nisra@dfpni.gov.uk
Status	Executive Agency within the Department of Finance and Personnel (DFP)
Chief Executive & Registrar General	Dr Norman Caven
Number of staff at 1 April 2014	473
Core Purpose	To provide a high quality, cost effective, statistics, research and registration service that informs policy making, the democratic process and the wider public.
Ministerial Targets 2014-2015	<ul style="list-style-type: none"> • To initiate procurement of the new Registration Processing System for Civil Registration by March 2015 • To implement the necessary changes to the Registration services as a result of decisions in relation to the Review of Public Administration and the move to an 11 council model (in line with the RPA timetable). • To complete the remaining specialist outputs from the 2011 Census and publish a General Report. • To produce initial plans for the delivery of the 2021 Census and the development of inter-censal population statistics.

Introduction

The Northern Ireland Statistics and Research Agency (NISRA) is an Executive Agency within the Department of Finance and Personnel (DFP) and was established on 1 April 1996 under the Government's Next Steps Initiative. The Agency also incorporates the General Register Office (GRO) for Northern Ireland.

NISRA's Core Purpose is:

- To provide a high quality, cost effective, statistics, research and registration service that informs policy making, the democratic process and the wider public.

The corporate aims of the Agency are:

- The provision of a statistical and research service to support decision making by Northern Ireland Ministers and Departments and to inform elected representatives and the wider community through the dissemination of reliable official statistics; and
- The administration of marriage laws and the provision of a system for the civil registration of births, marriages and civil partnerships, adoptions and deaths in Northern Ireland.

Vision

The Northern Ireland Statistics and Research Agency strives to be recognised as an organisation:

- that instills public confidence in the integrity and independence of statistics produced by the Agency;
- that promotes evidence-based policy making;
- that provides an understanding of social and economic conditions in Northern Ireland and how they change over time; and
- that is a preferred place to work for its people.

In striving to deliver our vision we will build on our history and our reputation for quality and customer service, and on advancements in information communication technologies.

Principles of Purpose

Underpinning our vision are our principles of purpose. These describe the ethos of our organisation, what is important to us and how we conduct our business as an Agency and as individuals. They are:

Relevance

Our statistics and research will inform significant decisions in government, business and the wider community and, in so doing, contribute to the quality of life in Northern Ireland;

Integrity

Our statistics and research will gain public trust through being produced using objective and transparent methods;

Quality

Our statistics and research will be fit for purpose and of high quality;

Accessibility

Access to our records, statistics and research findings will be fair and open;

Protecting confidentiality

We will protect the confidentiality of information we hold;

Security

We will hold our records securely, protected from loss or damage;

Balancing the needs of users against the burden on providers

Costs of compliance will be kept to an acceptable level and data collected only when the benefits of a statistical survey exceed the cost to providers;

Enhancement through integration, accumulation and innovation

Our statistics will emphasise coherence and common standards to maximise the value of available statistical and administrative sources;

Efficiency in costs, fairness in prices

We will strive to be efficient and to provide value for money in both costs and prices; and

Service

We will deliver a modern and affordable service which meets the needs of today's society.

The NISRA Business Plan represents the third year of the NISRA Corporate Plan 2012-15. It sets out the Ministerial and Chief Executive targets for the year 2014-2015 and has been extended to include 2015-16 milestones in anticipation of the one year roll forward of the Programme for Government 2011-15 (Annex 1). The original milestones set out in the Corporate Plan have been updated to take account of progress made during 2012-13 and 2013-14. The plan also identifies measures that will be taken to ensure that the Agency continues to develop its staff and improve its service to users. It reflects the Agency's priorities and work programme for the coming year.

The Balanced Scorecard methodology¹ is used by all Department of Finance & Personnel (DFP) Business Areas to ensure that plans at all levels of the Department reflect and support the overall Departmental Plan. The Balanced Scorecard approach supports a clear focus on outcomes and effective measurement. The NISRA Balanced Scorecard is used to help communicate objectives, measures and targets through the organisation. It also encourages managers to critically examine the four areas that have been determined as being key to the success of the Agency:

- Business Results/Finance
- Users
- Internal Processes
- Organisation and People

Objectives, Measures and Targets

The objectives, measures and targets for the organisation will be used to assess our progress against the strategic goals as defined by the Agency Board. All of the commitments contained within the Agency Balanced Scorecard will be reviewed in-year and, where necessary, objectives and targets will be adjusted in line with competing Agency priorities and within the context of continued financial pressures. Building on the Balanced Scorecard for the business, each branch will have its own Balanced Scorecard, and through it personal performance agreements will directly link individual performance and responsibilities to the overall corporate objectives.

¹ The Balanced Scorecard is a management system (not only a measurement system) that enables organisations to clarify their vision and strategy and translate them into action. It provides feedback around both the internal business processes and external outcomes in order to continuously improve strategic performance and results.

NISRA Balanced Scorecard 2014/15

Business Results (Impact)			
Objective	Targets	Actions	Measures
BR1: To influence decision-making in government and the wider community.	(i) To initiate procurement of the new Registration Processing System for Civil Registration by March 2015. DFP (Ministerial)Target	Develop Full Business Case by March 2015. Finalise Statement of Requirements by July 2014. Award contract by November 2014.	Full Business Case completed by March 2015. Statement of Requirements completed by July 2014. Contact awarded by November 2014.
	(ii) To implement the necessary changes to the Registration services as a result of decisions in relation to the Review of Public Administration and the move to an 11 council model (in line with the RPA timetable). DFP (Ministerial)Target	Confirm office locations by July 2014. Confirm district registration staffing requirements by December 2014.	Office locations confirmed by July 2014. District registration staffing requirements confirmed by December 2014.
	(iii) To complete the remaining specialist outputs from the 2011 Census and publish a General Report. DFP (Ministerial) Target	Maintain Census Outputs prospectus with list of Census outputs.	All outputs released by March 2015. General Report published.
	(iv) To produce initial plans for the delivery of the 2021 Census and the development of inter-censal population statistics. DFP (Ministerial) Target	Publish 2021 Census Information Paper by Winter 2014 (subject to Ministerial agreement). Publish research paper on administrative data based population estimates by Winter 2014.	2021 Census Information Paper published by Winter 2014 (subject to Ministerial agreement). Research paper on administrative data based population estimates published by Winter 2014.
	(v) To support the monitoring of PFG targets.	NISRA statisticians to input into OFMdFM monitoring return where appropriate through departmental policy contacts.	Monitoring Information for PFG targets provided as required.

	<p>(vi) To manage and support the Delivering Social Change (DSC) Research Programme.</p>	<p>OFMdfM statisticians to project manage each of 40 contracts.</p> <p>NISRA staff to chair or sit on steering/advisory groups.</p> <p>NISRA staff to engage and collaborate with researchers if requested.</p> <p>NISRA staff to promote outputs from the research programme with their policy colleagues.</p>	<p>Research programme outputs for 2014/15 delivered on time and within budget.</p>
	<p>(vii) Produce input-output tables to meet user needs for such statistics. (NISRA milestone)</p> <p>DN: Dependant on outcome of 2013-14 target on feasibility of production of input output</p>	<p>Assess user needs and utilise available data to produce a set of Input-Output tables for NI.</p> <p>Consult with key users to establish if these are fit for purpose.</p>	<p>Document user needs.</p> <p>Production of a set of Input-Output tables for NI utilising available data.</p>
	<p>(viii) To promote the Open Data Agenda as agreed by Agency Board.</p>	<p>Establish baseline for the star rating of all NISRA products (with a view to improving on the baseline in 15/16).</p> <p>Update Open Data Paper by end September 2014.</p> <p>Take forward the implementation of an Administrative Data Research Centre in NI.</p>	<p>Baseline established for all NISRA products.</p> <p>Updated paper available on NISRAnet by end September 2014.</p>
	<p>(ix) To convene at least two collaborative Agency Board seminars within NISRA in support of decision making by end March 2015.</p>	<p>Convene two theme based meetings of Agency Board (eg Poverty) during 14/15.</p>	<p>Two theme based Agency Board seminars held during 14/15.</p>
	<p>(x) To publish at least 1 new output in light of customer need by March 31st 2015. (NISRA milestone)</p>	<p>Publish at least 1 new output in light of customer need by March 31st 2015.</p>	<p>At least 1 new output published by March 31st 2015 in light of customer need.</p>
	<p>(xi) Corporate Services to take forward web development activities as agreed by the e-dissemination sub-groups.</p>	<p>Develop functionality and visual design of NISRA website by end September 2014. (dependent on ISID decision on CMS software).</p>	<p>Functionality and visual design of NISRA website developed. (dependent on ISID decision on CMS software).</p>

		Roll out implementation phase from October – March 2015 (dependent on ISID decision on software).	Implementation phase rolled out (dependent on ISID decision on software).
--	--	---	---

Users (Trust)			
Objective	Target	Actions	Measures
C1: To be trusted as an impartial and independent body	(i) To achieve no less than 96% of users rating NISRA's services as satisfactory. (NISRA milestone)	Carry out and publish the Customer Satisfaction Survey by end March 2015.	User satisfaction level recorded in annual Customer Survey.
	(ii) To engage proactively with users.	<p>HOBs to carry out user engagement.</p> <p>Corporate Services to produce twice yearly list of NISRA publications.</p> <p>National Statistics (and other Official Statistics as far as possible) to be released through the Publication Hub (or replacement).</p> <p>Key outputs to be listed on the NISRA Facebook Page on an ongoing basis and increase number of followers to 500 by the end of March 2015.</p> <p>Agree functionality of Social Media interfaces in redesign of the NISRA website by end September 2014.</p> <p>Maintain involvement in STEM activity throughout the year.</p>	<p>HOBs to report to Corporate Services biannually on user interaction completed.</p> <p>Twice yearly lists of publications produced and made available on NISRA website.</p> <p>Publication Hub (or replacement) updated.</p> <p>NISRA Facebook page updated regularly. Monitor number of followers.</p> <p>NISRA website redesign.</p> <p>STEM Activity Report.</p> <p>Press coverage as detailed in Agency Brief.</p> <p>Number of Committee appearances where policy officials were supported by NISRA.</p>

