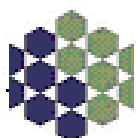




CORPORATE PLAN 2008-2011 and BUSINESS PLAN 2008-2009



Department of
**Finance and
Personnel**

www.dfpni.gov.uk

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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 2008	365
Core Purpose	<p>To provide a statistical and social research service to support decision making by Northern Ireland Ministers and Departments;</p> <p>To inform elected representatives and the wider community through the dissemination of reliable official statistics;</p> <p>To administer marriage laws; and</p> <p>To provide a system for the registration of births, marriages, civil partnerships, adoptions and deaths in Northern Ireland.</p>

**Ministerial Targets
2008-2009**

Customer Satisfaction: To have no less than 96% of customers (who respond to the customer satisfaction survey) rating NISRA's services and products as satisfactory or better.

National Statistics: To have no more than 2% of outputs between 1 April 2008 and 31 March 2009 not meeting National Statistics compliance standards.

Civil Registration Service: To award the contract for the procurement of scanning and data capture of the Northern Ireland civil registration registers by 31st March 2009.

Census of Population 2011: To publish an Executive Consultation Paper on plans for the 2011 Census of Population.

Chief Executive's Foreword

This Corporate Plan sets out the strategic goals of the Agency for the next 3 years while the Business Plan focuses specifically on activities that will be undertaken over the coming year.

As an Executive Agency within the Department of Finance and Personnel the context within which we work is influenced by the Department's priorities, which in turn, are guided by the Programme for Government, Budget 2008-11 and the Investment Strategy. The goals of the Agency complement those of the Department as articulated in the Department of Finance and Personnel's Operational Plan. The latter provides the framework within which the Agency Business Plan has been formulated.

NISRA also operates in the wider government statistical community which is undergoing major reforms, the most radical for half a century. The Statistics and Registration Service Act 2007 which commenced on 1st April 2008, established The United Kingdom Statistics Authority, with a statutory objective to promote and safeguard the production and publication of official statistics and the quality and comprehensiveness of official statistics across the UK. Certain provisions of the Act extend to Northern Ireland and the forthcoming year will present new challenges arising from the introduction of this legislation.

The Agency continues to employ the Balanced Scorecard to focus attention on those areas of our business that matter most to our staff and users. The performance of the Agency during 2008/09 will be measured against a challenging set of Ministerial and Chief Executive Targets as detailed in this Business Plan.

Successful implementation is as always, dependent on the dedication and professionalism of the Agency's staff. We will build on our re-accreditation of the Investors in People award, achieved last year, through the implementation of a new Human Resources Strategy. By ensuring that staff have the appropriate training and development opportunities to respond to new challenges I am confident that the Agency will realise the ambitious programme set out in this plan.



Dr Norman Caven
Registrar General and Chief Executive

CORPORATE PLAN 2008-2011

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.

The main functions of the Agency are:

- The provision of a statistics and social research service to Northern Ireland Ministers and Departments and to assist in policy making, monitoring and evaluation; and
- The administration of marriage laws and the provision of a system for the registration of births, marriages and civil partnerships, adoptions and deaths in Northern Ireland.

This Corporate Plan describes the organisation, the financial resources, Agency customers, the planning context and corporate strategies for the next three years. It updates the Corporate Plan for 2007-2010. The Plan has been prepared within the framework and context of the Department's Business Plan and provides greater detail on the context in which the Agency operates as well as how we will contribute towards the achievement of the Department's Public Service Agreement. The Business Plan, which accompanies this document, sets out the Ministerial and Chief Executive's targets for the year 2008-2009. It also identifies measures that will be taken to ensure that the Agency continues to develop its staff and improve its service to customers.

The Organisation

Management

The Agency is headed by the Chief Executive and Registrar General, Dr Norman Caven, who is supported by a Senior Management Group and a Management Board.

- The Senior Management Group (SMG) comprises six Senior Principal Statisticians. The group advises the Chief Executive on strategy and major issues of Agency policy. SMG is responsible for ensuring the effective operation and performance of NISRA.
- The Management Board (MB) is made up of SMG and Grade 7 statistical/administrative Heads of Branches. The MB supports and advises the Chief Executive in the formulation, implementation and review of Agency policies. The MB is in turn supported by a series of working groups that deal with cross-Agency issues remitted to them by the Board. Annex 1 provides details of SMG and MB membership.

Staff

NISRA employs statisticians from a variety of numerate disciplines and administrators with relevant business skills. The Chief Executive is responsible for the recruitment, deployment and career development of all statistical staff. The career management of administrative staff is the responsibility of NISRA and DFP.

The number of staff employed by NISRA at the end of March 2008 was 365, of whom 118 were administrative* grades and 247 were statistical grades. In addition, NISRA employed a field-force of 237 fee-paid survey interviewers.

Approximately one third of NISRA statisticians and all NISRA administrative staff work in seven DFP based Branches. These include:

- Census Office for Northern Ireland (CONI),
- Central Survey Unit (CSU),
- Corporate Services (CS),
- Demography and Methodology Branch (DMB),
- General Register Office (GRO),
- Human Resource Consultancy Services (HRCS) and
- Regional Reporting and EU Programmes Branch (RREP).

*includes IT staff, students and casual staff

The remaining two-thirds of NISRA statisticians are located across the Northern Ireland Departments and in a number of Agencies and Non-Departmental Public Bodies including:

- Department of Agriculture and Rural Development (DARD);
- Department of Culture, Arts and Leisure(DCAL);
- Department of Education (DE);
- Department for Employment and Learning (DEL);
- Department of Enterprise, Trade and Investment (DETI);
- Invest NI (INI);
- Department of Health, Social Services and Public Safety (DHSSPS);
- Central Services Agency (CSA);
- Department for Regional Development (DRD);
- Department for Social Development (DSD);
- Driver and Vehicle Agency
- Northern Ireland Court Service (NICtS);
- Northern Ireland Office (NIO);
- Northern Ireland Policing Board (NIPB);
- Northern Ireland Tourist Board (NITB);
- Office of the First Minister and deputy First Minister (OFMdfM);
- Planning Service Northern Ireland
- Police Service of Northern Ireland (PSNI);
- Police Ombudsman for Northern Ireland (OPONI);
- Probation Board for Northern Ireland (PBNI);
- Public Prosecution Service (PPS);
- Land and Property Service Agency (LPS);
- Northern Ireland Assembly (NIA);
- Northern Ireland Audit Office (NIAO);
- Northern Ireland Cancer Registry(NICR); and
- Northern Ireland Legal Services Commission (NILSC).

Table1 below shows the allocation of NISRA staff by work location.

Table 1: NISRA Staff Position at 1 April 2008 *

<i>Location</i>	<i>Statisticians in post</i>	<i>Statistician vacancies</i>	<i>Administrative/IT/Students in post</i>	<i>Administrative/IT/Students vacancies</i>
Department of Finance and Personnel	78	10	116	10
Northern Ireland Office	15	1		
Public Prosecution Service	4			
Police Service of Northern Ireland	8			
NI Policing Board	3			
Invest NI	3			
Planning Service NI	1			
Northern Ireland Tourist Board	1			
Central Services Agency	5		2	
NI Cancer Registry	1			
Probation Board for Northern Ireland	2			
NI Assembly	2			
Northern Ireland Court Service	3			
Police Ombudsman for Northern Ireland	3			
NI Audit Office	0	1		
NI Legal Services Commission	1			
Driver and Vehicle Agency	1			
Department of Agriculture and Rural Development	1			
Department of Culture, Arts and Leisure	4			
Department of Education	9	1		
Department for Employment and Learning	15	1		
Department of Enterprise, Trade and Investment	18	1		
Department of Health, Social Services and Public Safety	30	3		
Department for Regional Development /Department of the Environment	6	1		
Department for Social Development	23	4		
Office of the First Minister and deputy First Minister	10			
All NISRA Staff	247	23	118	10

*includes casual staff

Customers

Government Departments, Agencies and Non-Departmental Public Bodies are the main customers for Agency outputs. General demand for NISRA's outputs is also rapidly expanding across a range of user groups including business, academia, the voluntary and community sector and the public.




NISRA is the principal source of official information on Northern Ireland's population and socio-economic conditions. Agency staff collect data from individuals, households, and businesses as well as from organisations such as schools, hospitals and the courts. This information serves a range of purposes, including contributing to an assessment of the performance of public service and to monitoring change in the social and economic circumstances of Northern Ireland's population.

Due to the diverse nature of the Agency's work, NISRA has a wide customer base. The success of the Agency depends on retaining a strong customer focus and throughout the period of the Corporate Plan, the Agency will seek to identify and meet the changing needs of customers through the use of technology and SLAs. NISRA will continue to seek new ways to increase customer awareness about availability and application of Agency output.

We will abide by the National Statistics Protocol on customer service that has been drawn up to ensure that the needs of users are respected and understood, that those involved in National Statistics are open to customer enquiries and concerns, that customer access is properly maintained and that there is a prompt, constructive response to customer feedback.

Vision

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

-  that is valued for innovation, integrity and independence and recognised for first class service provided to government and the public;
-  whose expertise provides important and trusted information and advice that has a beneficial impact on people's lives; and
-  that is known and respected within government and publicly for the comprehensive information that is collected to the highest professional standards, and provides an understanding of social and economic conditions and changes in Northern Ireland.

In striving to deliver on our vision we will build on our history and our reputation for quality and customer service, building 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;

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 statistics and research findings will be fair and open;

Protecting confidentiality

Where data are collected or used for statistical or research purposes, we guarantee to protect confidentiality;

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; and

Efficiency in costs, fairness in prices

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

Strategic Goals

The Balanced Scorecard methodology¹ is used by all Departmental Business Areas to develop their business plans. This is to ensure that plans at all levels of the Department reflect and support the overall Departmental Plan. The Balanced Scorecard approach has also driven a clearer focus on outcomes and effective measurement. The Corporate 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
- Customers
- Processes
- Learning and Growth

NISRA's corporate objectives, measures and targets are aligned with the Department's and are stated in terms of four business perspectives:

Business Results/ Finance

To ensure we manage our budget effectively whilst providing a high quality statistics, social research and registration service delivered by a skilled and motivated workforce.

NISRA will manage resources economically and effectively, keeping expenditure within agreed limits and plans. The Agency will manage work to ensure that sufficient income is raised to cover the expenditure for non-core funded activities. We will maintain a high level of customer satisfaction and a highly motivated, skilled workforce who are satisfied with NISRA as a place to work.

Customers

Ensure that customers continue to receive a quality service and are consulted on their needs.

NISRA will continue to improve accessibility to its services and products by enhancing and expanding electronic means of delivery to customers. We will strive to continually improve the level of services provided so that customer needs are met. The Agency will survey its customers so that it can respond to their changing needs, reviewing and updating Service Level Agreements as required.

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.



Processes

To adhere to best practice and quality measures in the production and publication of official statistics, social research and the provision of a civil registration service, whilst maintaining a sound system of corporate governance.

This strategic objective underpins the purpose of NISRA. We aim to provide a statistics and research service to support decision making by Ministers and NI Departments, and to inform elected representatives and the wider community of social and economic conditions through the dissemination of reliable statistics.

In producing its statistics and research outputs NISRA will adhere to the National Statistics Code of Practice principles and supporting protocols. Compliance will be monitored continuously. This will provide the quality framework and rules of practice to ensure the provision of all NISRA statistics and research information is of a high standard, on which a degree of confidence can be placed.

The Agency will also continue to modernise the delivery of services through projects such as the Digitisation Project, which is part of GRO's wider Civil Registration Modernisation Programme. This involves the use of technology to improve service delivery. The Agency will also continue to modernise the delivery of statistics and research, involving statistics and research outputs eg the delivery of small area statistical data through the Neighbourhood Statistics web system (NINIS).


