

BUSINESS PLAN 2013-2014



Department of
**Finance and
Personnel**

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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 2013	431
Core Purpose	To provide a high quality, cost effective, statistics, research and registration service that informs policy making, the democratic process and the wider public.
Ministerial Targets 2013-2014	<ul style="list-style-type: none"> • To have achieved relevant milestones in the implementation of a genealogical website by 31 March 2014. • Complete work by 31 March 2014 to identify the options for the location of registration services as a result of decisions in relation to the Review of Public Administration and the move to an 11 council model. • To complete the publication of the four pre-planned output releases from the 2011 Census by March 2014. • To determine the need and as necessary hold a public consultation on the future delivery of Northern Ireland population and socio-economic statistics in 2013/14.

Introduction

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

NISRA's Core Purpose is:

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

The corporate aims of the Agency are:

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

Vision

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

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

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

Principles of Purpose

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

Relevance

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

Integrity

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

Quality

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

Accessibility

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

Protecting confidentiality

We will protect the confidentiality of information we hold;

Security

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

Balancing the needs of users against the burden on providers

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

Enhancement through integration, accumulation and innovation

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

Efficiency in costs, fairness in prices

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

Service

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

The NISRA Business Plan sets out the Ministerial and Chief Executive targets for the year 2013-2014. It also identifies measures that will be taken to ensure that the Agency continues to develop its staff and improve its service to users. It reflects the Agency's priorities and work programme for the coming year.

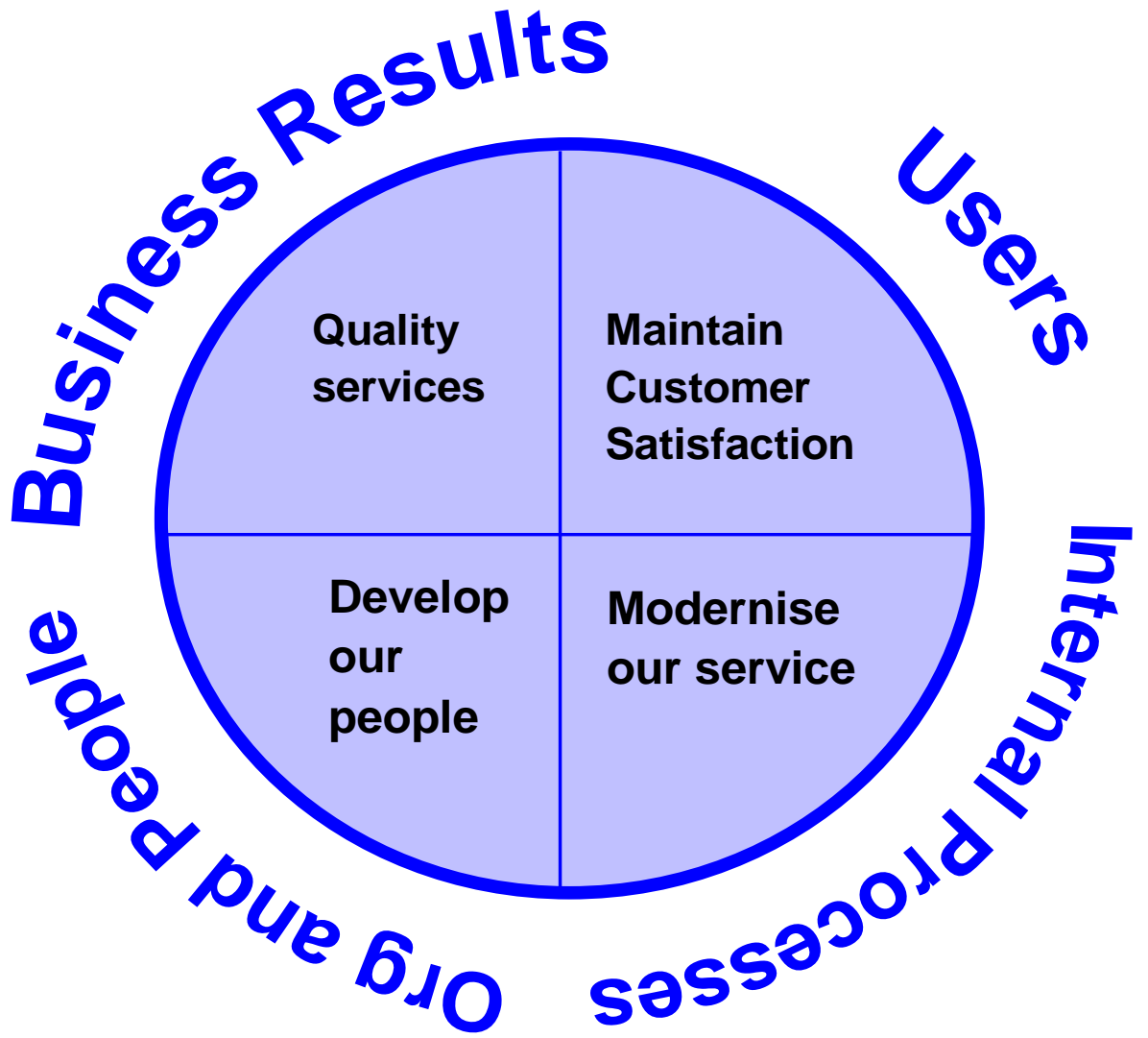
The Balanced Scorecard methodology¹ is used by all Department of Finance & Personnel (DFP) Business Areas to ensure that plans at all levels of the Department reflect and support the overall Departmental Plan. The Balanced Scorecard approach supports a clear focus on outcomes and effective measurement.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