	(iii) To comply with Data Protection and ICO policy and legislation.	<p>Comply with data protection guidance.</p> <p>NISRA DFP Information Asset Owners to complete Data Protection Branch Checklist Bi-annually.</p> <p>Comply with Official Statistics Code of Practice Principle 5. (Confidentiality)</p>	<p>Reported cases of unauthorised disclosure of personal/sensitive information.</p> <p>(NISRA DFP) Data Protection Branch Bi-annual checklists completed.</p> <p>Completed Stewardship statements by Agency Board members.</p> <p>(IT/Data/Physical).</p>
	(iv) To maintain confidence in Official Statistics.	<p>Investigate reported breaches of Code of Practice.</p> <p>Take action to prevent a reoccurrence e.g. retraining of staff.</p> <p>All confirmed breaches to be notified to Agency Board and the Audit and Risk Committee (ARC).</p> <p>Hold a Senior Managers' Forum on the topic of Breaches of the Code/ Pre-release Access in 14/15 to support departments in complying with Code/PRA rules.</p> <p>Conduct a Public Opinion survey on issues of trust and confidence in statistics (Subject to funding being available).</p>	<p>Reported breaches of the Code of Practice investigated and actions taken to prevent a reoccurrence.</p> <p>Confirmed breaches notified to Agency Board and ARC.</p> <p>Senior Managers' Forum held.</p> <p>Survey conducted.</p>

Internal Processes (Governance/Management)

Objective	Target	Actions	Measures
IP1: To ensure the Agency is well managed according to existing policies and procedures.	(i) To hold at least three Agency Board meetings, three Senior Management Forum meetings and three ARC meetings by end March 2015.	<p>Corporate Services to organise and facilitate at least 3 Agency Board meetings by end March 2015.</p> <p>Corporate Services to organise and facilitate 3 Senior Management</p>	<p>At least three Agency Board meetings held.</p> <p>Three Senior Management Forum meetings held.</p>

		Forum meetings by end March 2015. Corporate Services to organise and facilitate 3 ARC meetings by end March 2015.	Three ARC meetings held.
	(ii) To review the NISRA framework document by end March 2015. (14/15 NISRA milestone)	Prepare draft NISRA Framework document by end March 2015.	Draft Framework document prepared.
	(iii) To review the need to update the Official Statistics Order to incorporate further Arms Length Bodies (ALBs) by end March 2015. (14/15 NISRA milestone)	Consult with Senior Statisticians to identify further ALBs for inclusion in Official Statistics Order by December 2014. Summary Paper prepared by end March 2015.	Consultation completed. Summary Paper prepared.
	(iv) To support the DFP Information Assurance target IP1.5 ² .	Business Area Information Manager to complete and maintain the DFP NISRA Information Assurance Work Programme. Information Asset Owners to maintain a (NISRA DFP) Information Risk Register to provide SIRO with improved oversight of operational level information risks and to ensure Level 3 compliance of the Information Assurance Framework.	DFP NISRA Information Assurance Work Programme. (NISRA DFP) Information Risk Register.
	(v) To provide support to the Statistics Advisory Committee (SAC).	Corporate Services to provide secretariat. NISRA Branches to input to SAC agenda as required.	SAC meetings held. SAC agenda and minutes.

² Achieve Level 3 compliance with the "HMG Information Assurance (IA) Maturity Model and Assessment Framework" by 31 March 2015

	(vi) To have no overspend and an underspend not greater than 2.5% within reduced baseline allocation.	Quarterly monitoring exercises. Monthly expenditure reports. Issue revised baselines.	Level of overspend and underspend.
	(vii) To secure a favourable audit report on risk management, and manage risk appropriately.	Adhere to financial procedures and monitor risk. NISRA Risk Register to be reviewed at AB meetings.	Level of assurance provided. Completed Stewardship statements by Agency Board members.
	(viii) To provide Properties Division with an accommodation specification agreed by the NISRA accommodation group by end June 2014 in preparation for a move from McAuley House ³	Produce accommodation specification by end June 2014.	Specification produced.
	(ix) To not exceed the NISRA sickness absence target by 31 March 2015.	Comply with the Performance Management and Sickness Absence Procedures. NISRA HR to actively engage with staff in promoting a healthy workplace through health initiatives such as the Wellness Programme. NISRA HR and Managers to adopt a flexible approach to keeping staff in work through early intervention and engagement with OHS/Welfare/DHR.	Monthly/annual absence reports.

³ Date of a move dependent on acceptance of a business case by DFP and thereafter a procurement exercise for any building work involved and completion of works.

	(x) To have at least 75% of staff survey respondents who state that they are well managed.	Staff to complete 13/14 End Year Performance reviews and 14/15 PPA/PDPs, in support of the DFP target OP1.3 ⁴ . 14/15 In-year performance reviews to be completed in support of the DFP target OP1.4 ⁵	NISRA Staff Attitudes Survey.
--	--	---	-------------------------------

Organisation and People (Quality)

Objectives	Targets	Actions	Measures
OP1: To manage, nurture and develop high quality people.	(i) To have at least 80% of NISRA staff survey respondents state that they have received the training (including in house and on-the-job training) necessary to deliver their business objectives.	NISRA Staff Development Group to organise a continuous program of training to meet business needs. 13/14 Annual Report on Staff Development circulated to Agency Board by end June 2014. Liaise with CAL on the facilitation of generic training for NISRA staff. NISRA Staff Development Group to investigate the implementation of a framework for Continuous Professional Development.	NISRA Staff Attitudes Survey. Annual Report on Staff Development. % of staff who identified training needs in 13/14 Training Survey who received training by end March 2015.

⁴ OP1.3 90% of staff to have completed 13/14 End Year reviews, and 14/15 Personal Performance Agreements/Personal Development Plans by having them assessed as 'Agreed' on HRConnect by 30th June 2014.

⁵ OP1.4 90% of In-year performance reviews for 2014/15 to be completed on time and recorded on HRConnect.

	(ii) To continue to implement prioritised improvements identified by the NISRA Staff Attitudes Survey and the DFP Quality Programme.	<p>Continue to engage with staff and address issues raised through the staff survey.</p> <p>Monitor progress against actions quarterly, using the Quality Programme process.</p> <p>Complete Quality Programme self-assessments by 31 March 2015 and implement agreed priority improvements in line with agreed timetables. (Phase 2)</p>	<p>NISRA Staff Attitudes Survey.</p> <p>DFP Quality Programme.</p>
	(iii) To improve NISRA's employee engagement score. (NISRA milestone)	<p>Conduct NISRA Staff Survey in 14/15.</p> <p>Produce and monitor the 2014/15 HR Action Plan.</p>	<p>NISRA Staff Attitudes Survey.</p> <p>HR Action Plan produced and progress against targets updated quarterly.</p>
	(iv) To have at least 80% of statisticians participating in/attending seminars or NISRA working groups. ⁶	<p>PPAs to include the statement 'to endeavour to attend at least one seminar.'</p> <p>CS and Managers to encourage staff to participate/attend NISRA working groups and seminars.</p> <p>CS to organise a series of lunchtime seminars during the year.</p>	<p>NISRA Staff Attitudes Survey.</p>
OP2: To ensure outputs are produced to the highest professional and methodological standards.	(v) To achieve National Statistics designation/redesignation for all products assessed by the UK Statistics Authority for compliance with the Code of Practice for Official Statistics, where an assessment outcome is declared within the year.	<p>Corporate Services to support the operation of the Code of Practice and UK Statistics Authority Assessment Process (14/15 NISRA milestone)</p> <p>Relevant Business Areas to implement assessment requirements within the specified</p>	<p>All assessed products obtain successful National Statistics designation/redesignation.</p>

⁶ Staff Survey Question – 'Within the last 12 months have you participated in a NISRA working group or attended a lunch-time seminar.'

		timescales.	
	(vi) To implement the recommendations of the UK Statistics Authority Monitoring Reports where appropriate.	Business areas to implement the recommendations where appropriate.	Recommendations of the UK Statistics Authority Monitoring Reports implemented.
	(vii) To refocus the balance of statistical activity with greater emphasis on explanation and dissemination of the information contained in statistics compared with the collection and management of official data. (Per priority 2 UK Stats Authority Strategy)	<p>To deliver commentary training as required during 2014/15.</p> <p>Circulate Official Statistics Guidance documents to all and discuss with Senior Statisticians/Lead Officers as needed.</p> <p>Communications Strategy Outline Paper prepared for Agency Board by end September 2014.</p> <p>Continue peer review process to improve commentary in NISRA publications.</p>	<p>Commentary training provided as required.</p> <p>Guidance circulated.</p> <p>Communications Strategy Outline Paper prepared.</p> <p>Peer review process to improve commentary in NISRA publications.</p>
	(viii) To roll out the quality agenda for statistical outputs as agreed by the Methodology group.	<p>Assess the outcome of the pilot of the Quality Methods and Harmonisation Tool (QMHT) by end September 2014.</p> <p>All branches to quality assure at least one Official Statistics Output using QMHT (prioritizing National Statistics Outputs) during the year.</p> <p>Methodology Group to keep Agency Board appraised of the UK Statistics Authority recommendations on the quality agenda.</p>	<p>QMHT outcome assessed.</p> <p>Methodology Group Minutes.</p> <p>Agency Board Minutes.</p>

Official Statistics

The primary aim of Official Statistics is to provide an accurate, up-to-date, comprehensive and meaningful picture of the UK economy and society and to support the formulation and monitoring of economic and social policies by government at all levels. Official Statistics also aim:

- to inform the Parliaments and Assemblies and the citizen about the state of the nation and provide a window on the work and performance of government, allowing the impact of government policies and actions to be assessed;
- to provide business with a statistical service which promotes the efficient functioning of commerce and industry;
- to provide researchers, analysts and other users with a statistical service that assists their work and studies; and
- to promote these aims within Northern Ireland, the UK, the European Union and internationally and to provide a statistical service to meet European Union and international requirements.

Official Statistics in the UK are organised for publication purposes into a number of 'Themes' which may cut across traditional Departmental functional boundaries. These themes are described in Annex 2 together with details of NISRA'S Official Statistics Work Programme 2014/15.

Financial Resources

The Agency's overall opening net Budget for 2014/15 was £10,190k, incorporating a non-cash allocation of £794k and capital of £1,372k. This was an increase of £265k over 2013/14 to cover pay increases and inflationary pressures.