Following the implementation of the Freedom of Information Act in January 2005 the Agency has promoted a culture of openness and accountability by facilitating people's right to access information held within NISRA. The Agency has procedures in place that allow it to deal with requests under the Freedom of Information Act in accordance with the timescales outlined in the legislation.

The Agency recognises its responsibility for the key role it has in the management of risks that are likely to impact on its ability to meet the business targets set out in the Corporate and Business Plan. The Agency is fully accountable for its systems of internal control and their subsequent operation. These systems will be reviewed to ensure that operations comply with the controls in place.

NISRA will improve the performance of individuals, teams and NISRA through improved performance management.

The Agency will improve communication within NISRA in order that all staff feel as informed as they need to be about the workings of the organisation as a whole, including the effect of outside influences, and, more specifically, their own jobs.

Learning and Growth

-  **To ensure that NISRA Human Resource Services are in place, incorporating people planning for business delivery and career development through learning and experience, making NISRA a preferred place to work.**

NISRA will strive to get the right people in the right place at the right time, achieved through better people planning, more active career management, and the facilitation of staff transfers for the benefit of the business and the individual.

We will seek to achieve a skilled and motivated workforce created through a culture of nurtured career development as a consequence of planned staff placement and specific and corporate personal development.

The Agency will achieve business results through effective leadership and positive change management.

We will develop a clear and attractive employment package, achieved through better communication, valued rewards, investment in learning and development, and support for a good work-life balance, in a place where diversity is valued.

Context

The Northern Ireland Statistics and Research Agency (NISRA) is an Executive Agency of the Department of Finance and Personnel (DFP). It is the principal source of official information on Northern Ireland's population and socio-economic conditions. The statistics produced by the Agency inform the policy process within Government, academic research and contribute to debate in the wider community. The Agency incorporates the General Register Office (GRO) for Northern Ireland, which provides a civil registration service and produces summary statistics relating to life events.

As an Executive Agency within the DFP the context in which we work is shaped by a number of internal and external drivers. Some of these are NICS initiatives and reforms which affect NISRA. These are set out in the Department's Business Plan in detail:

http://dfponline/dfp_corporate_plan_2008-11_and_operational_plan_2008-09.pdf

In addition, our plan takes into account major external changes which will shape the way in which our services are managed, delivered and scrutinised for years to come. Our plan is set against a background of major change both within society, the NICS and in the governance of statistical activity.

Society

As described previously NISRA is the principal source of official information on Northern Ireland's population and socio-economic conditions. Agency staff collect data from individuals, households, and businesses as well as from organisations such as schools, hospitals and the courts. This information serves a range of purposes, including contributing to an assessment of the performance of public service and to monitoring change in the social and economic circumstances of Northern Ireland's population. NISRA will continue to provide the information which allows Government and others to understand how society is changing and to make decisions based on a reliable evidence base. For more details on the economic, social and environmental context go to:

www.pfgbudgetni.gov.uk/finalbudgetdocument.pdf

Department of Finance and Personnel (DFP)

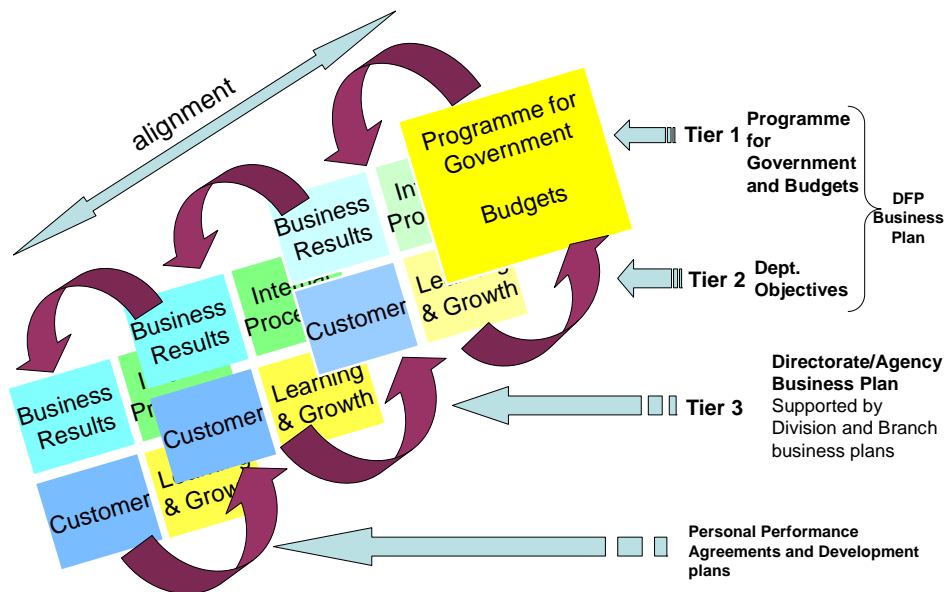
The Department has articulated a vision statement to reflect its lead role in the reform of public services. The vision of the Department is:

'Leading Reform, Delivering Value and Promoting Sustainability'

This Departmental vision reflects the key themes which will feature strongly in the Department's plans and government priorities over the next few years.

The DFP Corporate Plan sets out the Department's vision, objectives and targets and how the Department will work to deliver these. The plan covers the 2008-11 planning period at a strategic level with a particular focus on the financial year, 2008/09. It deals with DFP's 'Tier 1' objectives (Public Service Agreements and other external reporting requirements) and 'Tier 2' (Departmental level objectives). The corporate plan focuses on the strategic priorities of the Department and therefore does not attempt to cover all of the Department's business. The DFP plan provides managers with the framework for their own more detailed business plans. These plans within Business Areas are described as 'Tier 3' of the business plan and, developed in a collaborative manner, provide the link from the strategic Executive and Departmental priorities through to plans at Agency, divisional and branch level and Personal Performance Agreements (see Figure 1). This document fulfils NISRA's Tier 3 plan.

Figure 1



The context within which the Agency is operating has changed significantly since publication of the DFP Business Plan 2007/08.

Programme for Government and Budget

The Executive agreed the final Programme for Government, Budget 2008-11 and Investment Strategy for Northern Ireland 2008-18 in January 2008 following public consultation. The Programme for Government and Investment Strategy were endorsed by the Assembly on 28 January 2008 and The Budget was approved by the Assembly on 29 January 2008. Together, these

documents represent the Executive's strategic plan, setting out the vision and direction for the future, and they provide the framework for DFP's work in 2008-11.

The PSA framework forms an annex to the Programme for Government and can be found at:

www.pfgbudgetni.gov.uk/index/programme-for-governmentdocument.htm

The PSA objectives towards which DFP contributes have been translated into Departmental objectives which form the basis for the DFP Balanced Scorecard for 2008/09. The Balanced Scorecard approach has been deployed in a consistent way across the Department and its Agencies to develop the corporate plan. The plan also includes a summary of the Department's Expenditure Plans.

Alongside the Programme for Government and Budget, other key inputs to the DFP business planning process have been the Staff Attitude Survey and the DFP Customer Survey undertaken in November-December 2007. Taking action to respond to the survey results will be a priority in the 2008-11 period. NISRA's Corporate and Business Plans have been similarly shaped by our staff and customer surveys

Devolution

The devolved administration commenced in May 2007 with the return of the Northern Ireland Assembly and the new Executive. The Department has risen to the challenge of the new accountability framework, supporting the Minister of Finance and Personnel, and working with the Department of Finance and Personnel Committee. The Executive has made clear its determination to deliver in 2008-11 and DFP, like all Departments, has a key role in supporting and enabling the Executive to do so. In late 2007 the Department undertook a review of DFP's response to devolution which showed that the Department had risen well to the initial challenges of the return of devolution and made a number of recommendations to strengthen our capability and ensure our capacity in this area as we move forward. The recommendations of the review have been built into Departmental business planning for 2008-11.

NISRA has an important contribution to make in supporting the work of the Assembly and the Executive in both meeting and anticipating the current and future statistical and research requirements.

Financial Constraints

The 2008-11 period will be particularly challenging given the constrained financial context.

The Chancellor of the Exchequer announced the outcome of the Comprehensive Spending Review (CSR) in October 2007. The CSR

determines the Northern Ireland Department Expenditure Limit (DEL) over the period 2008-09 to 2010-11 from the outworking, through the Barnett formula, of the Northern Ireland share of the settlements for Whitehall Departments. In overall terms, the outcome for Northern Ireland was average annual growth across the period of 1.2% in real terms, which is considerably lower than in recent years. This highlights the importance of NICS Departments delivering cash releasing efficiencies over the next three years in order to provide additional resources to improve the provision of public services in Northern Ireland.

The Executive has agreed that Northern Ireland Departments should work to deliver cumulative efficiency gains of 3% a year over the period 2008/09 - 2010/11. For DFP this translates into total cash releasing efficiencies of £5.7 million, £10.3 million and £14.8 million respectively over the period which represents a significant financial challenge for all DFP Business Areas. In addition the Department will be required to contain inflationary pressures inherent in the Budget allocation. Further detail on how DFP will deliver the efficiencies is set out in the Departmental Efficiency Delivery Plan (which can be found on the DFP website). All DFP Business Areas, including NISRA are expected to deliver efficiencies in contributing to meeting this objective.

The key theme permeating the Department's business plan is changing for the better through leading and delivering reform. Northern Ireland public sector and Civil Service reform is about improving services for the citizen. NISRA is committed to implementing these reforms within the Agency.

The Reform Agenda

The overall reform programme in Northern Ireland is being taken forward under the banner "Changing for the Better". Major programmes included within it are:

- Review of Public Administration
- Investment Strategy for Northern Ireland
- Water Reform
- Rating Reform
- Health Reform
- Education Reform
- Welfare Modernisation
- Civil Service Reform

These programmes will have an impact on the population as a whole and NISRA has played a key role in support of their implementation. However, the Department, whilst playing a key part in all of these reform programmes and providing the lead on two of them: rating reform and the creation of the new Land and Property Services Agency, is also at the fore in all of the Civil Service reform projects. These are

- Account NI

- HR Connect
- Records NI

DFP is an 'early mover' in the implementation of these programmes across the NICS and that includes Agencies, such as NISRA, within the Department. Details of these projects can be found in the DFP Corporate and Operational Plans.

Statistical Services

However, whilst NISRA shares this context with the broader department it also operates in the wider government statistical community which is itself undergoing the most radical reforms for half a century.

NISRA provides statistics and research services to all government departments and a number of Agencies, to assist in the determining of their policies and the delivery of their strategic objectives and actions. NISRA also provides statistics and advice to a wide range of other users including academia and the general public. To these ends the Agency is committed to: delivering value for money and harnessing technology to deliver accessible and responsive services.

NISRA is also committed to complying with the principles of the National Statistics Code of Practice and Protocols which uphold the primary aim of National Statistics: to provide an accurate, up-to-date, comprehensive and meaningful picture of the economy and society, to support the formulation and monitoring of economic and social policies by government at all levels. The objectives of National Statistics in pursuit of this aim are:

- to improve the quality, timeliness and relevance of its service to customers both within government and the wider community;
- to improve public confidence in official statistics by demonstrating that they are produced to best professional standards and free from political interference; and
- to operate efficiently by improving value for money in the production of its outputs and minimising the burden on those who supply it with data.

In addition to its statistics and research work NISRA, through the General Register Office, also manages the civil registration process in Northern Ireland. This area of business is currently undergoing modernisation, a process which, after user consultation, may result in changes to the existing legislation.

United Kingdom Statistics Authority (UKSA)

Northern Ireland Statistics currently adhere to the National Statistics Code of Practice established in 2001 and all official statistics produced have been liable to scrutiny by the independent UK Statistics Commission. However,

following a review of the National Statistics Framework legislation was introduced culminating in the commencement of the Statistics and Registration Service Act 2007 on 1 April 2008. At that point the Statistics Board (to be known as the United Kingdom Statistics Authority - UKSA) came into being. The new Authority is established with a statutory objective to promote and safeguard, the production and publication of official statistics that serve the public good and the quality and comprehensiveness of (and good practice in relation to) official statistics across the UK.