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

Objectives, Measures and Targets

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

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



NISRA's Balanced Scorecard – Ministerial and Chief Executive Targets 2013-2014

Ministerial Targets

- To have achieved relevant milestones in the implementation of a genealogical website by 31 March 2014.
- Complete work by 31 March 2014 to identify the options for the location of registration services as a result of decisions in relation to the Review of Public Administration and the move to an 11 council model.
- To complete the publication of the four pre-planned output releases from the 2011 Census by March 2014.
- To determine the need and as necessary hold a public consultation on the future delivery of Northern Ireland population and socio-economic statistics in 2013/14.

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 prepare NI Government response to the ESRC report on the "Administrative Data TaskForce" and the sharing of administrative/statistical microdata with research community.
- To progress the development and implementation of evaluation framework for the delivery of Universal Credit in Northern Ireland. [\(NISRA milestone\)](#)
- Publish a revised set of population statistics for Northern Ireland in light of the results of the 2011 Census. [\(NISRA milestone\)](#)
- To support the monitoring of PFG targets.
- To submit all 2013/2014 branch plans/Balanced Scorecards (for posting to NISRAnet where applicable) by end Sept 2013 and report to Agency Board on target achievement within these plans at year end.
- To manage and support the Delivering Social Change (DSC) Research Programme.
- Assess feasibility of developing a set of Input-Output Tables for NI and if feasible develop prototype and consult users. [\(NISRA milestone\)](#)
- To progress the Registration Certificate Modernisation (RCM) Replacement project.
- To have no overspend and an underspend not greater than 1.5% within reduced baseline allocation.
- To secure a favourable audit report on risk management, and manage risk appropriately.

Users

- To achieve no less than 96% of users rating NISRA's services and products as satisfactory. (NISRA milestone)
- Publish at least 1 new output in light of customer need. (NISRA milestone)
- To seek feedback from users at least once a year for specific statistics themes/products/services as described in Protocol 1 practice 6 of the Code of Practice for Official Statistics.
- To make users aware of outputs produced (both retrospectively and forward looking).
- To promote NISRA to existing and potential users.
- To convene a minimum of two meetings of the Statistics Advisory Committee by end March 2014.
- To implement the Strategy for taking forward e-dissemination within NISRA.