Following June monitoring, the resource baseline has been reduced by £247K and capital by £207K, giving an overall revised Budget allocation of £9,736k (Table 3).

The net allocation includes estimated income totalling £14,811k which will be used to offset the Agency's expenditure.

The budget is managed across two distinct business areas: The General Register Office (GRO) and Statistical and Research Services (S&RS).

- Other Resource – covers all salaries, GAE and council expenses
- Capital – relates to secure data storage facility, NIROS and IBSS.
- Non-Cash – covering depreciation associated with the Agency's fixed assets.

The following table summarises the funding after June monitoring transfers.

TABLE 3: NISRA Baselines 2014/15 (After June monitoring)

BUSINESS AREA	ALLOCATION (£000's)		
	OTHER	CAPITAL	TOTAL
General Register Office			
- Expenditure	3,984	500	4,484
- Income	-2,493	-	-2,493
Sub-total (GRO)	1,491	500	1,991
Statistical and Research Services			
- Expenditure	18,604	665	19,269
- Income	-12,318	-	-12,318
Sub-total (S&RS)	6,286	665	6,951
Total NISRA	7,777	1,165	8,942
	- Non-cash		794
	Total NISRA including non-cash		9,736

ANNEX 1: NISRA Milestones

NISRA' Strategic Themes and Milestones 2014-15 & 2015-16

Strategic Theme Business Results (Impact)	2014-15 Milestones	2015-16 Milestones
<p><i>Provide a high quality statistics, social research and civil registration service to Northern Ireland Government and the public.</i></p> <p><u>Census/Beyond 2011- Future population and social statistics</u></p> <p><u>GRO Modernisation</u></p> <p>GENI (genealogy services)</p> <p>Review of Public Administration</p>	<p>Produce initial plans for delivery of 2021 Census</p> <p>To complete the remaining specialist outputs from the 2011 Census and publish a General Report.</p> <p>Initiate procurement of new Registration Processing System for Civil Registration.</p> <p>Implement changes to the Registration System in line with RPA timetable.</p>	<p>Produce detailed plans for the delivery of the 2021 Census</p> <p>Complete development and implementation of new Civil Registration Operating System.</p>

<u>New Statistical Products</u>	Publish at least 1 new output in light of customer need. Produce Input-Output Tables to meet user needs for such statistics. (Dependent on 2013-14 milestone).	
---------------------------------	---	--

Strategic Theme Users (Trust)	2014-15 Milestones	2015-16 Milestones
<p data-bbox="147 379 613 485"><i>Increase our customer base and increase our level of customer satisfaction</i></p> <p data-bbox="170 528 488 560"><u>Customer Satisfaction</u></p> <p data-bbox="170 788 589 858"><u>Support Public Confidence in Official Statistics</u></p>	<p data-bbox="640 528 1283 671">Achieve no less than 96% of customers (who respond to the customer satisfaction survey) rating NISRA's services and products as satisfactory or better.</p> <p data-bbox="640 788 1205 893">To support the operation of the Code of Practice and the UK Statistics Authority Assessment Process.</p>	<p data-bbox="1310 528 1953 671">Achieve no less than 96% of customers (who respond to the customer satisfaction survey) rating NISRA's services and products as satisfactory or better</p> <p data-bbox="1310 788 1874 893">To support the operation of the Code of Practice and the UK Statistics Authority Assessment Process</p>

Strategic Theme- Internal Processes (Governance/Management)	2014-15 Milestones	2015-16 Milestones
<p><i>Manage the production and dissemination of official statistics and social research on Northern Ireland in keeping with the UK Statistics Authority Code of Practice and other relevant guidance.</i></p> <p><u>Statistical Reform / Governance.</u></p> <p><u>E Dissemination</u></p> <p><u>Accommodation</u></p>	<p>Review need to update Official Statistics Order to incorporate further ALBs.</p> <p>Review NISRA Framework Document by end of March 2015.</p> <p>Review functionality and ‘look and feel’ of the NISRA website and (dependent on NICS decision on content management software) implement changes by March 2015 at the latest.</p>	<p>Update Official Stats Order subject to the 14/15 review findings.</p> <p>To take forward the process to secure alternative accommodation for NISRA DFP staff.</p>

Strategic Theme – Organisation and People (Quality)	2014-15 Milestones	2015-16 Milestones
<p><i>Ensure that appropriately skilled people are employed in the statistical production process and that NISRA is a preferred organisation in which to work.</i></p> <p><u>Employee Engagement</u></p>	<p>Improve NISRA’s Employee Engagement Score.</p>	<p>Improve NISRA’s Employee Engagement Score.</p>

ANNEX 2: NISRA Official Statistics Work Programme 2014/15

OFFICIAL STATISTICS THEMES

Agriculture and Environment

The Agriculture and Environment theme brings together information and statistics about the agriculture, natural environment, fishing, food and forestry sectors in Northern Ireland.

Business and Energy

This theme covers Business and Energy statistics.

Children, Education and Skills

This theme brings together statistics on Children and Early Years Education, School and College Education and Higher Education and Adult Learning.

Crime and Justice

The Crime and Justice theme covers statistics relating to crime and justice which are collected from the public, police forces and other justice agencies. The statistics include types of crime, the work of the police and the functioning of the justice system. They also relate to the general public's experience and perceptions of crime.

Economy

The Economy theme covers statistics about economic accounts, government expenditure and revenues, prices and measures of inflation, short-term economic indicators and regional macro-economic statistics.

Government

This theme provides information on Central and Local Government.

Health and Social Care

This theme brings together information about public health, health services provided by the National Health Service (NHS) and social care. It also covers information relating to health and safety at work.

Labour Market

Labour market statistics measure different aspects of work and jobs and provide an insight into the economy. The statistics cover people's participation in the labour force, working patterns and the types of work they do. The statistics also show any earnings and benefits they receive.

People and Places

This theme covers statistics on people, their lifestyles and activities, the communities and neighbourhoods in which they live and those communities' housing and planning needs. In addition, the theme covers statistics relating to people's language, culture and identity, and information on local fire and rescue services.

Population

Population statistics describe the demographic characteristics of the UK population and its change. These include statistics on the size and geographical breakdown of the population, the number of people entering and leaving the UK each year and the number of people in different demographic subgroups.

Travel and Transport

Travel and Transport statistics cover a range of topics from traffic counts and surveys of road freight operators to statistics about the relative safety of different transport modes.

Crosscutting Topics

In addition to these topics NISRA will be pursuing a number of activities in relation to the Cross Cutting Topic of **Equality and Diversity**

Agriculture and Environment

National Statistics

DARD staff will:

- collect, collate, analyse and publish statistical data on agriculture and related industries in Northern Ireland, as required to meet the needs of DARD, other Northern Ireland Departments, DEFRA and the EU; and
- enhance provision of non-agricultural rural statistics.

DOE staff will:

- publish the annual Northern Ireland Environmental Statistics Report (NIESR); and
- publish the quarterly and annual NI Municipal Waste Management Statistics Reports.

Other Official Statistics

DOE staff will:

- publish the annual NI Greenhouse Gas Inventory Bulletin;
- publish the annual DOE Compliance and Enforcement Activity Report; and
- develop separate suites of (i) carbon emissions intensity indicators and (ii) climate change adaptation indicators.

Business and Energy

National Statistics

ELMS staff will:

- publish, in line with the pre-announced timetable, the key annual business surveys including the Northern Ireland Annual Business Survey (NIABS) and Exports Survey and Research and Development; and
- hold two Business Survey User Group meetings by March 2015.

CSU staff will:

- carry out the NI Quarterly Construction Enquiry and publish the quarterly Index of Construction.

Other Official Statistics

ELMS staff will:

- produce a methodology paper on a broad economy exports measure including headline results by July 2014.

DETI staff will:

- continue to provide a professional statistical and research analytical service in line with commitments in the Department's Analytical Services Unit Research Agenda and in support of existing and emerging Departmental priorities;
- publish an export-focused research report in support of the goals of the Northern Ireland Economic Strategy in early 2014/15;
- publish a research report focused on the incidence and type of High Growth Firms in Northern Ireland over the period 1998 to 2013 in early 2014/15;
- through the commissioning of a household survey, analyse and report on the Financial Capability of the Northern Ireland population by January 2015;
- develop and implement a new biannual statistical report on renewable energy generation and consumption in Northern Ireland; and
- subject to any competing policy priorities, begin the development of a compendia-style Northern Ireland energy publication.

DOE staff will:

- publish monthly Renewable Energy Planning Statistics on their website.

Children, Education and Skills

National Statistics

DE staff will:

- undertake the 2014-2015 School Census, the 2013-2014 School Leavers' Survey and compile the 2014-2015 Teachers' database; and
- publish statistical press releases on School Enrolment, School Leavers' Survey, Pupil Attendance, School workforce and the Year 12 and Year 14 Examination Performance 2013-2014.

DEL staff will:

- publish details of qualifications gained by NI domiciled students on Higher Education (HE) courses in the UK and details of all students gaining qualifications at Higher Education Institutions in NI for the academic year 2013/14;
- publish details of NI domiciled students enrolled on Higher Education courses in the UK and details of students on Higher Education courses in NI Institutions for the academic year 2013/14; and
- publish details of the destinations of leavers from Higher Education who obtained qualifications in Northern Ireland Higher Education institutions and NI domiciled leavers obtaining qualifications in UK Higher Education institutions in the academic year 2012/13.

Other Official Statistics

DE staff will:

- undertake the 2014-15 Schools Meals Census and publish a statistical press release on the 2013-2014 School Meals Census;
- prepare statistics on Key Stage assessments;
- publish a research briefing relating to Programme for International Student Assessment (PISA); and
- conduct the 2014/15 School Omnibus survey which provides information on a variety of research topics not covered in other data collections and publish outputs from the 2013/14 survey.

DEL staff will:

- undertake a review of all Higher Education official statistics publications and produce outputs as appropriate; and
- undertake a review of all Further Education official statistics publications and produce outputs as appropriate.

Crime and Justice

National Statistics

DOJ staff will:

- publish 'Northern Ireland Prison Receptions 2009-12' and 'Northern Ireland Prison Population 2013'; and
- publish 'Perceptions of Crime: Findings from the 2013/14 Northern Ireland Crime Survey' and 'Experience of Crime: Findings from the 2013/14 Northern Ireland Crime Survey'.