In order to preserve and enhance the integrity and levels of public confidence in official statistics arrangements have been made for the provisions of the Statistics and Registration Service Act to extend to Northern Ireland to allow the UKSA to operate here. The UKSA will monitor the quality of Northern Ireland statistical work in the same way as it will for the other devolved administrations. Official Statistics which Northern Ireland Departments wish to see assigned as National Statistics will be assessed against a Code of Practice. UKSA will also monitor the production and publication of official statistics and report any concerns to those responsible for them. The Authority will lay reports on its work before the Northern Ireland Assembly.

BUSINESS PLAN 2008-2009

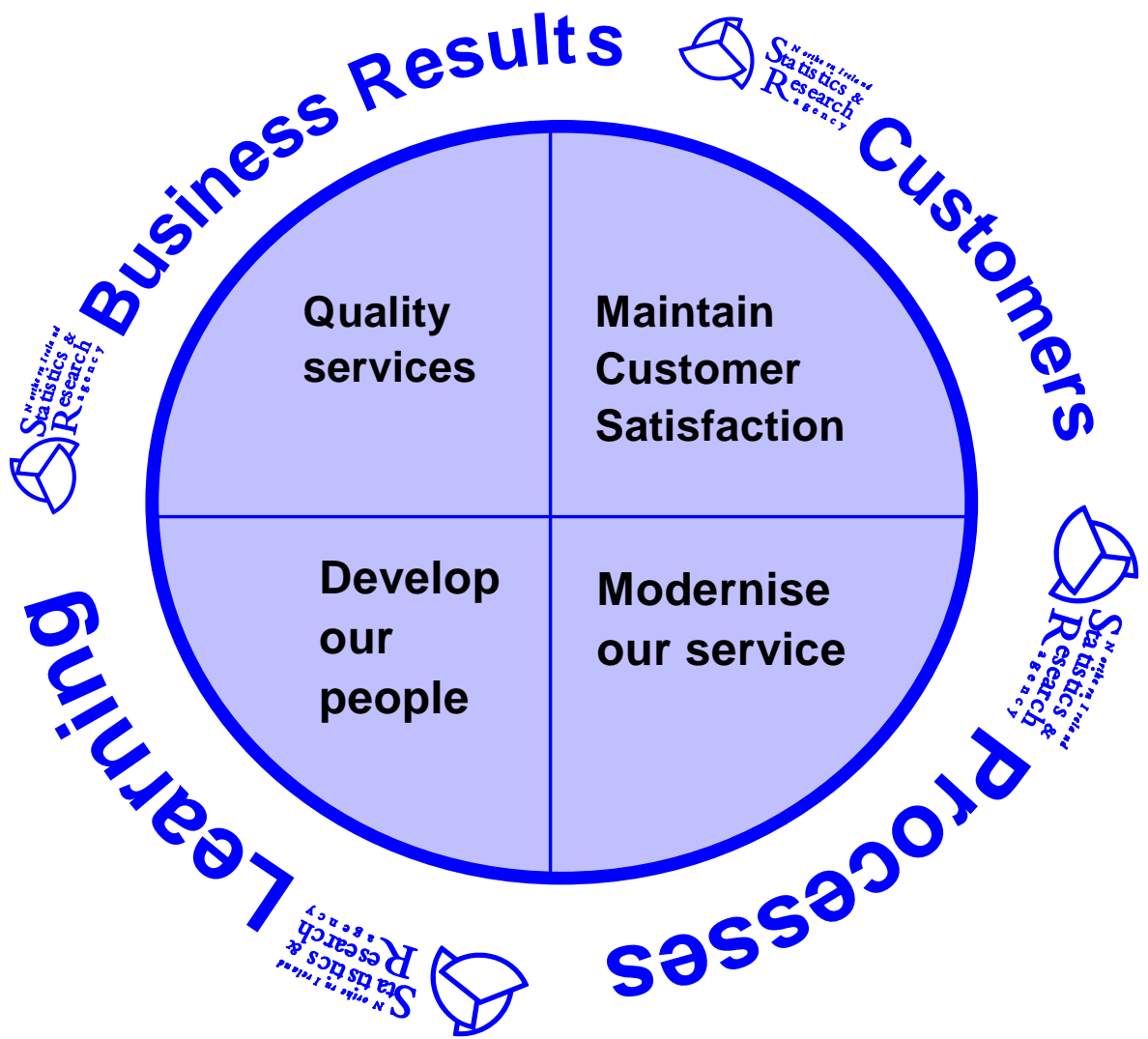
Introduction

This Business Plan reflects the Agency's priorities and work programme for the coming year. The activities undertaken will ensure that we achieve the vision and strategic goals set out in the Corporate Plan 2008-2011. Of significance in this respect are the Agency's main performance targets for 2008-2009, as set by the Minister and the Chief Executive. They reflect the Agency's commitment to provide a high quality and modern statistics, social research and civil registration service.

Objectives, Measures and Targets

The objectives, measures and targets for the Agency will be used to assess our progress against the strategic goals as defined by the organisation's Senior Management Group. 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.

The key performance measures and targets for 2008-2009 from the Balanced Scorecard are agreed with the Minister.



NISRA's Balanced Scorecard – Ministerial and Chief Executive Targets 2008-2009.

Ministerial Targets

The four Ministerial targets all relate to Government's agenda of improving quality and accessibility of service to the Customer.



Customers

- **To have no less than 96% of customers (who respond to the customer satisfaction survey) rating NISRA's services and products as satisfactory or better.**

NISRA recognises the importance of engaging with the concerns of each customer, and in the case of significant users, the advantage of developing long-term relationships. We will continue to undertake an independent administered survey of customer satisfaction from which feedback, including complaints, will be recorded and analysed and corrective action taken where necessary. Agency staff will at all times strive to ensure that responses to customers are timely and professional and that the information provided is relevant and accurate. This target ensures that high levels of satisfaction are maintained.



Processes

- **To have no more than 2% of outputs between 1 April 2008 and 31 March 2009 not meeting National Statistics compliance standards.**

The National Statistics Code of Practice is designed to ensure the quality and integrity of official statistics. The key principles and high level standards of the Code are supported by a series of Protocols that provide the practical arrangements for the application of the Code across all significant areas of statistical activity. A code of practice must be consistently applied – if necessary enforced – if it is to be meaningful. Reporting on compliance with the Code and Protocols demonstrates the commitment of the Agency to providing high quality outputs. Details of compliance will be published in the National Statistics Annual Report.

- **To award the contract for the procurement of scanning and data capture of the Northern Ireland civil registration registers by 31st March 2009.**

The Digitisation Project is part of GRO's wider Civil Registration Modernisation Programme. It involves harnessing technology to protect the integrity of registration information and enables its retrieval and dissemination in a more efficient way, in order to improve service delivery to the public and significantly assist genealogical enquiry. Digitisation will also facilitate NI participation in cross cutting initiatives within the NI and wider UK public sector whilst also ensuring the long-term preservation of the records.

- **To publish an Executive Consultation Paper on plans for the 2011 Census of Population.**

Preparations for the 2011 Census of Population are being developed in conjunction with counterparts in England & Wales and Scotland. In each part of the UK, the Census will require secondary legislation (an Order and Regulations) to be brought forward in 2010. In order to pave the way for this in 2001, a single UK White Paper was published in early 1999 (pre-devolution) laying out the government's proposals for the 2001 Census.

For 2011, this will be taken forward in parallel through each legislature. In Northern Ireland, this will take the form of an Executive Consultation Paper. The content of this document will reflect the White Paper at Westminster, covering England and Wales, and a corresponding document laid before the Scottish Parliament.

Chief Executive Targets

There are a number of targets deemed to be of critical importance to the fulfilment of the Agency's strategic objectives. These are described below and set out in the Balanced Scorecard.

Business Results

- **To have no more than 2% of outputs between 1st April 2008 and 31st March 2009 not meeting NS compliance standards.**
- **To publish an Executive Consultation Paper on plans for the 2011 Census of Population.**
- **To award contract for the procurement of scanning and data capture of the NI Civil Registration registers by 31st March 2009.**
- **To have no less than 96% of customers rating the services and products as satisfactory or better.**
- **To have no overspend and an underspend not greater than 2%.**
- **To deliver an efficiency saving of 2.5%.**
- **To have the NISRA Human Resource Strategy agreed and published by September 2008.**
- **To have at least 75% of staff indicating that NISRA is a good organisation to work for.**
- **To achieve an overall DFP sickness absence target of no more than 9.3 days per employee by March 2009.**
- **To implement the DFP Sustainable Development Action Plan within the Agency.**

The Agency will continue to manage its resources in an effective and efficient manner, ensuring that financial resources are allocated to deliver key outputs for the Agency, and that risks to achievement of Agency outputs are minimised. This target links directly to the Department's drive to challenge and improve the effectiveness of processes in order to maximise the return on the use of resources.

Through various concordats and Service Level Agreements with NI Departments and Public Sector bodies, the Agency recovers the costs of Statistical and Research services that are not core funded by DFP. In addition, the General Register Office recovers the cost of non-statutory services provided to the public.

Customers

- To consult with customers on all major areas of statistical developments.
- To reconstitute the Statistics Advisory Committee.

The Agency will seek to identify and meet the changing needs of customers through the use of technology and SLAs. We will continue to identify new ways to increase customer awareness of the availability and application of agency outputs.

Processes

- To communicate the new Code of Practice for Statistics to all NISRA staff.
- To implement further methodological and/or technical improvements to existing services and products.
- To deal with all FOI enquiries in accordance with the timescales outlined in the legislation.
- To secure a favourable audit report on risk management
- To ensure that anti-fraud measures are in place.
- To have completed a review of the Agency's Business Continuity Plan (BCP) by 31st March 2009.
- To have the NISRA Human Resource Strategy agreed and published by September 2008.
- To have at least 50% of staff receiving recognition from their line managers, all or most of the time, for a job well done.
- To increase the percentage of staff within NISRA who agree that 'poor performance is dealt with effectively'.
- To have at least 70% of staff feel 'as well informed as I need to be about the issues that affect my job'.
- To have at least 70% of staff agree that 'communication within my branch is effective'.
- To have at least 75% of staff satisfied with the way they are being managed.
- To have branches waiting no longer than 12 months to have vacant posts filled.

NISRA recognises the need to identify and implement methodological and technological improvements in order to provide quality services and products.

The Agency is also mindful of its responsibility in the management of risks that are likely to impact on its ability to meet the business targets set out in the Corporate and Business Plan. NISRA has an Audit and Risk Committee consisting of members of NISRA's Senior Management Group. The Committee meets twice a year and representatives of DFP Internal Audit and the Northern Ireland Audit Office attend. The Agency Risk Register is formally reviewed and updated and for each risk details are recorded of how the risk is currently being managed, the effectiveness of the controls and what additional actions are required to fully manage it.

The Agency is fully accountable for its systems of internal control and their subsequent operation. These systems will be reviewed to ensure that operations comply with the controls in place. These actions will help minimise or safeguard against fraud. Whistle blowing procedures will be maintained to allow reports on suspected fraud to be reported. In keeping with DFP policy the Agency operates a zero tolerance of fraud. The DFP Fraud policy and Fraud Response Plan have been adopted by the Agency.

The Agency has procedures in place for dealing with enquires under the Freedom of Information Act . This allows it to comply with requests for information it holds unless an exemption from disclosure applies.

Learning and Growth

- **To re-issue DFP Managing Attendance guidance to all Line Managers.**
- **To have at least 75% of staff agreeing with the statement 'my line manager encourages me to develop my career through learning'.**
- **To continue to accommodate staff at different life stages and with different lifestyles, taking account of their work-life balance.**
- **To continue to meet IIP status.**

The purpose of NISRA's Human Resource Strategy is to support the agency's business objectives. A plan has therefore been devised to ensure that our people are sufficiently skilled and motivated to:

- carry out the jobs that are expected of them; and
- measure up to the NISRA vision.