Internal Processes

- To achieve National Statistics designation/redesignation for all products assessed by the UK Statistics Authority for compliance with the Code of Practice for Official Statistics, where an assessment outcome is declared within the year.
- To implement the recommendations of the UK Statistics Authority Monitoring Reports where appropriate.
- To refocus the balance of statistical activity with greater emphasis on explanation and dissemination of the information contained in statistics compared with the collection and management of official data. (Per priority 2 UK Statistics Authority)
- To maintain confidence in Official Statistics by ensuring that all reported breaches of the Code of Practice are investigated and actions taken to, as far as possible, prevent a reoccurrence.
- To quality assure at least one product per Grade 6 command using the Quality Management and Harmonisation Tool by end March 2014.
- To develop 'Open Data' processes for the release of NISRA datasets, suitably anonymised by March 2014. (NISRA milestone)
- To hold three Agency Board meetings, three Senior Managers Forum meetings and three Audit and Risk Committee (ARC) meetings by end March 2014.
- To support the DFP target IP1.5 'Maintain approach to Information Assurance to consolidate Level 2 compliance against the 'HMG Information Assurance Model and Assessment Framework' by 31 March 2014 and make preparations for Level 3 compliance.'
- To raise awareness of information assurance issues across all NISRA Branches.
- To ensure that no personal information is disclosed without due authority.

Organisation and People

- To have at least 76% of NISRA staff survey respondents state that they have received the training (including in house and on-the-job training) necessary to deliver their business objectives.
- To hold at least 6 lunchtime staff seminars during 2013/2014.
- To continue to implement the prioritised improvements identified by the HR Working Group (incorporating the findings of the NISRA Staff Attitudes Survey and the DFP Quality Programme).
- To not exceed the NISRA sickness absence target by 31 March 2014.
- To improve NISRA's employee engagement score. [\(NISRA milestone\)](#)
- To have at least 75% of staff survey respondents who state that they are well managed.
- To examine the feasibility of having a peripatetic member of staff.
- To maintain NISRA involvement in inclusive community activities by holding at least 5 ESV events in 13/14.

NISRA Balanced Scorecard 2013/14

Business Results			
Objective	Targets	Actions	Measures
R1: To provide a high quality statistics, social research and civil registration service to NI Government and the public.	(i) To have achieved relevant milestones in the implementation of a genealogical website by 31 March 2014. DFP (Ministerial)Target	Implement Payment Card Industry Data Security Standard compliant online payment engine by July 2013. Implement Public Search facility by December 2013. Implement Online Genealogical Search facility by March 2014.	Milestones in the implementation of a genealogical website achieved.
	(ii) Complete work by 31 March 2014 to identify the options for the location of registration services as a result of decisions in relation to the Review of Public Administration and the move to an 11 council model. DFP (Ministerial)Target	Agree with Local Government actual locations/offices, staffing levels and other resource requirements.	Ministerial paper identifying options for the location of registration services prepared.
	(iii) To complete the publication of the four pre-planned output releases from the 2011 Census by March 2014. DFP (Ministerial) Target	To complete the publication of the four pre-planned output releases from the 2011 Census by March 2014.	Publication of the four pre-planned output releases from the 2011 Census by March 2014.
	(iv) To determine the need and as necessary hold a public consultation on the future delivery of Northern Ireland population and socio-economic statistics in 2013/14. DFP (Ministerial) Target	To develop an options paper on the future delivery of population and socio-economic statistics in Northern Ireland – Beyond 2011 options. To develop the data / technical infrastructure and statistical methodology to estimate the size of the population using Administrative Data.	Beyond 2011 Options Paper prepared and published. Legislation for access to School Census and Higher Education datasets presented to the Minister. Build technical infrastructure to estimate the size of the population using Administrative Data. Findings of statistical research presented to relevant Advisory Committees.