PSNI staff will:

- publish 2013/14 recorded crime statistics for Northern Ireland;
- publish 2013/14 security situation statistics for Northern Ireland;
- publish monthly updates of recorded crime statistics throughout 2014/15;
- publish monthly updates of statistics on the security situation throughout 2014/15; and
- publish an updated trend report on crime & detections to include 2013/14.

Northern Ireland Courts and Tribunals Service (NICTS) staff will:

- publish Judicial Statistics 2013; and
- publish the quarterly Mortgage Press Release.

Other Official Statistics

DOJ staff will:

- in conjunction with academic and other NISRA colleagues, continue to foster co-operation between statisticians and researchers on an all-island basis;
- measure, monitor and report data relating to Programme for Government and other Departmental indicators;
- continue work with colleagues across the criminal justice system to harmonise statistical categories relating to the Causeway data sharing mechanism;
- publish findings from the Northern Ireland Crime Survey covering a range of topics such as confidence in policing and the wider criminal justice system and experiences of domestic violence;
- publish Experience of the Night-Time Economy bulletin based on Northern Ireland Crime Survey findings;
- publish 2010/11 Reoffending baseline bulletin and 2011/12 Reoffending report;
- publish a 2010-2012 Prosecutions bulletin and the 2013 Convictions bulletin; and
- publish the Key Findings report for the 2013 sweep of the Northern Ireland Victim and Witness Survey.

Youth Justice Agency (YJA) staff will:

- publish YJA Annual Statistics 2013/14;
- publish quarterly bulletins on YJA caseload activity;
- collect and analyse statistical information to monitor performance indicators and targets outlined in the YJA Business Plan;
- publish 2013/14 Youth Justice Agency Stakeholder survey; and
- implement Young Person, Parent/Carer and Victim survey and publish results.

PSNI staff will:

- publish updated trend reports on crimes & incidents with a domestic abuse motivation and crimes & incidents with a hate motivation;
- publish 2013/14 drug seizure statistics for Northern Ireland;
- publish quarterly reports on police use of stop & search powers for Northern Ireland throughout 2014/15;
- publish 2013/14 PACE detention statistics for Northern Ireland;
- publish two six monthly reports on the use of force by the police;

- publish quarterly updates of domestic and hate motivation statistics throughout 2014/15; and
- publish monthly updates on Anti-Social Behaviour (ASB) incidents reported to the police throughout 2014/15.

Northern Ireland Courts and Tribunals Service Staff will:

- publish quarterly bulletins: High Court Bulletin, County Court Bulletin, Crown Court Bulletin, Magistrates' Court Bulletin, Children Order Bulletin;
- undertake quarterly reports for the Lord Chief Justice;
- provide quarterly business volume reports to NICTS Business Managers;
- calculate quarterly figures in relation to published corporate targets; and
- carry out a customer exit survey for the NICTS.

Northern Ireland Policing Board (NIPB) staff will:

- undertake internal and external survey work as detailed in the Policing Board's Statistical and Research Strategy;
- commission external research and survey work on public perceptions of the Policing Board, the Police Service of Northern Ireland (PSNI), Policing and Community Safety Partnerships (PCSPs) and other policing-related issues;
- collect and interpret statistical information to monitor performance indicators and targets contained in the Annual Policing Plan;
- monitor and report complaints against the PSNI (collected by the Office of the Police Ombudsman for Northern Ireland – OPONI), statistics on the Use of Force and PACE/JSA stops and searches (collected by the PSNI) and statistics on the Independent Custody Visiting Scheme (operated by the Policing Board);
- provide statistical and research support to PCSPs to enable them to monitor local policing performance and to carry out their public consultation exercises;
- conduct survey work and collect statistical information to assist the Policing Board to monitor the effectiveness of PCSPs;
- publish quarterly reports on the Independent Custody Visiting Scheme; and
- publish Custody Visiting Annual Statistics.

Probation Board for NI (PBNI) staff will:

- publish PBNI Annual Caseload Statistics 2013/14;
- publish quarterly bulletins on PBNI caseload statistics;
- publish an annual bulletin on the breach rates of PBNI supervised community sentences;

- provide statistical information to monitor performance against objectives set out in the PBNI Business Plan; and
- conduct and publish PBNI stakeholder surveys as required.

PPS staff will:

- publish quarterly statistical bulletins with key statistics on the activity of the PPS, including caseloads and prosecutorial decisions; and
- publish annual report on the findings of the PPS module of the NI Omnibus Survey.

OPONI staff will:

- publish a Complainant Equality Monitoring Report;
- report on levels of complainant satisfaction with the service provided by the Office;
- report on public awareness and confidence in the police complaints system across Northern Ireland;
- report on satisfaction levels of police officers subject of investigation;
- publish an Annual Statistical Bulletin;
- publish a bi-annual Statistical Bulletin;
- publish key statistical information on OPONI website;
- produce statistics and research sections of Police Ombudsman Annual Report; and
- publish statistics at policing Area level on Northern Ireland Neighbourhood Information Service (NINIS).

CSU staff will:

- carry out the Northern Ireland Crime Survey.

Economy

National Statistics

ELMS staff will:

- publish, in line with the improved pre-announced timetable, the quarterly Index of Production (IOP) and the quarterly Index of Services (IOS);
- improve the timeliness of the quarterly Index of Production and Index of Services by a further two weeks by December 2014 and publish results based on sample refreshes also by December 2014;
- move IOS and IOP to SAS and GES processing by March 2015 and quantify impact;

- publish, in line with the pre-announced timetable, the Facts and Figures from the Inter Departmental Business Register publication and early release;
- improve the timeliness of the Inter Departmental Business Register (IDBR) publication by producing an early release by July 2014; and
- hold two Economy User Group consultations by March 2015.

Other Official Statistics

ELMS staff will:

- develop the Composite Economic Index taking account of user feedback including the potential to use Public Sector Output data;
- produce a set of Supply Use Tables for NI (NISRA milestone) consistent with Regional Accounts;
- introduce a quarterly export series for the Production sector with publication of results by March 2015; and

CSU staff will:

- carry out the Family Resources Survey in NI; and
- carry out the Expenditure and Food Survey in NI.

Government

Other Official Statistics

HRCS staff will:

- undertake paybill modelling for the NICS;
- undertake equal pay reviews for the NICS and other public sector bodies;
- monitor sickness absence in the NICS;
- produce personnel statistics for the NICS;
- undertake workforce planning for the NICS; and
- publish 'Personnel Statistics', 'Analysis of Sickness Absence in the Northern Ireland Departments' and 'Pay Statistics for the Northern Ireland Civil Service' annually, and 'Employment in the Northern Ireland Civil Service' quarterly.

Corporate Services will:

- publish headline results from the NISRA Annual Customer Satisfaction survey 2014;

- publish the 'Statistical Surveys of Businesses carried out by NI Departments During 2013/14; and
- publish the NISRA Annual Report and Accounts for 2013/14.

RREPB staff will:

- produce the ex-ante evaluation of the new EU-funded Investment for Jobs and Growth programmes in Northern Ireland (2014-2020);
- provide monitoring and evaluation advice and analysis to the Special EU Programmes Body for the Peace III and Interreg IVA Programmes;
- input to the development of the Peace IV and Interreg VA Programmes;
- provide monitoring and evaluation advice and analysis to DARD for the Rural Development Programme 2007-2013; and
- input to the development of the Rural Development Programme 2014-2020.

Health and Social Care

National Statistics

DHSSPS staff will:

- publish the 2013/14 Northern Ireland Hospital Statistics: Outpatient Activity publication;
- publish the 2013/14 Northern Ireland Hospital Statistics: Inpatient & Day Case Activity publication;
- publish the 2013/14 Northern Ireland Hospital Statistics: Emergency Care publication;
- publish the 2013/14 Northern Ireland Hospital Statistics: Mental Health and Learning Disability publication;
- publish the 2013/14 Northern Ireland Firework Injuries Statistics;
- publish the quarterly Northern Ireland Waiting Time Statistics: Emergency Care Waiting Time Bulletin;
- publish the quarterly Northern Ireland Waiting Time Statistics: Inpatient Waiting Time Bulletin;
- publish the quarterly Northern Ireland Waiting Time Statistics: Outpatient Waiting Time Bulletin;
- publish the quarterly Northern Ireland Waiting Time Statistics: Cancer Waiting Times Bulletin;
- publish the Dental Earnings & Expenses 2012/13 Report and the Dental Working Hours NI 2012/13 and 2013/14 Report;
- follow up on requirements arising from UK Statistics Authority's reassessment of national statistics on Looked After Children's publications in Northern Ireland;

- publish Statistics on Community Care for Adults in Northern Ireland 2013/14;
- combine and publish Northern Ireland Care Leavers Aged 16-18 and Ireland Care Leavers Aged 19 2013/14;
- publish Children Adopted from Care in Northern Ireland Statistical Bulletin 2013/14;
- publish Children in Care in Northern Ireland Statistical Bulletin 2012/13;
- publish Children's Social Care Statistics for Northern Ireland 2013/14; and
- publish quarterly information on Children on the Child Protection Register and Child Protection Referrals for Northern Ireland.

Demographic Statistics staff will:

- publish provisional headline mortality statistics for Northern Ireland 2014 and finalised mortality statistics for Northern Ireland 2013;
- publish provisional headline birth statistics for Northern Ireland 2014 and finalised birth statistics for Northern Ireland 2013;
- publish provisional statistics on the number of deaths registered with MRSA or Clostridium Difficile mentioned on the death certificate, 2013; and
- publish detailed statistics and research on the number of drug and alcohol related deaths in Northern Ireland 2013.

DSD staff will:

- produce the Benefit Statistics Summary publication on a quarterly basis.