This involves a considerable investment in our Human Capital, and NISRA will actively promote investment in its people to enable the Agency to recruit and retain a talented workforce that is valued and rewarded for its efforts.

We will continue to assess and identify our occupational competences and bridge competence gaps through effective use of training and redeployment.

We will establish formal and informal mechanisms for employee feedback and we will monitor that feedback, identifying opportunities for improvement.

We will promote a healthy lifestyle and a safe working environment free from bullying and harassment thus contributing to a reduction in staff absence.

We will provide support for work-life balance and we will value diversity.

NISRA Human Resource Strategy 2008-2011 – Putting People First

During 2008 NISRA will publish a new Human Resource Strategy – Putting People First.

Why do we need a new Human Resource Strategy?

In the same way as the whole of NISRA is improving its business systems, we need to develop our Human Resource systems.

A number of drivers, both inside and outside NISRA, have led to this new strategy. Externally developments in the wider Civil Service, together with new legislation, will all have an effect on our people and how we manage them. In addition to this we have paid close attention to what we have been told in the NISRA Staff Survey about the systems we have in place. Communication is also a major concern of any good HR policy, and we have listened to staff on this issue and are making plans to improve our procedures and mechanisms.

In making improvements in all areas we will endeavour to learn from good practice in other organisations, both public and private and by benchmarking ourselves against others.

Internal drivers

Staff Survey
IIP Assessment
Feedback from working groups
Feedback from conferences
Local TUS

External drivers

Initiatives in the wider Civil Service
A changing labour market
Departmental Whitley
The legislative agenda:

- Flexible working;
- Equality;
- Homeworking; and
- Parental leave.

A vision for our people over the next three years

We will recruit, retain and motivate people who will make our organisation a world class provider of statistics as well as a registration service suited to the 21st Century.

The NISRA Human Resource Strategy will have six main themes:

- People planning for business delivery;
- Career development through learning and experience;
- Developing an improved performance culture;
- Improving communication within NISRA;
- Leading and managing for delivery; and
- Making NISRA a preferred place to work.

NISRA's Balanced Scorecard

Business Results			
Objective	Measures	Targets	Actions
R1: To provide a high quality statistics, social research and civil registration service to NI Government and the public.	Compliance with National Statistics Code of Practice and Protocols.	(i).To have no more than 2% of outputs between 1 st April 2008 and 31 st March 2009 not meeting NS compliance standards.	Promote knowledge and awareness of the National Statistics Code and Protocols among NISRA staff. Monitor Compliance.
	Executive Consultation Paper published.	(ii).To publish an Executive Consultation Paper on plans for the 2011 Census of Population.	Liaise with ONS and General Register Office Scotland to ensure consistency of approach between the three Census Offices.
	Contract awarded.	(iii).To award contract for the procurement of scanning and data capture of the NI Civil Registration registers by 31 st March 2009.	Evaluation of bids, successful completion of Gateway 3 & contractual process.
R2:To ensure high level of customer satisfaction with NISRA's services and products.	Customer satisfaction level recorded in annual Customer Survey	(i).To have no less than 96% of customers rating the services and products as satisfactory or better.	Business Areas to include customer service improvement actions in their Branch Plans. Customer Satisfaction Survey
R3: To ensure that NISRA manages its budget allowance to deliver services effectively across all areas of responsibility.	Level of overspend and underspend.	(i).To have no overspend and an underspend not greater than 2%.	Quarterly monitoring exercises.
	Efficiency savings delivered.	(ii).To deliver an efficiency saving of 2.5%.	Implement Efficiency Actions.
R4: To ensure that corporate HR policies and services are in place to support Business Areas in achieving their objectives.	NISRA Human Resources Strategy published.	(i).To have NISRA Human Resource Strategy agreed and published by September 2008.	Liaise with SMG and MB regarding content and format, taking account of DFP HR initiatives.
	NISRA Staff Survey	(ii)To have at least 75% of staff indicating that NISRA is a good organisation to work for.	Implement HR Strategy incorporating actions arising from previous staff survey.

	Monthly/annual absence reports.	(iii)To achieve an overall DFP sickness absence target of no more than 9.3 days per employee by March 2009.	DFP Managing Attendance Policy Health Initiatives
R5: To contribute to the promotion of sustainability	Implementation of DFP Sustainable Development Action Plan.	(i).To implement the DFP Sustainable Development Action Plan within the Agency.	Communicate to staff actions from DFP Sustainable Development Action Plan.

Customers

Objective	Measure	Target	Actions
C1:To ensure customer consultation on the development of NISRA's services and products.	Consultation conducted.	(i).To consult with customers on all major areas of statistical developments.	Conduct consultations Customer feedback.
	New Statistics Advisory Committee	(ii).To reconstitute the Statistics Advisory Committee.	Appointment process.

Internal Processes

Objective	Measure	Target	Actions
IP1. To manage production and dissemination of official statistics and social research on NI in keeping with the NS Code of Practice.	Communication activities conducted.	(i)To communicate the new Code of Practice for Statistics to all NISRA staff.	Disseminate Code to all staff. Awareness sessions. Conference presentation.
IP2. To modernise and improve the way in which NISRA's services are provided.	Methodological and technical improvements to services and products.	(i)To implement further methodological and/or technical improvements to existing services and products.	Implement initiatives in Work Programme.
IP3. Maintain a sound system of corporate governance and ensure that risk management processes are in place.	FOI enquiries responded to within deadlines.	(i).To deal with all FOI enquiries in accordance with the timescales outlined in the legislation.	Re-issue guidance. Monitor response process.
	Level of assurance provided	(ii).To secure a favourable audit report on risk management	Adhere to financial procedures and monitor risks.
	Anti-fraud measures	(iii)To ensure that anti-fraud measures are in place.	Review and re-issue Fraud Policy and Fraud Response Plan.
	Review of BCP	(iv)To have completed	Review current plan

	completed	a review of the Agency's BCP by 31 st March 2009.	pending DFP guidance.
IP4.To develop enhanced processes for HR planning within NISRA	NISRA HR Strategy in place	(i).To have NISRA Human Resource Strategy agreed and published by September 2008.	Liaise with SMG and MB with regard to content and format, taking account of DFP Human Resources initiatives.
IP5. To develop an improved performance culture	Improved performance management	(i)To have at least 50% of staff receiving recognition from their line managers, all or most of the time, for a job well done.	Re-educate line managers in the need to provide feedback on a regular basis and imbed a culture of recognition for good performance
		(ii)To increase the percentage of staff within NISRA who agree that 'poor performance is dealt with effectively'.	Provide line managers with guidance documents and help in dealing with poor performance
IP6.To improve communication within NISRA	Improved communication	(i).To have at least 70% of staff feel 'as well informed as I need to be about the issues that affect my job'	Support the culture of regular face to face Team Briefings and the dissemination of important corporate information via NISRANET
		(ii).To have at least 70% of staff agree that 'communication within my branch is effective'	Support the culture of regular branch meetings share with / update branch colleagues on branch work programmes and other branch issues
IP7.To lead and manage effectively	Achieving business results through good management	(i).To have at least 75% of staff satisfied with the way they are being managed	Increase visibility and accessibility of senior managers, top-up learning for existing managers and implement compulsory ILM courses for all first-time managers.
IP8.People planning for business delivery	Assistant Statistician recruitment	(i).To have branches waiting no longer than 12 months to have vacant posts filled	Completion of Assistant Statistician recruitment competition(s)





Learning and Growth

Objectives	Measures	Targets	Actions
LG1: To promote the NICS managing absenteeism policy.	Issue NICS guidance on sickness absence	(i).To re-issue DFP Managing Attendance guidance to all line managers.	Issue NICS sick absence guidance.
LG2: To ensure that staff are equipped with skills and competencies to deliver NISRA	Respondents in staff survey stating that line manager encourages them	(i).To have at least 75% of staff agreeing with the statement 'my line manager	Organise NISRA specific training courses and liaise with CAL on the facilitation of generic training for

business objectives.	to develop career through learning	encourages me to develop my career through learning'	NISRA staff
LG3: Making NISRA a preferred place to work	Benefits for staff	(i).To continue to accommodate staff at different life stages and with different lifestyles, accommodating their work-life balance	Follow-up on NICS work-life balance policies and attempt to meet NISRA staff needs
		(ii).To continue to meet IIP status	Develop and address IIP / Staff Survey Action Plan

National Statistics

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

-  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 customers 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.

Publication of this information also enables the National Statistician to meet one of the key 'deliverables' required by the Framework for National Statistics, namely:

“to produce a coherent up-to-date, high level programme for National Statistics that reflects the needs of users and which brings together the key elements of statistical work programmes across government.”

[Source : National Statistics Framework Document, 2000]

NATIONAL STATISTICS THEMES

Agriculture, Forestry and Fishing

This theme brings together information and statistics about the agriculture, fishing, food and forestry sectors in Northern Ireland.

Commerce, Energy and Industry

This theme covers the full range of micro-economic data (i.e. data at detailed sectoral or industrial level).

Crime and Justice

Crime and Justice statistics cover both the impact of crime on the public and the working of the criminal and civil justice systems.

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.

Education and Training

The Education and Training theme covers statistics about learners, learning progression, qualifications and skills, and the workforce and providers that deliver learning.

Health and Care

This theme encompasses the statistics needed to describe and monitor the dynamics of health status in a population, including objective measures of health, and public/patient perceptions. Also included are both the determinants of health status and the activities that take place to improve health.

Labour Market

The Labour Market theme includes statistics about working lives, including characteristics of people who have a job and those who do not, occupations and industries in which people work, pay and earnings from employment.

Natural and built environment

This theme covers the natural environment, housing, construction, land use and planning.

Population and Migration

The Population and Migration theme brings together essential information about the characteristics, structure and dynamics of the population.

Social and welfare

The Social and Welfare theme brings together information and statistics about the domestic, financial and social living arrangements of individuals and families.

Transport, Travel and Tourism

Transport, Travel and Tourism 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.

Other National Statistics

This theme covers a wide range of topics including compendia publications and personnel statistics.

In addition NISRA will be pursuing a number of activities in relation to Cross-cutting Statistics and Infrastructure.

National Statistics Work Programme

This section of the Business Plan describes the programme of work that NISRA proposes to undertake over the next year on official statistics that have been designated as 'National Statistics'.

During 2008-2009 the Northern Ireland National Statistics Work Programme will include the following work.

Agriculture, Forestry and Fishing

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;
- build on work to integrate survey form images with the NICS electronic data capture system for efficient data storage and retrieval;
- review and update the Farm Census publication, taking account of customer views;
- maintain the completeness of the farm business register through co-ordination with administration sources; and
- test a web-based extraction tool for efficient data mining of the cattle tracing system (APHIS).

Commerce, Energy and Industry

DETI staff will:

- publish, in line with the pre-announced timetable, the key annual business surveys including the Northern Ireland Annual Business Inquiry, Research and Development and Manufacturing Sales and Exports Surveys;
- improve the measure of foreign ownership in the Manufacturing Sales and Exports survey; and
- add additional modules to the Annual Business Inquiry in line with National Statistics requirements by Jan 2009.

Crime and Justice

NIO staff will:

- publish findings from the Northern Ireland Crime Survey, including bulletins on Perceptions of Crime and Experience of Crime;

- publish a 'Digest of Information on the Northern Ireland Criminal Justice System'; and
- publish a bulletin on The Northern Ireland Prison Population.

Northern Ireland Court Service staff will:

- publish Judicial Statistics;
- publish quarterly the Mortgage Press Release; and
- review and maintain a validation programme on civil, family and criminal data extracted from ICOS .