Other Official Statistics

DHSSPS staff will:

- publish the quarterly Northern Ireland Waiting Time Statistics: Diagnostics Waiting Time Bulletin;
- publish annual information on Complaints Received by Health and Social Care (HSC) Trusts in Northern Ireland in 2013/14;
- publish annual information on Clinical / Social Care Negligence Cases in Northern Ireland in 2013/14;
- assist with the review of radiology by providing a baseline of available data;
- disseminate Northern Ireland Reference Cost data for 2013/14;
- publish 2013/14 episode based activity statistics on DHSSPS website;
- produce and analyse the 2012/13 Activity Based Funding Model;
- publish statistics on the NI Terminations of Pregnancy 2013/14;

- publish Statistics for Smoking Cessation Services in NI: 2013/14;
- publish Statistics from the NI Drug Misuse Database: 2013/14;
- publish headline statistics from the Health Survey Northern Ireland: 2013/14;
- publish results from the Adult Drinking Patterns Survey 2013;
- publish results from the Child Dental Health Survey 2013;
- publish results from the Young Persons' Behaviour and Attitudes Survey: 2013;
- prepare a set of standard and non-standard tables for submission to the European Monitoring Centre for Drugs and Drug Addiction;
- commission and manage a range of Public Health related surveys e.g. Health Survey Northern Ireland;
- commission and manage the NI input to the 2014 All-Ireland Drug Prevalence Survey;
- commission and manage patient experience survey programme;
- carry out and publish an annual update of both regional and sub-regional indicators from the NI Health and Social Care Monitoring system;
- publish the first monitoring bulletin of wider social determinants of health and wellbeing for Making Life Better strategy
- continue to develop a dental patient charging system to be used in pilot evaluation sites for the new General Dental Services Contract;
- calculate 2015/16 Hospital, Community Health and Personal Social Services allocation for Local Commissioning Groups and progress the 6th Review of the Regional Capitation Formula;
- continue to publish Health and Social Care workforce data including quarterly Key Facts Bulletin, biannual Vacancy Report and annual Workforce Census;
- extract and report on latest GP quality and disease prevalence indicators, publishing data in line with UK publication timetable;
- calculate 2015-16 general practice community prescribing allocations for Local Commissioning Groups, GP Practices and Primary/Integrated Care Partnerships;
- continue to address the recommendations of the GP Prescribing Formula Review;
- publish Domiciliary Care Services for Adults in Northern Ireland 2014;
- publish quarterly statistics on Carers' Assessments;
- publish information on Direct Payments quarterly; and

- provide information on DHSSPS Programme for Government and Commissioning Plan Direction (CPD) targets and indicators.

BSO will:

- have established an Honest Broker Service and will have an associated safe haven up and running;
- provide professional input to the development and implementation of replacement payment systems for Family Practitioner Services for Pharmaceutical, Dental and GP Payments;
- provide professional input into the procurement of a replacement medical card for Northern Ireland
- publish a report of Ophthalmic activity for 2013; and
- publish detailed prescribing data at GP practice level on a routine basis.

BSO and Demographic Statistics staff together will:

- work to enable ethically approved health research using enhanced prescribing data through distinct linkage projects with the Northern Ireland Longitudinal Study.

DSD staff will:

- disseminate Geographic information on benefit claimants through NINIS;
- provide statistical consultancy and volumetric forecasts for use in Integrated Complementing System for Social Security Agency workload forecasts;
- provide statistical consultancy and volumetric forecasts for the migration strategy of Universal Credit;
- provide statistical/research support to assist the completion of the Universal Credit research programme;
- model policy impacts by using the Policy Simulation Model;
- construct an administrative data model to inform policy development;
- facilitate the Incapacity Benefit (IB) Reassessment project team by producing a series of volumetrics for migrating severe disablement allowance (SDA) customers to Employment and Support Allowance (ESA);
- provide statistical, research and consultancy support to the Agency's Benefit Entitlement Unit, helping them identify and target vulnerable people in NI that may not be receiving Social Security Benefits they are entitled to;
- provide statistical information and analysis to support the implementation of Personal Independence Payment (PIP) and the reassessment of existing Disability Living Allowance working age customers for PIP;
- provide statistical consultancy and volumetric forecasts to investigate the impact of introducing the time-limiting element to contribution based Employment and Support Allowance;

- provide statistical consultancy, support and research to the introduction of the Jobs and Benefits process in Strabane to include customer and staff satisfaction surveys;
- provide statistical consultancy, support and research to baseline customer satisfaction levels with the Social Security Agency's dispute process;
- provide statistical consultancy and volumetric forecasts to support Pension reform; and
- produce annual estimates of Fraud and Error within the benefit system.

CSU staff will:

- carry out the National Diet and Nutrition survey in NI;
- carry out the NI Health Survey; and
- carry out a Drugs Prevalence Survey.

Northern Ireland Cancer Registry will:

- undertake cancer registration in Northern Ireland and publish statistics on cancer incidence, survival and prevalence.

Labour Market

National Statistics

ELMS staff will:

- publish, in line with the pre-announced timetable, the key monthly Labour Force Survey results, Claimant Count and Redundancy Statistics, the Quarterly Employee Jobs Survey, quarterly and special topic Labour Force Survey results, the Annual Survey of Hours and Earnings results and the Business Register and Employment Survey;
- provide confidence intervals for the headline Quarterly Employment Survey estimates by March 2015 and quantify impact;
- improve the timeliness of the Business Register and Employment Survey (BRES) publication by 8 weeks by publishing in July 2014; and
- hold two Labour Market user Group meetings by March 2015.

Other Official Statistics

DEL staff will:

- publish annually detailed statistics on job vacancies notified to the DEL's Employment Service;

- publish biannual Steps to Work statistical bulletins and fuller biannual Steps to Work statistical factsheets;
- publish annual Workforce Development Forum Labour Market Profiles;
- publish a quarterly statistical bulletin on Training for Success/Programme-Led Apprenticeships; and
- publish a quarterly statistical bulletin on Apprenticeships NI.

CSU staff will:

- carry out the Labour Force survey in NI.

People and Places

National Statistics

Demographic Statistics staff will:

- produce two releases of the Northern Ireland Central Postcode Directory; and
- support improvements to spatial statistics in Northern Ireland by developing the POINTER database for increased statistical use.

DSD staff will:

- publish the Pensioners' Income Series Bulletin 2011-12;
- publish the Urban Rural Report for Northern Ireland 2011-12;
- publish the Northern Ireland Poverty Bulletin 2012-13;
- publish the Family Resources Survey, Northern Ireland 2012-13;
- publish the Households Below Average Income, Northern Ireland 2012-13;
- publish the Pensioners' Income Series Bulletin 2012-13;
- publish the Urban Rural Report for Northern Ireland 2012-13;
- publish the Annual Housing Statistics 2013-14 report; and
- publish the quarterly Housing Bulletins.

Other Official Statistics

LPS staff will:

- publish the Northern Ireland Residential Property Price Index on a quarterly basis in May, August, November and February;

- participate in the UK-wide project group investigating the production of a UK House Price Index;
- analyse the NI Valuation List to assist with the 2015 revaluation of non-domestic properties – focusing on changes in the Valuation List size and value and production of a suite of confidence indicators; and
- undertake further developments in executive management information systems to produce statistics on the key performance indicators for LPS Revenues and Benefits Directorate – focusing on customer analyses.

DCAL staff will:

- publish statistical bulletins in respect of the Continuous Household Survey and Young Persons Behaviour and Attitudes Survey findings on the Arts, Museums, Libraries, Sport, Irish, Ulster-Scots, Angling and Inland Waterways as well as a series of statistical digests on the key business areas in DCAL; and
- plan and manage the DCAL Research Programme.

Libraries NI staff will:

- publish annual statistical bulletin on participation in Core and Regular library activities;
- produce monthly management information reports on participation in Core and Regular library activities for Libraries NI managers;
- produce quarterly statistical information to monitor progress against Key Performance Indicators for Libraries NI Board.

CSU staff will:

- carry out the Survey of Living conditions in NI;
- carry out the Continuous Household Survey; and
- carry out a number of Omnibus Surveys.

DSD staff will:

- carry out ad hoc analysis of the Family Resources survey in Northern Ireland; and
- provide statistical and research support to Urban Regeneration and Community Development Group to monitor and evaluate their policies and strategies.

Tourism Statistics Unit staff will:

- introduce revised monthly/ quarterly/ annual tourism statistics publications in line with user consultation on proposed changes;
- publish statistical occupancy bulletins (monthly and annual) on Hotel, Guesthouse and Bed & Breakfast establishments;

- publish quarterly tourism statistics bulletins bringing together overseas, domestic, RoI visitor, occupancy statistics to provide an overview of tourism activity;
- publish a comprehensive annual tourism statistics report bringing together overseas, domestic, RoI visitor, occupancy statistics and visitor attraction data to provide an overview of tourism activity;
- produce required EU statistics on serviced accommodation occupancy and trips (day and overnight) taken by NI residents.
- hold one Tourism User Group Consultation by March 2015.

Ilex Urban Regeneration Company (Ilex-urc) staff will work with Derry City Council and other partners to:

- provide accurate and timely data to produce statistical information (reports, research, information request responses) to meet the monitoring and evaluation requirements of the 'One Plan', the regeneration plan for Derry~Londonderry;
- take forward a baseline study of the new Derry – Strabane council area to help inform the new Derry and Strabane District Council in their duty around community planning; and
- provide a final report detailing the economic and social impacts of the City of Culture 2013 Programme.

DOE staff will:

- publish the quarterly and annual NI Development Management Bulletins; and
- implement the new planning application classification hierarchy within reporting systems and reports.

DRD staff will:

- produce Housing Growth Indicators for NI based on the 11 new DCs.

Population

National Statistics

Census Office staff will:

- maintain and update the published schedule for outputs from the 2011 Census;
- publish a summary report containing the Key Statistics and population estimates from the 2011 Census;
- work with other NISRA staff to consider the Statistical Classification and Delineation of Settlements (last published in 2005), and then release Key Statistics for Settlements ;
- produce and disseminate a range of specialised census outputs as detailed in the 2011 Census Outputs Prospectus;
- consult with users on, and make users aware of, Census outputs;

- publish an evaluation of the 2011 Census, a Benefits Realisation report and a General Report; and
- produce initial proposals for a 2021 Census.

Demographic Statistics staff will:

- publish the 2013 Annual Report of the Registrar General for Northern Ireland;
- publish four quarterly Reports of the Registrar General, Q1-Q4 2014;
- publish monthly births and deaths statistics for Northern Ireland;
- publish 2013 population estimates for Northern Ireland and Administrative Areas;
- publish 2013 small area population estimates for areas within Northern Ireland;
- publish detailed population estimates of those aged 85 and over, 2001 - 2013;
- publish 2012-13 migration statistics for Northern Ireland and areas within Northern Ireland;
- publish 2012-based population projections for areas within Northern Ireland;
- publish 2012-based household projections for Northern Ireland and areas within Northern Ireland;
- publish Annual Statistical Bulletin for Marriage, Civil Partnerships and Divorces registered in 2013;
- publish Annual Bulletin for names of babies born in 2013; and
- publish Annual Press Release for most popular baby names in 2014.

Other Official Statistics

Demographic Statistics staff will:

- finalise the Northern Ireland Longitudinal Study-1991 Census link and release by September 2014;
- further develop the Northern Ireland Longitudinal Study – specifically the 1981 Census link and historical vital events; and
- support Northern Ireland Longitudinal Study projects and work to enhance the awareness of the Study across the research community.

Travel and Transport

National Statistics

DRD staff will:

- publish a headline and an in-depth report on the Travel Survey for Northern Ireland;

- publish the Annual Transport Statistics and Quarterly Road and Rail Transport Statistics bulletins;
- consult key stakeholders on transport statistics issues; and
- develop the Travel Survey for Northern Ireland database to allow more complex analysis to meet users' needs.

PSNI staff will:

- publish the 2013/14 injury road traffic collision statistics for Northern Ireland;
- publish the 2013 calendar year detailed injury road traffic collision statistics for Northern Ireland; and
- publish in-year provisional injury road traffic statistics for 2014/15 at regular intervals throughout the year.

DOE staff will:

- seek National Statistics accreditation for their quarterly and annual DOE Driver, Vehicle, Licensing and Enforcement Reports.

Other Official Statistics

DOE staff will:

- publish the Northern Ireland Seat Belt Survey 2014;
- publish the Northern Ireland Road Safety Monitor 2014;
- publish the third update to the Northern Ireland Road Safety Strategy 2010-2020 Monitoring Report;
- publish the quarterly and annual DOE Driver, Vehicle, Licensing and Enforcement Reports;
- publish the annual Taxi/Bus/HGV Roadworthiness Compliance Report;
- publish the biennial Driver and Vehicle Agency Customer Satisfaction Survey;
- conduct secondary analysis on available NI telematics research data to evaluate its potential to improve driver performance; and
- develop a forecasting model for driver testing and produce a set of test centre specific forecasts for each test category.

DRD staff will:

- provide statistical and research support, including target monitoring, for the Active Travel Strategy;
- publish a report on the Public Awareness of Travelwise NI Initiatives;
- update NI Sustainable Transport Indicators;

- publish updated freight information for NI and ROI;
- provide data to inform the new NI Transport Model; and
- provide Quality Assurance function, professional advice and assistance to Transport NI (Roads) to ensure the NI Vehicle Kilometres Travelled Survey is published as Official Statistics for the first time.

CSU staff will:

- carry out the NI Travel Survey;
- carry out the NI Seatbelt Survey;
- carry out the International Passenger Survey in Northern Ireland; and
- carry out the Northern Ireland Passenger Survey.

Cross cutting topics

Demographic Statistics staff working in partnership with Queens University Belfast and the University of Ulster will:

- take forward the development of the Administrative Data Research Centre in Northern Ireland.

Demographic Statistics staff will:

- continue to update the Northern Ireland Neighbourhood Information Service website with detailed small area information from all data suppliers across all statistics themes.

RREP staff will:

- work with academics in ARK to produce a second edition of the analytical publication *Figuring it Out* for publication in July 2014;
- produce an updated Northern Ireland version of the ONS Wellbeing wheel of measures;
- input to the development of cross-UK publications produced by ONS;

Equality and Diversity

National Statistics

OFMdfM staff will:

- produce and publish the Labour Force Survey Religion Report 2013.

Other Official Statistics

OFMdfM staff will:

- finalise the revised Good Relations Indicators set and publish a baseline report;
- support the targeting of resources, monitoring and evaluation of the Social Investment Fund and the Social Protection Fund;
- support the development and evaluation of a number of programmes and strategies in OFMdfM;
- work with other departments to incorporate common metrics in their evaluation plans for the Delivering Social Change Signature Programmes;
- publish an update to the Gender Equality Strategy Statistics Report;
- publish an update to the Lifetime Opportunities Monitoring Report;
- publish an update to the Profile of Older People in Northern Ireland Report;
- publish an update to the Children and Young People's indicators;
- finalise the Child Rights Indicators Framework;
- publish the Young Life and Times 2013 Survey results and research updates;
- publish the supply and demand of childcare research report;
- publish research on Offending Behaviour among Young People in NI: A Study of Neighbourhood, Family and School Peer Processes;
- publish the Northern Ireland Life and Times 2103 survey results and research updates;
- publish the Social Narrative - NI in Transition - the next 10 years Report;
- publish the Forecasting Poverty in Northern Ireland Report update;
- publish research on childminding in NI: an exploration of practice and quality issues and of the impacts of vertical placements on children;
- publish research on the dynamics of police legitimacy among young people;
- publish findings on a cluster randomised control trial evaluation of the 'from Prison to Peace' educational programme;
- publish research on gender equality at executive level in NI public sector organisations;
- publish research on long term illness and mobility;
- publish research on the physical and mental health needs of looked after children and young people in NI;
- publish research on tackling poverty and inequality at its root: developing evidence based policy to address labour market dynamics;
- publish research on social exclusion and sport in NI;

- publish final report on addressing the over-representation of disabled children and young people in public care in NI;
- publish research on helping the most vulnerable out of the poverty trap – Policies, strategies and services for individuals with Autism Spectrum Disorder;
- publish research on Recession, Resilience and Rebalancing Social Economies in NI's neighbourhoods;
- publish research on understanding differential educational achievement within and between areas of multiple deprivation in NI (iLiAd);
- publish research on young people's home computer and internet access;
- publish research on the barriers facing young people at risk of becoming NEET in NI; and
- publish research on growing up on an interface: findings and implications for social needs, mental health and lifetime opportunities for Belfast youth.

HRCS staff will:

- undertake equality monitoring for the NICS; and
- publish 'Equality Statistics for the Northern Ireland Civil Service'.

RREPB staff will:

- develop the Equality part of the new NISRA website;

Civil Registration

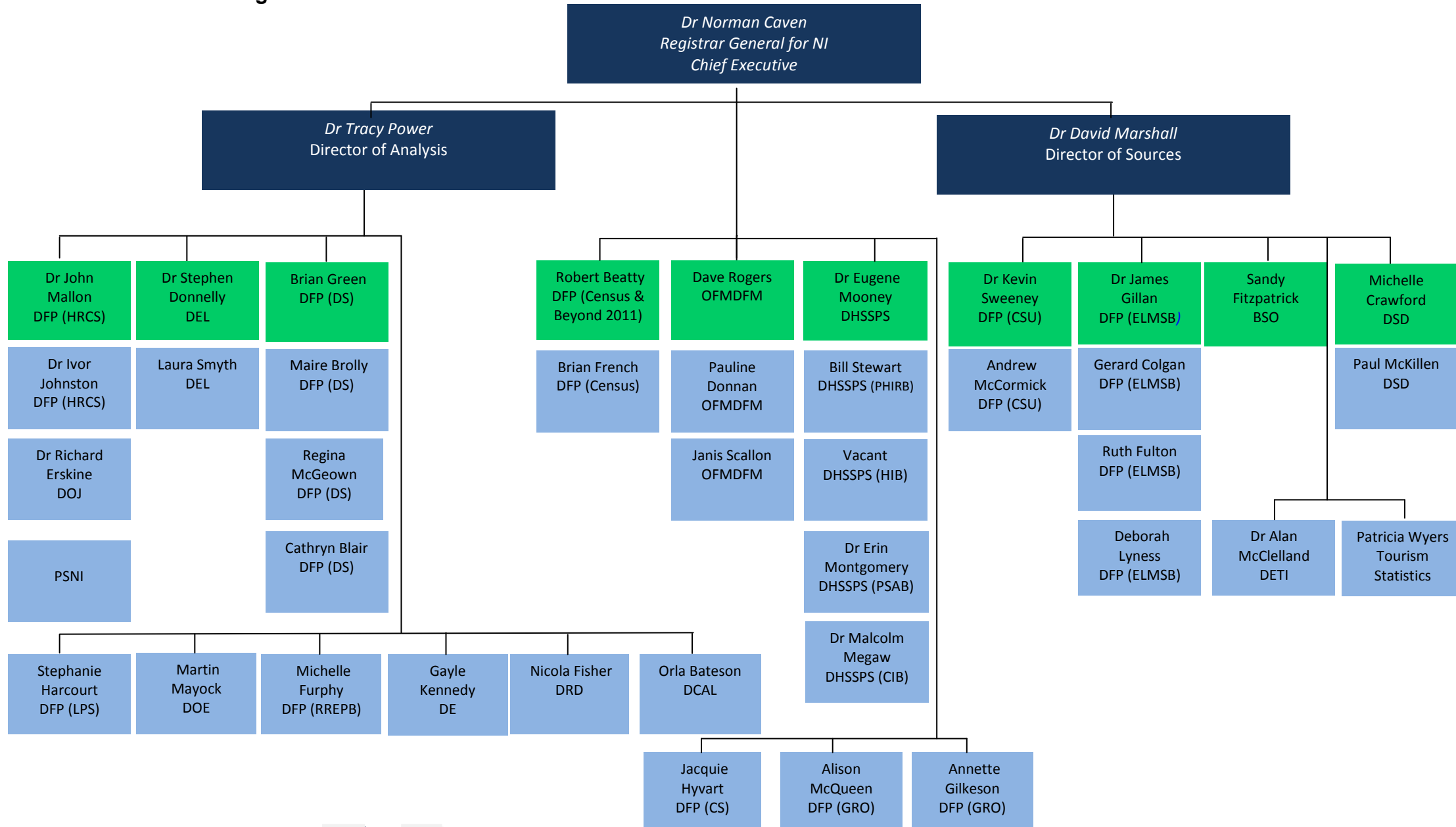
GRO staff will:

- progress the work to ensure the continuation of the registration service post implementation of the Review of Public Administration (RPA); and
- obtain Northern Ireland Registration Office System (NIROS) outline business case approval, agree contract and commence NIROS development.