PSNI staff will:

- publish the 2007-2008 annual crime and clearance; and
- publish the 2007-2008 annual security statistics.

CSU staff will:

- carry out the Crime Survey in Northern Ireland.

Economy

DETI staff will:

- publish, in line with the pre-announced timetable, the quarterly Index of Production (IOP).

RREP staff will:

- contribute to quality assuring the ONS produced estimates of Northern Ireland's Gross Value Added (GVA), income and expenditure; and
- contribute to ONS' development of an output based approach to estimating the UK Regional Accounts.

Education and Training

DE staff will:

- undertake the 2008-2009 School Census, the 2007-2008 School Leavers' Survey, and compilation of the 2008-2009 Teachers' Database; and
- publish statistical press releases on the School Census, School Leavers' Survey, Pupil: Teacher Ratios, and Participation in Full-Time Education and Vocational Training by 16 and 17 Year Olds.

DEL staff will:

- publish statistical bulletins on students enrolling, gaining qualifications and the destinations of leavers from Higher Education Institutions (HEIs).

Health and Care

DHSSPS staff will:

- continue to support the work of UKCeMGA in developing measures of NI Health Service productivity – annual update of NI cost weighted activity index (CWA) and development of NI-specific quality adjustments and input deflators;
- extract and report on latest GP quality and disease prevalence indicators, publishing data on Departmental website in line with UK publication timetable;
- complete National Statistics consultation on proposed revisions to data collection systems for outpatient activity in hospitals in Northern Ireland;
- implement new data collection system to enable waiting times for a first outpatient appointment to be measured by the length of time waiting in weeks; and
- publish Community Statistics 2007/08.

DMB staff will:

- publish mortality and fertility statistics for Northern Ireland 2007;
- publish statistics on the number of influenza related deaths;
- publish annual statistics on the number of deaths registered with MRSA mentioned on the death certificate, 2007;
- publish annual statistics on the number of deaths registered with Clostridium Difficile mentioned on the death certificate, 2007; and
- publish a research paper on the number of drug-related deaths in Northern Ireland.

Labour Market

DETI 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, and the Annual Survey of Hours and Earnings results;

- publish results from the 2007 Census of Employment by December 2008;
- rebase and revise the Quarterly Employment Survey by June 2009 in light of results from the Census of Employment on a SIC 2007 basis;
- decide, in conjunction with the Office for National Statistics, how the NI element of the Business Register Employment Survey can be supplied, by March 2009; and
- load Census of Employment data onto the IDBR by October 2008.

CSU staff will:

- carry out the Labour Force Survey in Northern Ireland.

OFMdFM Equality Directorate Research Branch staff will:

- prepare and publish the Labour Force Survey 2007 Religion Report.

Natural and Built Environment

CSU staff will:

- carry out the Northern Ireland Quarterly Construction Enquiry.

DMB staff will:

- publish a paper describing the methodology used in the 2006 based household projections for Northern Ireland; and
- further develop methodology for Household Projections and Estimates within Northern Ireland.

Population and Migration

DMB staff will:

- publish 2007 population estimates for Northern Ireland and Administrative Areas;
- publish 2006-7 migration statistics for Northern Ireland and Administrative Areas;
- publish small area population estimates for areas within Northern Ireland;

- publish the statutory Annual Report of the Registrar General, 2007;
- publish four statutory Quarterly Reports of the Registrar General, 2008;
- publish monthly births and deaths statistics for Northern Ireland;
- publish Annual Press Release for Marriages, Civil Partnerships and Divorces registered in 2007;
- publish Annual Press Release for Births registered in 2008;
- publish Annual Press Release for Deaths registered in 2008;
- publish the First Names Bulletin of most popular boys and girls names registered in 2007;
- publish Annual Press Release for names of babies born in 2008;
- maintain and update the Northern Ireland Longitudinal Study Database during the year;
- support at least 10 research projects using Northern Ireland Longitudinal Study Database the during the year;
- develop the Northern Ireland Longitudinal Study Database as necessary during the year;
- further develop methodology for Household Projections and Estimates within Northern Ireland; and
- develop a paper on gaps in demographic statistics in Northern Ireland for consideration by the relevant Statistics Advisory Groups.

Census Office staff will:

- participate in the evaluation and appointment of a final supplier to develop the systems and services required for the 2011 Censuses in England & Wales and Northern Ireland;
- contribute to the development of detailed requirements specifications and quality management plans setting out the systems and services required for the 2011 Census;
- continue the ongoing programme of consultation with key census users to establish the priorities for the question topics and content for inclusion in the 2011 Census questionnaire through the development and publication of an Executive consultative paper;

- contribute to the work of the UK Census Questionnaire Design Working Group on the harmonisation of question topics and content for the 2011 Census;
- initiate consultation on the 2011 Census outputs and statistical disclosure control;
- finalise the 2011 Census enumeration strategy; and
- select the areas for inclusion in the 2009 Census Rehearsal, plan its scope and initiate the 2011 Census Community Liaison Strategy.

Social and Welfare

DSD staff will:

- report on the Family Resources Survey for households below annual income and on benefits take up, based on 2006-2007 data;
- provide a comprehensive range of statistical publications on social security benefits, social security client groups and National Insurance Number allocations to Overseas Nationals; and
- introduce a new method of disseminating DSD statistics, which will be accessible through the internet. This will allow users considerable flexibility in selecting their own analyses.

CSU staff will:

- carry out Family Resources Survey in Northern Ireland; and
- carry out the Survey of Income and Living Conditions in Northern Ireland.

Transport, Travel and Tourism

DRD staff will:

- publish the Annual Transport Statistics and 4 Quarterly Bulletins.

PSNI staff will:

- publish the 2007-2008 annual injury road traffic collision statistics.

Cross-cutting Statistics

The Agency's Central Survey Unit (CSU) provides a high quality research service to NI Government and is responsible for carrying out many of the National Statistics surveys in Northern Ireland. In 2008-2009 it is planned that the following National Statistics surveys will be conducted/reported on:

- the Expenditure and Food Survey; and
- the Continuous Household Survey.

RREP staff will:

- Produce an online Northern Ireland Abstract of Statistics for 2008.

DMB staff will:

- continue to provide advice and guidance on the Northern Ireland Multiple Deprivation Measures;
- initiate work on updating measures of spatial deprivation within Northern Ireland;
- support the delivery of the 2009 Census Rehearsal by delivery of necessary geography products; and
- work alongside colleagues in Great Britain to consider the e-dissemination of outputs from the 2011 Census.

Infrastructure

DETI staff will:

- introduce SIC 2007 sampling for selected DETI business and household surveys and prepare for the use of Conversion matrices by March 2009.

Non National Statistics Work Programme

This section of the report describes some of the work that NISRA plans to undertake over the next year on official statistics that have not been designated as National Statistics

Commerce Energy and Industry

DETI staff will:

- report on NI Business Innovation after finalisation of the UK Innovation Survey (2004-06) dataset by June 2008;
- publish, in line with the pre-announced timetable, the quarterly Index of Services (IOS);
- select refreshed sample for IOS by Jan 2009; and
- report on Northern Ireland Service Sector exports for high export potential groups by March 2009.

Crime and Justice

NIO staff will:

- continue to work with colleagues across the criminal justice system to harmonise statistical categories prior to the introduction of the Causeway data sharing mechanism;
- in conjunction with academic and other NISRA colleagues, foster co-operation between statisticians and researchers on an all island basis;
- contribute a chapter for an update of 'Ireland North and South: A Statistical Profile';
- publish data relating to the final outcomes of NIO's 2004 Spending Review Public Service Agreement targets, including those relating to reconviction, confidence in policing and the criminal justice system;
- support the development, measurement, monitoring and reporting of NIO's 2007 Comprehensive Spending Review Public Service Agreement Key Performance Indicators, including those relating to serious violence, anti-social behaviour, organised crime, reoffending, confidence in policing and the criminal justice system, delay and victim and witness satisfaction;

- commission a new survey relating to the experiences of victims and witnesses;
- publish a bulletin on Adult Reconviction in Northern Ireland;
- publish findings from the Northern Ireland Crime Survey, including bulletins on Experience of Drug Misuse and Experience of Domestic Violence;
- include a new self-completion module on sexual violence and abuse in the 2008/09 Northern Ireland Crime Survey;
- publish a bulletin on Northern Ireland Statistics on the Operation of the Terrorism Act 2000;
- publish two bulletins on Court Prosecutions and Sentencing, including a new report on 10-17 year-olds; and
- publish a new bulletin on Juvenile Reoffending in Northern Ireland.

Northern Ireland Court Service Staff will:

- publish quarterly the High Court Bulletin;
- publish quarterly the Crown Court Bulletin;
- publish quarterly the County Court Bulletin;
- publish quarterly the Magistrate's Court Bulletin; and
- publish quarterly the Children's Order Bulletin.

Northern Ireland Policing Board staff will:

- publish the results from the April and September/October 2008 Omnibus Surveys to measure public confidence with the Police Service of Northern Ireland (PSNI), the Policing Board and District Policing Partnerships (DPPs);
- publish the results from the 2008 DPP Public Consultation Survey;
- collate Omnibus Survey and PSNI statistics to independently monitor the PSNI's performance against agreed 2008-2011 Policing Plan targets on an ongoing basis;
- conduct internal and external surveys and commission research projects as required, as detailed in the Policing Board's Statistical and Research Strategy 2008-2012;
- provide routine and ad-hoc statistical and research advice, guidance and information to the Policing Board, 4 of its 6 sub-committees, Board Members and officials and DPPs; and

- provide statistical and research support to DPPs to enable them to monitor local policing performance and to carry out their public consultation exercises.

OPONI staff will:

- produce the Police Ombudsman for Northern Ireland Annual Report ;
- produce the report of the Complainant Satisfaction Survey;
- report on Public Awareness of the System for Complaints Against the Police in Northern Ireland;
- complete the Equality Monitoring Report; and
- produce a report on Analysis of Complaints Regarding the Use of Handcuffs.

PPS staff will:

- provide regular and ad hoc statistical and performance information to PPS senior management and lead in the development of PPS management information systems and information sources;
- publish a review of PPS caseload and performance (as part of the PPS Annual Report);
- conduct internal and external surveys, including surveys of key PPS stakeholders; and
- continue to provide a professional statistics, research and consultancy service.

PSNI staff will:

- publish 2007-2008 statistics on drug seizure incidents and arrests;
- publish results of the PSNI quarterly quality of service survey of victims of crime and those involved in injury road traffic collisions;
- publish statistics on the PSNI use of stop and search powers and Police and Criminal Evidence (PACE) detention; and
- publish statistics on the PSNI Usage of CS Spray.

Education and Training

DEL staff will:

- publish a statistical bulletin providing a statistical overview of progress to date regarding the Essential Skills for Living Strategy. It will detail the key characteristics of students enrolling in Essential Skills; and

- publish a statistical bulletin providing enrolments on Vocational Courses at Northern Ireland Further Education Colleges, 2003/04, 2004/05, 2005/06 & 2006/07.

DE staff will:

- prepare statistics on Key Stage assessments, GCSEs and A levels; and
- publish research reports and associated Research briefings (including a study on special needs of bilingual (Irish - English) children).

Health and Care

CSU staff will:

- carry out the National Diet and Nutrition Survey.