Demographic Statistics and GRO staff in partnership will:

- provide routine management information on the work of Registrars to the Registrar General and local councils.

■ Annex 3: NISRA Organisational Chart



Agency Board



NISRA Senior Managers Forum



ANNEX 4: NISRA Branch Details

Department of Finance and Personnel	
Branch:	Census Office for Northern Ireland
Main Aim:	<i>To plan, undertake and report the decennial Census of Population; To disseminate Census data to Government and non-Government users.</i>
Tel:	028 9034 8160
Email:	census.nisra@dfpni.gov.uk
Branch:	Central Survey Unit
Main Aim:	<i>To provide a high quality survey research service to Government Departments, Agencies and the wider public sector.</i>
Tel:	028 9034 8103
Email:	kevin.sweeney@dfpni.gov.uk
Branch:	Corporate Services- Human Resources, Finance and Training
Main Aim:	<i>To provide and co-ordinate Human Resources, Finance and Training services within NISRA.</i>
Tel:	028 9034 8110
Email:	Jacquie.hyvar@dfpni.gov.uk
Branch:	Corporate Services – Statistics and Business Planning
Main Aim:	<i>To provide and co-ordinate services within NISRA including Official Statistics, Business Planning, Statistical Training, Methodological advice and Communications.</i>
Tel:	028 9034 8174
Email:	Tracy.power@dfpni.gov.uk
Branch:	Demographic Statistics
Main Aims:	<i>To provide high quality population and spatial statistics / research tools to Government Departments, Agencies and the wider society.</i>
Tel:	028 9034 8155
Email:	brian.green@dfpni.gov.uk
Branch:	Economic, Labour Market and Tourism Statistics
Main Aim:	<i>To collate and disseminate accurate, timely and relevant economic labour market statistics to monitor the performance of the NI economy; and to produce and disseminate accurate, timely and relevant information in relation to the value and volume of tourism within Northern Ireland and provision of an effective statistical and analytical service to assist NITB and DETI in achieving their business objectives</i>
Tel:	028 9052 9573
Email:	james.gillan@dfpni.gov.uk

Branch:	General Register Office
Main Aims:	<i>To deliver a high quality civil registration service.</i>
Tel:	028 90475717
Email:	annette.gilkeson@dfpni.gov.uk
Tel:	028 90475728
Email:	alison.mcqueen@dfpni.gov.uk
Branch:	Human Resource Consultancy Services
Main Aims:	<i>To help the NICS and Departments develop, implement and evaluate their HR strategies by providing them with a wide range of high quality, cost effective professional services. These include payroll modelling, workforce planning, Equal Opportunity monitoring, absenteeism monitoring, staff attitude surveys, test development, original research using quantitative and qualitative techniques and the provision of key personnel statistics.</i>
Tel:	028 90547434
Email:	john.mallon@dfpni.gov.uk
Branch:	Regional Reporting and EU Programmes Branch
Main Aims:	<i>To provide specialist support and advice to DFP European Division, Northern Ireland Departments and the Special EU Programmes Body with regard to the negotiation, monitoring and evaluation of Programmes supported by European Structural Funds; To provide a high quality and cost effective central evaluation service to Departments and other public bodies; To disseminate and publish cross cutting equality, social and economic statistics on the Northern Ireland region, where appropriate in association with ONS and CSO, Ireland.</i>
Tel:	028 9034 8203
Email:	michelle.furphy@dfpni.gov.uk
Branch:	Land and Property Services
Main Aim:	<i>To facilitate service delivery and evidence-based policy development, monitoring and evaluation through the provision of high quality statistical information, analysis and advice to Land & Property Services. Specifically, to publish the NI Residential Property Price Index, to analyse the NI valuation list to assist with the 2015 revaluation of non-domestic properties and to further develop the management information systems to produce statistics on the key performance indicators for Revenues and Benefits Directorate.</i>
Tel:	028 9054 3906
Email:	stephanie.harcourt@dfpni.gov.uk

Department of Agriculture and Rural Development

Branch:	Farm Surveys Branch (Policy & Economics Division)
Main Aims:	<i>To provide statistical support for the Agricultural Census and associated surveys; To provide statistics for publication and to inform the Department's policies; and To provide statistical advice and support to the Department.</i>

Tel:	028 9052 4850
Email:	conor.mccormack@dardni.gov.uk

Department of Culture, Arts and Leisure	
Branch:	Research and Statistics Branch
Main Aims	<i>To provide a high quality research and statistical service to the Department to feed into evidence based policy and improved service delivery. This includes:</i> <ul style="list-style-type: none"> - ensuring the timely release of statistical publications from DCAL funded surveys; and - managing and delivering the DCAL Research Programme.
Tel:	028 90515 102
Email:	orla.bateson@dcalni.gov.uk

Department of Education	
Branch:	Statistics and Research Team
Main Aim:	<i>To influence and inform education policy through providing and disseminating high quality and timely statistics, analysis and research in proactive and innovative ways.</i>
Tel:	028 9127 9939
Email:	gayle.kennedy@deni.gov.uk

Department for Employment and Learning	
Analytical Services	<i>To provide statistical & research support relating to employment, the labour market and the economy as they relate to the responsibilities of DEL.</i>
	stephen.donnelly@delni.gov.uk
Branch:	Programme Information and Analysis Branch
Main Aim:	<i>To provide a core statistical service to the DEL's Skills and Industry Division Strategy, European and Employment Relations Division and Employment Service Division. To provide analytical support for policy development and service delivery. To provide validated information for use in Performance management and Contract monitoring and to provide advice and support in the design, commissioning and management of research.</i>
Tel:	028 9025 7440 / 028 9025 7609
Email:	linda.bradley@delni.gov.uk
Branch:	Statistics and Research Branch (Tertiary Education)
Main Aim:	<i>To provide a core statistical service through collecting, analysing and disseminating statistics in Higher Education, Further Education and Essential Skills. To provide support for policy development and service delivery through implementing a programme of research as part of the DEL Research Agenda; providing support for evaluation; and undertaking analysis of information to assist DEL in evidence based policy development and service delivery.</i>

Tel:	028 90257663/028 90
Email:	laura.smyth@delni.gov.uk

Department of Enterprise, Trade and Investment	
Branch:	Analytical Services Unit
Main Aim:	<i>To provide an effective statistical and research service to assist DETI in achieving its business objectives.</i>
Tel:	028 905 29777
Email:	alan.mcclelland@detini.gov.uk

Invest Northern Ireland	
Branch:	Corporate Information Team
Main Aim:	<i>To provide accurate, timely and relevant statistics and quality research in order to assist Invest NI to achieve its business objectives.</i>
Tel:	028 9069 8288
Email:	irene.hanna@investni.com

Department of Health, Social Services and Public Safety	
Branch:	Public Health Information & Research Branch
Main Aims:	<i>Commissioning and management of a programme of information, surveys and research in support of the New Strategic Direction Phase 2 (NSD) for Alcohol and Drugs 2011-2016, and monitoring progress against the key indicators included in the NSD. Management and development of the Northern Ireland Drug Misuse Database (NI DMD); Managing and updating the various work streams and projects included in the NI Health and Social Care Inequalities Monitoring System; Supporting the public health survey function which also includes managing a surveys budget and maintaining a smoking cessation database; Provide analytical support and advice in relation to the various public health issues that arise within the Department as well as assisting in target setting and monitoring for key public health policies and strategies. Dissemination of key public health statistics and survey results.</i>
Tel:	028 9052 2458
Email:	bill.stewart@dhsspsni.gov.uk
Branch:	Project Support Analysis Branch
Main Aims:	<i>To provide information and analysis to inform policy making, implementation and review, principally by DHSSPS and HSCB. Analytical support is provided in a number of the areas, such as: resource allocation (HSC Trusts, General Practices, Community Pharmacists, Dental Practitioners); workforce planning e.g. through workforce reviews for specialty grades and through HSC workforce</i>

	<i>publications; primary care policy support such as informing General Medical Services and General Dental Services contract negotiations; quality and safety policy support; monitoring of performance across Health and Social Care on behalf of DHSSPS through the Commissioning Plan Direction.</i>
Tel:	028 9052 0536
Email:	erin.montgomery@dhsspsni.gov.uk
Branch:	Hospital Information Branch
Main Aim:	<i>Hospital Information Branch (HIB) is responsible for the collection, quality assurance, analysis and publication of timely and accurate information derived from a range of hospital activity data. This data is provided routinely through various computerised patient information systems or by aggregate returns. Information collected by HIB is used to monitor targets; inform policy development, implementation and review; respond to parliamentary / assembly questions; and answer general queries. The Branch aims to present information in a meaningful way and give advice on its use to customers.</i>
Tel:	028 9052 2442
Email:	kieran.taggart@dhsspsni.gov.uk
Branch:	Community Information Branch
Main Aims:	<i>To promote effective decision making in children and adult social services by providing quality information and analysis. We collect, analyse and disseminate a wide range of community information that is used to help monitor the delivery of personal social services policy. Information collected by CIB is used to assess Trust performance, for corporate monitoring, policy evaluation and development, and to respond to parliamentary / assembly questions.</i>
Tel:	028 9052 2008
Email:	malcolm.megaw@dhsspsni.gov.uk

BUSINESS SERVICES ORGANISATION

Branch:	Information and Registration Unit
Main Aim:	<i>To provide quality information and research in relation to the provision of Family Practitioner Services within Northern Ireland to the Health and Social Care Board, the DHSSPS, practitioners and the public. To deliver the Northern Ireland call and recall services for cytology and bowel cancer screening and to assess entitlement to health services and register patients with a GP practice. To calculate payments for GP Practices and Dentists. To develop the Honest Broker Service enabling researchers access to health care data for ethically approved research in a secure environment.</i>
Tel:	028 9536 3687
Email:	sandy.fitzpatrick@hscni.net

Department of the Environment

Branch:	Analytical Services Branch
---------	-----------------------------------

Main Aim:	<i>To support DOE, and its agencies, in policy development and measurement of business performance by providing a high quality statistical and research service in the areas of road safety, waste management, natural, marine & built environment, greenhouse gas emissions, equality, vehicle testing & driver licensing/testing, and planning.</i>
Tel:	028 9054 0878
Email:	martin.mayock@doeni.gov.uk

Department for Regional Development

Branch:	Central Statistics and Research Branch
Main Aim:	<i>To provide DRD with a high quality statistical, research and EQIA service in the areas of Regional Planning, Transport, Sustainable Transport, Equality and other areas which are the responsibility of the DRD.</i>
Tel:	028 9054 0873
Email:	nicola.fisher@drdni.gov.uk

Department for Social Development

Branch:	Statistics and Research Branch
Main Aim:	<i>Analytical Services Unit (ASU) provides Statistical and Research services to the Department. This work informs policy, planning and decision making in the areas of social security, child maintenance and pensions, as well as housing, urban regeneration, community development and voluntary activity.</i>
Tel:	028 90819952
Email:	michelle.crawford@dsdni.gov.uk

Office of the First Minister and deputy First Minister

Branch:	Equality Directorate Research Branch
Main Aim:	<i>To provide an objective evidence base of statistics and research in support of policy and strategy development. The following policy areas are covered: Delivering Social Change; Equality & Poverty Inc Child Poverty); Gender & Sexual Orientation; Older People; Disability; Children and Young People; Racial Equality; Victims and Survivors; and Good Relations.</i>
Tel:	028 9052 3284
Email:	dave.rogers@ofmdfmi.gov.uk

Department of Justice

Group:	Analytical Services Group
Main Aim:	<i>To provide a robust research and statistical evidence base to inform the development, implementation and review of policy in support of the aims and objectives of the DOJ and its Agencies, and to provide objective information on the operation of the Northern Ireland Justice System to the Assembly, policy makers, practitioners and the general public.</i>

Tel:	028 9052 0131
Email:	statistics.research@dojni.x.gsi.gov.uk Richard.Erskine@dojni.x.gsi.gov.uk
Station:	Northern Ireland Courts and Tribunal Service
Main Aim:	<i>To provide statistical information, analysis, interpretation and advice to assist management, the judiciary, tribunals and the general public.</i>
Tel:	028 9072 8920
Email:	rodney.redmond@courtsni.gov.uk
Station:	Youth Justice Agency
Main Aim:	<i>To provide an independent and professional statistical service to the Youth Justice Agency at Management Board and practice level; and to develop robust management information systems to inform evidence based operational and policy decision making, and facilitate response to ad hoc data requests.</i>
Tel:	028 9031 6444
Email:	mathieu.decodts@dojni.x.gsi.gov.uk

Police Service of Northern Ireland

Branch:	Statistics Branch
Main Aim:	<i>To provide the Chief Constable, the Police Service of NI, the Government and the wider community with statistical information, analysis and advice regarding crime, domestic, hate & ASB incidents, the security situation and injury road traffic collision statistics.</i>
Tel:	028 9065 0222 Ext 24135
Email:	statistics@psni.police.uk

Public Prosecution Service for Northern Ireland (PPS)

Branch:	Management Information Branch
Main Aim:	<i>To produce statistics and research on prosecutions in NI. In addition, management information branch produce statistical management and performance information to inform and support PPS decision makers.</i>
Tel:	028 9054 4871
Email:	liz.graham@ppsni.gsi.gov.uk

Northern Ireland Policing Board

Branch:	Statistics and Research Branch
Main Aim:	<i>To provide the Northern Ireland Policing Board and Policing and Community Safety Partnerships with statistics and research services to assist them conduct their statutory duties.</i>
Tel:	028 9040 8632
Email:	statistics@nipolicingboard.org.uk

Probation Board for Northern Ireland

Branch:	Information and Research Branch
Main Aim:	<i>To provide the Probation Board for Northern Ireland with statistical information, analysis and research services to inform its practice.</i>
Tel:	028 9026 2487
Email:	niall.o'neill@pbni.qsi.gov.uk

Office of the Police Ombudsman for Northern Ireland	
Branch:	Research and Performance Directorate
Main Aim:	<i>To provide corporate statistical and research support to the Office, including research management, researching / investigating, analysing and reporting on key police policy and practice issues, statistical report production, and survey management and reporting.</i>
Tel:	028 9082 8794
Email:	suzanne.bradley@policeombudsman.org

Belfast City Council	
Branch:	Business Research and Development
Main Aim:	<i>To collect, collate and disseminate neighbourhood data from across Belfast and to provide analytical support to council staff and councilors.</i>
Tel:	028 90 270662
Email:	ShorttC@BelfastCity.gov.uk

Ilex Urban Regeneration Company	
Branch:	Strategy & Regeneration Research and Evaluation Team
Main Aim:	<i>To provide accurate, timely and relevant small area statistics and quality research in order to assist Ilex-urc to achieve its business objectives and to provide analytical support to staff to inform policy decisions.</i>
Tel:	028 7126 9226
Email:	hugh.mcnicke@ilex-urc.com

Staff on Loan

Libraries NI	
Branch:	Libraries NI
Main Aim:	<i>To provide statistical information, analysis, interpretation and advice to Libraries NI and manage and report on the survey programme to contribute towards an improved service that will impact on the measurement of corporate objectives within the organization.</i>
Tel:	028 25 664123
Email	moira.mckee@librariesni.org.uk

Northern Ireland Cancer Registry	
Branch	NI Cancer Registry
Main Aim:	<i>To provide accurate, timely information on cancers occurring in the population of Northern Ireland for research, planning and education so that the burden of disease may be reduced and the experience of patients and their outcomes improved.</i>
Tel:	028 90632728
Email:	d.donnelly@qub.ac.uk

ANNEX 5: Glossary

ALB	ARMS LENGTH BODY
ASB	ANTI-SOCIAL BEHAVIOUR
BSO	BUSINESS SERVICES ORGANISATION
CIB	COMMUNITY INFORMATION BRANCH
CMS	CONTENT MANAGEMENT SYSTEM
CPD	COMMISSIONING PLAN DIRECTION
CSO	CENTRAL STATISTICS OFFICE
CSU	CENTRAL SURVEY UNIT
DARD	DEPARTMENT OF AGRICULTURE AND RURAL DEVELOPMENT
DCAL	DEPARTMENT OF CULTURE, ARTS AND LEISURE
DE	DEPARTMENT OF EDUCATION
DEFRA	DEPARTMENT FOR ENVIRONMENT, FOOD AND RURAL AFFAIRS
DETI	DEPARTMENT OF ENTERPRISE, TRADE AND INVESTMENT
DEL	DEPARTMENT FOR EMPLOYMENT AND LEARNING
DFP	DEPARTMENT OF FINANCE AND PERSONNEL
DHSSPS	DEPARTMENT OF HEALTH, SOCIAL SERVICES AND PUBLIC SAFETY
DS	DEMOGRAPHIC SERVICES
DOE	DEPARTMENT OF THE ENVIRONMENT
DOJ	DEPARTMENT OF JUSTICE
DRD	DEPARTMENT FOR REGIONAL DEVELOPMENT
DSC	DELIVERING SOCIAL CHANGE
DSD	DEPARTMENT FOR SOCIAL DEVELOPMENT
DVA	DRIVER AND VEHICLE AGENCY
ELMS	ECONOMIC AND LABOUR MARKET STATISTICS
EQIA	EQUALITY IMPACT ASSESSMENT
ESA	EMPLOYMENT AND SUPPORT ALLOWANCE
EU	EUROPEAN UNION
GAE	GENERAL ADMINISTRATIVE EXPENDITURE
GRO	GENERAL REGISTER OFFICE
HE	HIGHER EDUCATION
HGV	HEAVY GOODS VEHICLES
HIB	HOSPITAL INFORMATION BRANCH
HR	HUMAN RESOURCES
HoBs	HEADS OF BRANCHES
HRCS	HUMAN RESOURCE CONSULTANCY SERVICES
HSC	HEALTH AND SOCIAL CARE
HSCB	HEALTH AND SOCIAL CARE BOARD
IB	INCAPACITY BENEFIT
IBSS	INTEGRATED BUSINESS AND SURVEY SYSTEM
iLiAd	INVESTIGATING LINKS IN ACHIEVEMENT AND DEPRIVATION
IOP	INDEX OF PRODUCTION
IOS	INDEX OF SERVICES
ISID	INFORMATION STRATEGY & INNOVATION DIVISION
JSA	JUSTICE AND SECURITY ACT
LPS	LAND AND PROPERTY SERVICES
NEET	NOT IN EDUCATION, EMPLOYMENT OR TRAINING
NICR	NORTHERN IRELAND CANCER REGISTRY
NICS	NORTHERN IRELAND CIVIL SERVICE
NICTS	NORTHERN IRELAND COURTS AND TRIBUNAL SERVICE
NI DMD	NORTHERN IRELAND DRUG MISUSE DATABASE
NIESR	NORTHERN IRELAND ENVIRONMENTAL STATISTICS REPORT
NIPB	NORTHERN IRELAND POLICING BOARD
NINIS	NORTHERN IRELAND NEIGHBOURHOOD INFORMATION SERVICE
NIROS	NORTHERN IRELAND REGISTRATION OFFICE SYSTEM
NISRA	NORTHERN IRELAND STATISTICS AND RESEARCH AGENCY
NITB	NORTHERN IRELAND TOURIST BOARD

NSD	NEW STRATEGIC DIRECTION PHASE
OFMdFM	OFFICE OF THE FIRST MINISTER AND DEPUTY FIRST MINISTER
ONS	OFFICE FOR NATIONAL STATISTICS
OPONI	OFFICE OF THE POLICE OMBUDSMAN FOR NORTHERN IRELAND
PACE	POLICE AND CRIMINAL EVIDENCE
PBNI	PROBATION BOARD FOR NORTHERN IRELAND
PCSP	POLICING AND COMMUNITY PARTNERSHIP
PFG	PROGRAMME FOR GOVERNMENT
PIP	PERSONAL INDEPENDENCE PAYMENT
PISA	PROGRAMME FOR INTERNATIONAL STUDENT ASSESSMENT
PPS	PUBLIC PROSECUTION SERVICE
PRA	PRE RELEASE ACCESSS
PSNI	POLICE SERVICE OF NORTHERN IRELAND
RPA	REVIEW OF PUBLIC ADMINISTRATION
RREPB	REGIONAL REPORTING AND EU PROGRAMMES BRANCH
SIRO	SENIOR INFORMATION RISK OWNER
YJA	YOUTH JUSTICE AGENCY