DHSSPS staff will:

- publish Statistics from the NI Needle and Syringe Exchange Scheme: 1 April 2007 to 31 March 2008;
- publish Statistics from the NI Drug Misuse Database: 1 April 2007 to 31 March 2008;
- publish Statistics from the NI Substitute Prescribing Database: 1 April 2007 to 31 March 2008;
- publish Statistics from the NI Drug Addicts Index 2008;
- publish Statistics for Smoking Cessation Services in NI: 1 April 2007 to 31 March 2008;
- prepare set of standard and non-standard tables for submission to the European Monitoring Centre for Drugs and Drug Addiction;
- publish Drug Use in Ireland and Northern Ireland 2006/07 Drug Prevalence Survey: Health Board (Ireland) and Health and Social Services Board (Northern Ireland) Results;
- publish Findings from the Adult Drinking Patterns Survey 2008;
- publish Secondary Analysis of the 2007 Young Persons Behaviour and Attitudes Survey;
- commission and manage a range of Public Health related surveys e.g. Traveller Health Survey, National Diet and Nutrition Survey;

- commission and manage one-off research projects in support of the New Strategic Direction for Alcohol and Drugs;
- complete Northern Ireland Family Practitioner Services Statistical Report 2006/07 report and publish on CSA website Jun 2008;
- present latest review of DHSSPS resource allocation formula at series of public consultation meetings and roll-out results to new Locality Care Groups;
- update Health and Social Care Inequalities Monitoring System and develop sub-regional analyses in respect of key indicators;
- provide GIS and equality analysis in support of health and social care reorganisation;
- assist with emergency planning for pandemic flu outbreak – advising on system development and procurement options in addition to providing Out-of-Hours treatment data;
- continue to disseminate Health and Social Care workforce data including quarterly Key Facts Bulletin, biannual Vacancy Bulletin and annual Workforce Census;
- roll-out Workforce productivity monitoring reports to NI Trusts and develop NI v England reporting template;
- develop system to (i) report on the triage outcomes of all referrals to Integrated Clinical Assessment and Treatment Services in Northern Ireland and (ii) report on waiting times for an ICATS Tier 2 appointment;
- develop system to report on waiting times for a first outpatient appointment following a referral for suspected breast cancer;
- develop system to (i) report on the waiting times from date of decision to treat to commencement of treatment for patients diagnosed with cancer and (ii) report on waiting times from the date of referral for suspected cancer to the date of a first definitive treatment;
- publish Children Order Statistical Bulletin and Tables 2008/09; Adoption of Looked After Children 2007/08; Northern Ireland Care Leavers 2007/08 and Care Leavers on their 19th Birthday 2007/08;
- carry out a review of children's community information including detailed validation and audit of selected children's returns and monitoring programme for action targets and key indicators for the ten year strategy for children and young people;

- adult's Social Care: Quarterly publication of Assessments by Community Occupational Therapists in Northern Ireland and quarterly publication of Hearing Aid Assessments and Re-assessments;
- review adult's community information, including new collections e.g. Respite Care, Intermediate Care, Domiciliary Care and detailed validation and audit of selected adult returns.
- include questions on domiciliary care and the need for domiciliary care on the NISRA Continuous Household Survey to run from April08-April09; and
- undertake a survey of domiciliary care users to establish whether standards are being met and to monitor quality of care.

Natural and Built Environment

DOE Planning Service staff will:

- publish in October 2008 'Development Management Statistics Northern Ireland' annual report for 2002/03, 2003/04, 2004/05, 2005/06, 2006/07 and 2007/08; and
- publish in April 2008 Development Management Statistics Northern Ireland Quarterly Reports for Q1 2007/08, Q2 2007/08, Q3 2007/08, Q4 2007/08 and Q1 2008/09.

DRD/DOE staff will:

- publish the first 'Northern Ireland Environmental Statistics Report' by January 2009;
- assist with the development of sustainable development indicators for the Integrated Coastal Zone Management Strategy;
- quality assure Northern Ireland Greenhouse Gas Inventory by August 2008;
- assist Southern Group Environmental Health Committee in carrying out research project 'Towards Reducing our Ecological Footprint'; and
- produce the Housing Growth Indicators (based on the 2006-based household projections) by early summer 2008.

LPS Staff will:

- in conjunction with other property valuation professionals, publish a research paper in an established journal highlighting the groundbreaking research performed during the recently completed domestic revaluation in Northern Ireland;

- assist with the development of property 'neighbourhoods' and perform subsequent computer assisted mass appraisal valuations for bulk classes of non-domestic property in Northern Ireland for rating purposes;
- perform 'list maintenance modelling' to assist the currency of the domestic property valuation list for rating purposes in Northern Ireland;
- assist in the development of a property transactions database with a view to producing a related National Statistics publication majoring on domestic property sales prices at an appropriate time in the future;
- assist in the development of a new property database with a view to producing analysis for various NISRA publications across Departments; and
- develop and implement an executive management information system to produce statistics on the key performance indicators for LPS Rating Directorate to help ensure increased efficiency in rates collection in Northern Ireland.

Labour Market

DEL staff will:

- publish 'An Assessment of International Trends in Occupational; Forecasting and Skills Research: How does Northern Ireland compare?'
- publish 'Towards a Skills Assessment Framework for Northern Ireland: A Sectoral Performance Approach.';
- publish 'Work Skills in Northern Ireland,2006';
- publish quarterly the New Deal Statistical Release;
- publish monthly headline vacancy statistics;
- publish monthly headline training and employment statistics; and
- publish annually notified vacancy statistics.

Social and Welfare

DSD staff will:

- provide a professional statistics, research and consultancy service to the Welfare Reform Programme and the wider Social Security Agency and the Child Support Agency;

- provide statistical, research and consultancy support to policy colleagues in relation to the prevention and detection of benefit fraud within the main social security benefits;
- facilitate the Strategic Business Review project team in conducting a review of the way in which the SSA provides its services, which will include providing advice, and analysis to help plan, schedule and implement the preferred option;
- facilitate the Employment and Support Allowance project team by producing a series of forecasts for the new benefit which is planned to be implemented in October 2008. The aim of ESA is to replace Incapacity Benefit in the long-term. The forecasts will help to the Agency bid and allocate resources for ESA;
- continue analysis of the FRS data in support of policy work in connection with child poverty, water charges and rates;
- carry out review of statistics and research in DSD;
- develop research into climate, mortality, deprivation and fuel poverty;
- improve the intra-urban classification of settlement in Northern Ireland.
- complete an evaluation of the CRISP/CERS programme from 1990 to date comprising projects in over 90 towns and villages; and
- carry out a final evaluation of the Town and City Centre Promotions and Marketing Programme comprising projects in 17 towns.

DCAL staff will:

- monitor DCAL's Public Service Agreement (PSA) targets;
- enhance the quality of survey data relating to the arts, libraries, museums and sport;
- publish Research & Statistics Bulletins, detailing experience of participation and satisfaction with culture, arts and leisure activities in Northern Ireland;
- contribute to the Northern Ireland Abstract of Statistics for 2008;

- provide statistical advice and support in respect of The Strategy for Sport and Physical Recreation in Northern Ireland, 2007-2017;
- assist in the analysis of the Salmon and Inland Fisheries Stakeholder Forum Consultation;
- assist in conducting and analysing Public Record Office Northern Ireland Staff Survey;
- assist in conducting and analysing DCAL Staff Survey ; and
- provide statistical advice and support in respect of Public Libraries Performance Indicators and Impact Measures

OFMdFM staff will:

- finalise and publish commissioned qualitative research on personal problem debt;
- finalise and publish commissioned research developing a Social Accounting Matrices approach to estimating challenges and impacts of Lifetime Opportunities;
- publish research report rebasing child poverty estimates for Northern Ireland in 1998/99;
- Publish updated Equality and Social Need Research and Information Strategy;
- continue to provide a secretariat and research management service to the Equality and Social Need Research and Information Group and, through its chair, provide research and statistical input to the cross-Departmental Equality and Social Need Steering Group;
- develop indicators of progress in support of ‘Lifetime Opportunities’, Northern Ireland’s Anti-Poverty and Social Inclusion Strategy; and
- develop a suite of gender indicators in support of the gender equality strategy.

Transport, Travel and Tourism

CSU staff will:

- carry out fieldwork for the Northern Ireland Travel Survey.

NITB staff will:

- publish the annual Survey of Guesthouses and Bed & Breakfast Occupancy and associated monthly bulletins;
- publish the annual Survey of Hotel Occupancy and associated monthly bulletins;
- publish the annual Survey of Self-catering Occupancy; and
- publish the annual Survey of Visitor Attractions.

DRD staff will:

- monitor progress in the Northern Ireland Road Safety Strategy 2002-2012;
- provide the statistical and research support necessary in the formulation of a new NI Road Safety Strategy;
- publish the annual NI Seatbelt Survey and associated statistical bulletin;
- publish the annual NI Road Safety Monitor and associated statistical bulletin;
- monitor progress towards targets in the Regional Development Strategy (RDS);
- support the RDS 2010 Review; and
- monitor the NI Vehicle Kilometres Travelled Survey in respect of the revised methodology.

PSNI staff will:

- publish the 2007 (calendar year) Annual Report on Road Traffic Collisions.

DVA staff will:

- conduct internal and external surveys and commission research projects as required, and provide professional analysis, advice and support on other surveys conducted by or within the DVA;
- provide regular and ad hoc statistical and performance information to DVA senior management; and
- develop forecasting methodologies to produce estimates of future demand and supply for both driver and vehicle testing

Cross-cutting Statistics

OFMdFM staff will:

- continue to fund and oversee the development of the Children's Research Database through Access Research Knowledge (ARK);
- monitor and disaggregate the strategic indicators in the Children and Young People's Strategy to incorporate a rights based approach;
- set up and chair a Research and Information Group to support the policy development in relation to the Children and Young People's Strategy;
- manage research and analyse results from modules in the NI Life and Times Survey on 'Community Relations' and 'Attitudes to Minority Ethnic People and Migrant Workers';
- continue to chair the Good Relations Indicators Working Group, monitor indicators for A Shared Future and the Racial Equality Strategy, develop new indicators and data sources and provide feedback to the Good Relations Panel and Racial Equality Forum; and
- manage research on flags and emblems monitoring.

CSU staff will:

- carry out the NI Household Panel Survey;
- carry out the Millenium Cohort Survey; and
- carry out the Northern Ireland Omnibus Survey.

DMB staff will:

- support the implementation of a Virtual Micro-Laboratory in Northern Ireland giving access to survey micro-data held by the Office for National Statistics to bona-fide researchers in Northern Ireland;
- continue to update the Northern Ireland Neighbourhood Information Service (NINIS) website with small area statistics and location information;
- continue to support the Equality Impact Analysis of domestic rating policy and water/sewage charges;
- develop improved user-focused statistical profiles for use within the Northern Ireland Neighbourhood Information Service (NINIS);

- develop a Northern Ireland Neighbourhood Information Service off-line product on Compact Disc;
- work with Department for Social Development's Neighbourhood Renewal Unit and the Investing for Health strategy to disseminate statistics for Neighbourhood Renewal Areas and the Goals and Objectives set out under the Investing for Health strategy;
- produce two releases of the Northern Ireland Central Postcode Directory; and
- publish research on small area income estimates for areas within Northern Ireland.

RREPB staff will:

- produce the 2008 edition of Ireland North and South, A Statistical Profile;
- work in collaboration with ARK to develop an article based publication relating to statistics and research on Northern Ireland society; and
- monitor and evaluate the EU Programmes in Northern Ireland.

Other Statistics

HRCS Staff will:

- undertake Equal Pay Reviews for the Northern Ireland Court Service, the Northern Ireland Assembly and the Northern Ireland Housing Executive;
- produce quarterly bulletins on overtime expenditure for DARD, DEL, DHSSPS, DOE, DRD and NIO, and an annual bulletin for the Child Maintenance and Enforcement Division of DSD ;
- produce an annual report analysing performance appraisal assessments across the NICS for the Central Personnel Group of DFP, and also for each of the following Departments / Agencies: Child Maintenance and Enforcement Division of DSD, DARD, DE, DEL, DETI, DFP, DHSSPS, DRD, DSD, NIO, NISRA, and SSA;
- develop paybill models for the Central Personnel Group of DFP, with regards to the Senior Civil Service pay award;
- develop paybill models for the NIO and the Central Personnel Group of DFP to inform their negotiations with their Trade Unions on pay related issues;
- produce reports analysing annual expenditure on allowances for Departments and Agencies in the NICS;
- deliver monthly paybill forecast reports to assist Departments in their financial planning exercises;

- provide CPG, Departments & Agencies in the NICS with statistical analysis and relevant policy advice to assist them in the formulation & implementation of attendance management policy;
- produce monthly bulletins on sickness absence for Central Personnel Group of DFP, Child Maintenance and Enforcement Division of DSD, DARD, DE, DETI, DEL, DCAL, DHSSPS, DOE, DRD, DRD Roads Service, DFP, DSD Core, OFMdFM, SSA, NI Assembly, NISRA, NIO and the NI Court Service;
- produce monthly bulletins on progress towards sickness absence targets for Central Personnel Group of DFP, Child Maintenance and Enforcement Division of DSD, DARD, DE, DETI, DEL, DCAL, DHSSPS, DOE, DRD, DFP, DSD Core, OFMdFM, SSA and NIO;
- produce quarterly bulletins on sickness absence for CPG, DARD Industrials, DETI, DHSSPS, Delivery and Innovation Division, DFP Corporate Services, DSD Core, SSA, Child Maintenance and Enforcement Division of DSD and Invest NI;
- publish an annual report analysing sickness absence across the NICS for the Central Personnel Group of DFP, and also produce reports for each of the following Departments / Agencies: Child Maintenance and Enforcement Division of DSD , DARD Non-Industrials, DARD Industrials, DE, DETI, DEL, DCAL, DHSSPS, DOE, DRD, DRD Roads Service, NI Water, DFP, DSD Core, OFMdFM, SSA, NIO and Invest NI;
- provide Personnel Statistics reports for CPG and DHSSPS to advise on changes to the size, structure and composition of the NICS and its Departments;
- produce Monthly Personnel Statistics for Child Maintenance and Enforcement Division of DSD to advise on changes to their size and structure;
- publish a report on Personnel Statistics for the 11 NI Departments;
- design and develop Human Resource Models for the NICS, its Departments and Agencies (DARD, DHSSPS, NIO, Child Maintenance and Enforcement Division of DSD , DE, DEL, DETI, DOE, DRD) to assist in forecasting staff wastage, promotion and recruitment;
- produce Annual Wastage Reports for the NICS and its Departments (DEL, DETI, DHSSPS, DOE, DRD, NIO, OFMdFM) to assist in gaining an understanding of the reasons for and impact of staff leaving the organisation produce Equality Profiles for the NICS, its Departments and Agencies (Child Maintenance and Enforcement Division of DSD , DARD, DCAL, DE, DEL, DETI, DHSSPS, DOE, DRD, DSD, NIO, OFMdFM, SSA) to outline current composition and historical trends in terms of relevant Section 75 categories;
- produce a report for the NICS to analyse Graduate Recruitment to cover the numbers and composition of recruits, together with their careers and experiences within the Civil Service;

- carry out surveys of staff attitudes (e.g. in the Probation Board for Northern Ireland);
- carry out benefits realisation surveys for the NICS Reform Programme;
- manage the transition to HRConnect data sources; and
- provide statistical support to the Review of Policy on Location of Public Sector Jobs.

GRO staff will:

- in conjunction with Civil Law Reform Division, progress the Civil Registration Bill through the Assembly by December 2008;
- initiate and operate the UK wide disclose of death registration information scheme. Consider and approve applications from public and private organisations to receive death registration information to assist in the prevention, detection, investigation and prosecution of offences in relation to fraud;
- award the contract for the Digitisation of Civil Registration Records and commence scanning by January 2009;
- bring forward the General Register Office (Fees) Order (NI) 2008;
- bring forward Regulations to change the prescribed birth registration entry to allow for the “non-carrying partner” in a same sex female relationship to be shown as the “parent” on any birth certificates issued;
- bring forward Birth and Death Regulations to provide for “Register of Presumed Deaths” so that the deaths can be registered and death certificates issued; and
- bring forward Registration of Adoption Regulations 2009 to proscribe a new format of adoption/birth certificate and new procedures for accessing birth records.

Infrastructure

DETI staff will:

- provide business birth rates database to ERINI

Financial Resources

The Agency's overall net Budget for 2008 -2009 is £7,947k incorporating a non-cash allocation of £469k. The net allocation includes estimated income totalling £11,334k 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). In addition, the budget is divided into four categories:

- Administration – covering salaries and other general administrative expenditure (GAE) such as travel, stationery, printing etc.
- Other Resource – covering research, payments to District Councils etc.
- Capital – covering purchase of fixed assets such as computer and office machinery equipment that fall within the DFP capitalisation thresholds; and
- Non-Cash – covering depreciation and capital charges associated with the Agency's fixed assets.

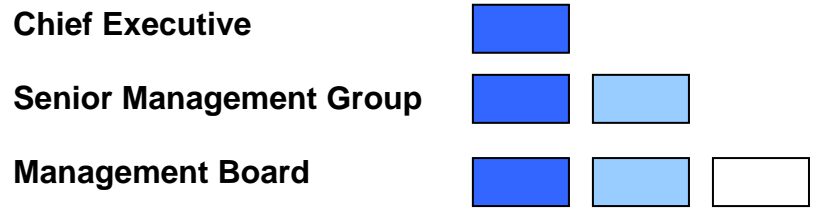
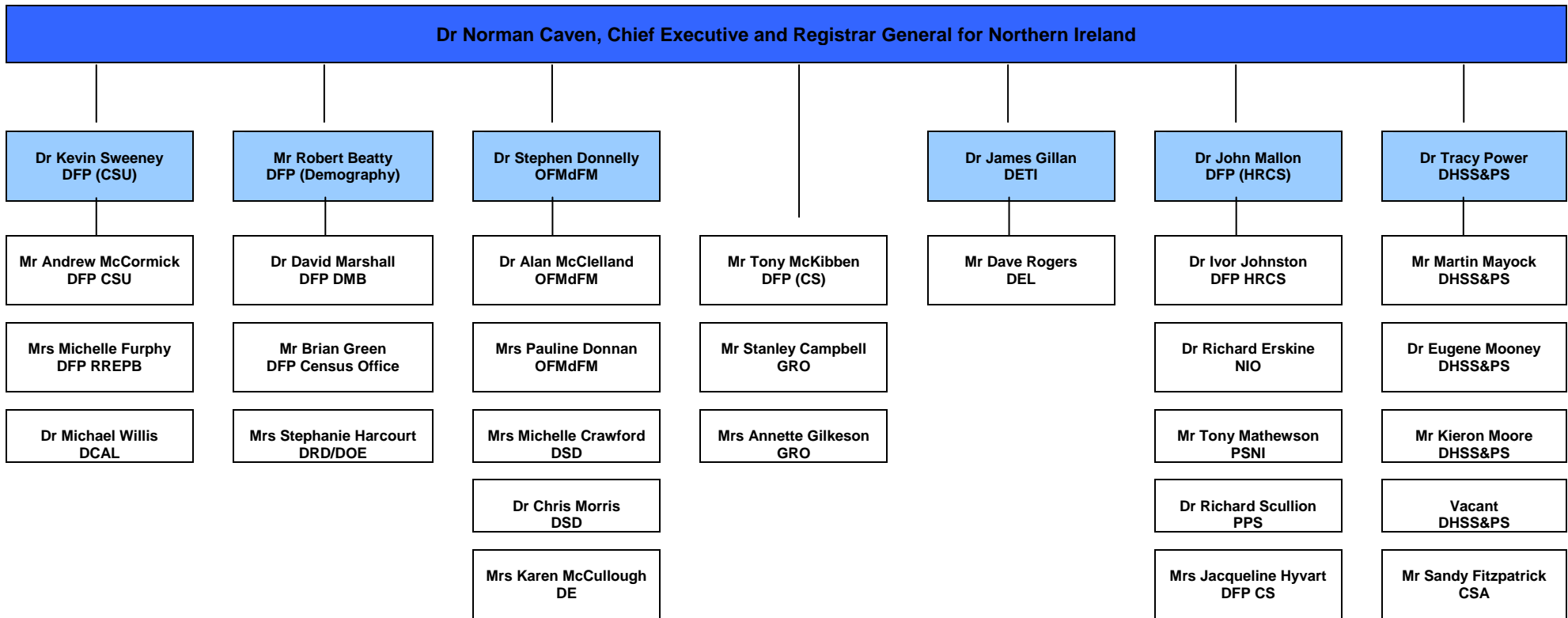
The following table summarises the opening funding.

TABLE 3: NISRA's Opening Allocation 2008/2009

BUSINESS AREA	ALLOCATION (£000's)			
	ADMIN	OTHER	CAPITAL	TOTAL
General Register Office				
- Expenditure	1,885	2,317	-	4,202
- Income	-1,300	-1,042	-	-2,342
Sub-total (GRO)	585	1,275	-	1,860
Statistical and Research Services				
- Expenditure	12,590	1,200	820	14,610
- Income	-8,992	-	-	-8,992
Sub-total (S&RS)	3,598	1,200	820	5,618
Total NISRA	4,183	2,475	820	7,478
	- Non-cash GRO			38
	- Non-cash S&RS			431
	Total NISRA including non-cash			7,947

* Most of the Agency's capital will be transferred to GRO to advance the Digitisation project. In addition, DFP will seek the reclassification of the £1.2m Other Resource to Admin to advance Census work.

ANNEX 1: Organisational Chart (position at 1/4/2008)



ANNEX 2: 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 8201
Email:	Kevin.Sweeney@dfpni.gov.uk
Branch:	Corporate Services
Main Aim:	<i>To provide and co-ordinate services within NISRA, including business planning, financial management, personnel/training and premises management.</i>
Tel:	028 9034 8120
Email:	Tony.Mckibben@dfpni.gov.uk
Tel:	028 9034 8110
Email:	Jacquie.Hyvarth@dfpni.gov.uk
Branch:	Demography and Methodology Branch
Main Aims:	<i>To support Government and the wider society by improving the official demographic and geographic statistics base for Northern Ireland through the provision of reliable, fit for purpose statistics and research tools.</i>
Tel:	028 9034 8155
Email:	david.marshall@dfpni.gov.uk
Branch:	General Register Office
Main Aims:	<i>To administer and control the civil registration of births, deaths, marriages, civil partnerships and adoptions and provide certificates on request; To administer the marriage and civil partnership law; and To prepare and publish vital statistics and sell birth, death marriage and civil partnership certificates to the public.</i>
Tel:	028 9025 2033 028 90 252037
Email:	Stanley.Campbell@dfpni.gov.uk Annette.Gilkeson@dfpni.gov.uk

Branch:	Human Resource Consultancy Services
Main Aims:	<i>To help Departments and Agencies 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, HR planning, Equal Opportunity monitoring, absenteeism monitoring, staff attitude surveys, 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 disseminate and publish cross cutting equality, social and economic statistics on the Northern Ireland region; To ensure that the United Kingdom Regional Accounts contain reliable estimates of Gross Value Added (GVA), income and expenditure in Northern Ireland; and To develop a high quality, fit for purpose, survey of people with disabilities.</i>
Tel:	028 9034 8203
Email:	rreb.nisra@dfpni.gov.uk
Branch:	Land and Property Service Agency
Main Aim:	<i>To provide statistical research, development and support to the Domestic and Non-Domestic Rating Assessment Services provided by Land and Property Service Agency. To contribute to the improvement and modernization of the Land and Property Service Agency through better specification, analysis and presentation of property data and to assist decision and policy making through the same means.</i>
Tel:	028 9025 0700
Email:	Erin.Montgomery@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 publish the results of the Northern Ireland component of the UK Expenditure and Food Survey; 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:	Malcolm.Megaw@dardni.gov.uk

Department of Culture, Arts and Leisure	
Branch:	Research and Statistics Branch
Main Aims	<i>To provide statistical and research services to the Core Department and its Agencies. This includes : *Assisting with survey design, analysis and dissemination; *Advising and participating in the management and dissemination of externally commissioned research; *Providing research and statistical support for DCAL's Public Service Agreement including performance indicators on participation and satisfaction with culture, arts and leisure activities; * Providing a research and statistical evidence base that will inform the work of DCAL. For example, the provision of data for Equality Impact Assessment; and * Representing DCAL on appropriate Departmental and Inter-Departmental groups and with regard to research and statistical issues.</i>
Tel:	028 9025 8984
Email:	Michael.Willis@dcalni.gov.uk

Department of Education	
Branch:	Statistics and Research Branch
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 9677
Email:	Karen.mccullough@deni.gov.uk

Department for Employment and Learning	
Branch:	Research and Evaluation Branch
Main Aim:	<i>To provide research and evaluation services to help the Department make its programmes more effective.</i>
Tel:	028 9025 7510 / 028 9025 7609
Email:	Dave.Rogers@delni.gov.uk
Branch:	Tertiary Education Analytical Services Branch
Main Aim:	<i>To collect and disseminate statistics in Higher and Further Education to assist DEL in meeting its business needs.</i>
Tel:	028 9025 7725
Email:	Thomas.Coyle@delni.gov.uk

Northern Ireland Tourist Board	
Branch:	Research and Evaluation
Main Aim:	<i>To provide accurate research and intelligence for measuring tourism industry performance.</i>
Tel:	028 9044 1565
Email:	G.Mccracken@nitb.com

Department of Enterprise, Trade and Investment	
Branch:	Statistics Research Branch

Main Aim:	<i>To collate and disseminate accurate, timely and relevant economic and labour market statistics to monitor the performance of the NI economy and provision of an effective statistical and research service to assist DETI in achieving its business objectives.</i>
Tel:	028 9052 9573
Email:	James.Gillan@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:	conan.donnelly@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 (NSD) for Alcohol and Drugs 2006-2011, and monitoring progress against the key indicators included in the NSD. Management and development of the Northern Ireland Drug Misuse Database (NI DMD) , Substitute Prescribing Database , Needle and Syringe Exchange Scheme Database and Drug Addicts Index Database. Support the public health survey function and provide analytical support to non-death related public health issues within the Department. This included managing a surveys budget, maintaining a smoking cessation database and assisting in target setting and monitoring of public health policies.</i>
Tel:	028 9052 2501
Email:	Kieron.Moore@dhsspsni.gov.uk
Branch:	Project Support Analysis Branch
Main Aims:	<i>To provide analytical support to the Department, mainly in the areas of resource acquisition and allocation, workforce planning, primary care policy support, inequalities monitoring, equality and public health; and To receive and disseminate statistics on the HPSS workforce.</i>
Tel:	028 9052 2008
Email:	Martin.Mayock@dhsspsni.gov.uk
Branch:	Hospital Information Branch
Main Aim:	<i>To collect and disseminate to the HSS, DHSSPS and the public, accurate, timely and relevant information in relation to activity within the HSS in Northern Ireland.</i>
Tel:	028 9052 2641
Email:	Rodney.redmond@dhsspsni.gov.uk
Branch:	Community Information Branch
Main Aims:	<i>To collect, analyse, and disseminate a wide range of adult and children's Personal Social Service information and community health information in order to promote effective decision-making and help monitor the delivery of personal social services policy.</i>
Tel:	028 9052 0726
Email:	Eugene.Mooney@dhsspsni.gov.uk

Branch:	Family Practitioner Information and Research Branch
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 Services Boards, the DHSSPS, practitioners and the public.</i>
Tel:	028 9053 2965
Email:	Fitzpatricks@csa.n-i.nhs.uk

Department for Regional Development/ Department of the Environment

Branch:	Central Statistics and Research Branch
Main Aim:	<i>To support DOE and DRD in policy development and measurement of business performance by providing a high quality statistical and research service.</i>
Tel:	028 9054 0878
Email:	Stephanie.Harcourt@drdni.gov.uk

Department of the Environment- Driver and Vehicle Agency

Branch:	Driver and Vehicle Agency – Statistics and Research Branch
Main Aim:	<i>To provide a high quality statistical and research service to senior management in the Driver and Vehicle Agency.</i>
Tel:	028 90 547972
Email:	jonathan.furphy@doeni.gov.uk

Department of the Environment – Planning Service

Branch:	Analytical Services Branch
Main Aim:	To provide a statistical and research service for the senior management in planning service and the general public.
Tel:	028 90 416777
Email:	deborah.brown@doeni.gov.uk

Department for Social Development

Branch:	Urban Regeneration Policy Unit (URPU)
Main Aim:	<i>To provide a research and statistical service to Urban Regeneration and Community Development Group.</i>
Tel:	028 9082 9363
Email:	patricia.mcdowell@dsdni.gov.uk
Branch:	Statistics and Research Branch
Main Aim:	<i>The provision of professional statistical and research services to DSD and its agencies.</i>
Tel:	028 90819935
Email:	Chris.Morris@dsdni.gov.uk
Branch:	Social Welfare Statistics and Consultancy Branch (SCB)

Main Aim:	<i>To provide a professional statistical and research service to the Social Security Agency and the Child Support Agency, in order to allow them to secure resources and deliver an effective service to their customers.</i>
Tel:	028 90819952
Email:	<i>Michelle.Crawford@dndi.gov.uk</i>

Office of the First Minister and deputy First Minister	
Branch:	<i>Equality Directorate Research Branch</i>
Main Aim:	<i>To provide professional research, evaluation and statistical expertise to the Equality Directorate of OFMDFM in relation to issues of: equality; poverty and social need; and good relations.</i>
Tel:	028 9052 3284
Email:	<i>Stephen.Donnely@ofmdfmi.gov.uk</i>
Branch:	<i>Review of Public Administration Branch</i>
Main Aim:	<i>To provide a research and statistical evidence base that will inform the implementation of the Review of Public Administration in Northern Ireland.</i>
Tel:	028 90277603.
Email:	<i>Laura.Hague@rpani.gov.uk</i>

Northern Ireland Office	
Branch:	Statistics and Research Unit
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 NIO; and in support of the NIO's Public Service Agreement; and to provide objective information on the operation of the Northern Ireland Criminal Justice System to Parliament, policy makers, practitioners and the general public.</i>
Tel:	028 9052 7538
Email:	Richard.Erskine@nio.x.gsi.gov.uk

Police Service of Northern Ireland	
Branch:	Central Statistics Unit
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, security 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 assist senior management and the wider Service through the provision of statistical, analytical and research support and advice.</i>
Tel:	028 9089 7112
Email:	Richard.Scullion@ppsni.gsi.gov.uk

Northern Ireland Policing Board	
Branch:	Statistics and Research Branch
Main Aim:	<i>To provide the Northern Ireland Policing Board with statistics and research services to assist in carrying out a number of its statutory duties.</i>
Tel:	028 9040 8559
Email:	lan.Gallagher@nipolicingboard.org.uk

Northern Ireland Court Service	
Branch:	Business Support Group
Main Aim:	<i>To provide statistical information, analysis, interpretation and advice to assist management</i>
Tel:	028 9072 8903
Email:	Janis.scallon@courtsni.gov.uk

Probation Board for Northern Ireland	
Branch:	Information and Research Branch
Main Aim:	<i>To provide the Probation Board for Northern Ireland with statistics and research services to inform and improve its own practice.</i>
Tel:	028 9026 2407
Email:	Louise.Cooper@pbni.org.uk

Office of the Police Ombudsman for Northern Ireland	
Branch:	Policy and Practice Directorate
Main Aim:	<i>To provide corporate statistical and research support to the office, including researching / investigating, analysing and reporting on key police policy and practice issues.</i>
Tel:	028 9082 8670
Email:	siobhan.morgan@policeombudsman.org

Staff on Loan

Northern Ireland Audit Office	
Division :	<i>Value for Money</i>
Tel:	
Email:	

Northern Ireland Assembly	
Branch	Research and Information Directorate
Tel:	028 9052 1479
Email:	robert.barry@niassembly.gov.uk

Northern Cancer Registry	
Branch	NI Cancer Registry
Tel:	028 90632728
Email:	d.donnelly@qub.ac.uk

Northern Ireland Legal Services Commission	
Tel:	028 90408938
Email:	neilrobinson@nilsc.org.uk

ANNEX 3: Glossary

ARK	ACCESS RESEARCH KNOWLEDGE
BCP	BUSINESS CONTINUITY PLAN
CONI	CENSUS OFFICE NORTHERN IRELAND
CIB	COMMUNITY INFORMATION BRANCH
CPG	CENTRAL PERSONNEL GROUP
CRISP	COMMUNITY REGENERATION IMPROVEMENT SPECIAL PROGRAMME
CSA	CENTRAL SERVICES AGENCY
CSU	CENTRAL SURVEY UNIT
DARD	DEPARTMENT OF AGRICULTURE AND RURAL DEVELOPMENT
DCAL	DEPARTMENT OF CULTURE, ARTS AND LEISURE
DE	DEPARTMENT OF EDUCATION
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
DMB	DEMOGRAPHY AND METHODOLOGY BRANCH
DOE	DEPARTMENT OF THE ENVIRONMENT
DRD	DEPARTMENT FOR REGIONAL DEVELOPMENT
DSD	DEPARTMENT FOR SOCIAL DEVELOPMENT
DVA	DRIVER AND VEHICLE AGENCY
EIA	EQUALITY IMPACT ASSESSMENT
EFS	EXPENDITURE AND FOOD SURVEY
ESV	EMPLOYER SUPPORTED VOLUNTEERING
GDP	GROSS DOMESTIC PRODUCT
GIS	GEOGRAPHICAL INFORMATION SYSTEM
GRO	GENERAL REGISTER OFFICE
GVA	GROSS VALUE ADDED
HPSS	HEALTH AND PERSONAL SOCIAL SERVICES
HR	HUMAN RESOURCES
HRCS	HUMAN RESOURCE CONSULTANCY SERVICES
IDBR	INTER-DEPARTMENTAL BUSINESS REGISTER
IIP	INVESTORS IN PEOPLE
LPS	LAND AND PROPERTY SERVICES
MB	MANAGEMENT BOARD
NIAO	NORTHERN IRELAND AUDIT OFFICE
NICA	NORTHERN IRELAND CENSUS ACCESS
NICS	NORTHERN IRELAND CIVIL SERVICE
NICTS	NORTHERN IRELAND COURT SERVICE
NIO	NORTHERN IRELAND OFFICE
NINIS	NORTHERN IRELAND NEIGHBOURHOOD INFORMATION SERVICE
NIPB	NORTHERN IRELAND POLICING BOARD
NISRA	NORTHERN IRELAND STATISTICS AND RESEARCH AGENCY
NITB	NORTHERN IRELAND TOURIST BOARD
NS	NATIONAL STATISTICS
OFMDFM	OFFICE OF THE FIRST MINISTER AND DEPUTY FIRST MINISTER
ONS	OFFICE FOR NATIONAL STATISTICS
PACE	POLICE AND CRIMINAL EVIDENCE
PPS	PUBLIC PROSECUTION SERVICE
PRONI	PUBLIC RECORDS OFFICE FOR NORTHERN IRELAND
PS	PLANNING SERVICE
PSAB	PROJECT SUPPORT ANALYSIS BRANCH
PSNI	POLICE SERVICE OF NORTHERN IRELAND
RREP	REGIONAL REPORTING AND EU PROGRAMMES BRANCH
SAC	STATISTICS ADVISORY COMMITTEE
SLA	SERVICE LEVEL AGREEMENT
SMG	SENIOR MANAGEMENT GROUP

SSA	SENIOR SOCIAL SECURITY AGENCY
VLA	VALUATION AND LANDS AGENCY