		Subject to Ministerial approval to hold a public consultation on the Beyond 2011 options in 13/14.	Public Consultation held if required.
(v) To prepare NI Government response to the ESRC report on the "Administrative Data TaskForce" and the sharing of administrative/statistical microdata with research community	To liaise with ESRC, Government Departments and the NI Academic Community on a formal NI Government response to the ESRC "Administrative Data TaskForce". To liaise with ESRC / BIS on next steps given UK Government and Devolved Administration response to TaskForce report.	NI Government response to the ESRC report on the 'Administrative Data Taskforce' agreed and sent to ESRC. Meetings held with BIS/ ESRC and local universities.	
(vi) To progress the development and implementation of evaluation framework for the delivery of Universal Credit in Northern Ireland. (NISRA milestone)	To agree membership of the Universal Credit (UC) Evaluation Steering Group by end July 2013. ASU to select and baseline indicators by the end of January 2014.	Baseline information to be sourced and agreed by the Steering Group by February 2014.	
(vii) Publish a revised set of population statistics for Northern Ireland in light of the results of the 2011 Census. (NISRA milestone)	To publish a revised set of NI and LGD mid-year estimates 2002-2011 by Spring 2013. To publish a revised set of small area population estimates 2001-2010 and new estimates for 2011-12 by Winter 2013/14. To provide input to ONS for the publication of 2012 based population projections for Northern Ireland by Autumn 2013.	NI and LGD figures published. Small Area figures published. Support ONS in publication of population projections for NI.	
(viii) To support the monitoring of PFG targets.	NISRA statisticians to input into OFMdfM monitoring return where appropriate through departmental policy contacts.	Monitoring Information for PFG targets provided as required.	
(ix) To submit all 2013/2014 branch plans/Balanced Scorecards (for posting to NISRAnet where applicable) by end Sept 2013 and report to Agency Board on target achievement within these plans at year end.	Branches to submit branch plans/balanced score cards to Corporate Branch by end September 2013. Corporate Branch to update Agency Board (mid-year) on number of plans received by deadline.	Branch plans available on NISRANET. Draft report on target achievement prepared.	

		<p>Branch plans/balanced score cards posted to NISRAnet where applicable.</p> <p>Branches to monitor branch target achievement within their plans and submit draft report to Corporate Services.</p> <p>Corporate services to prepare draft report for Agency Board.</p>	
	(x) To manage and support the Delivering Social Change (DSC) Research Programme.	<p>OFMdfM statisticians to project manage each of 40 contracts.</p> <p>NISRA staff to chair or sit on steering/advisory groups.</p> <p>NISRA staff to engage and collaborate with researchers if requested.</p> <p>NISRA staff to promote outputs from the research programme with their policy colleagues.</p>	Research programme outputs for 2013/14 delivered on time and within budget.
	(xi) Assess feasibility of developing a set of Input-Output Tables for NI and if feasible develop prototype and consult users. (NISRA milestone)	<p>Review existing data sources, identify any gaps and prepare report on feasibility.</p> <p>Utilise existing data sources and consult users on way forward.</p>	Production of a report on the feasibility of developing a set of Input-Output Tables for Northern Ireland including prototype tables and user consultation.
	(xii) To progress the Registration Certificate Modernisation (RCM) Replacement project.	<p>Develop the Strategic Outline Case, Project Initiation Document and Outline Business Case by March 2014.</p> <p>Draft Statement of Requirements and Data Verification requirements by March 2014.</p>	<p>Outline Business Case for the Registration Certificate Modernisation Replacement project issued to DFP Supply for approval by 31st March 2014.</p> <p>Draft Statement of Requirements developed by end March 2014.</p>
R2: To ensure that NISRA manages its budget allowance to deliver services effectively across all areas of responsibility and	(xiii) To have no overspend and an underspend not greater than 1.5% within reduced baseline allocation.	<p>Quarterly monitoring exercises.</p> <p>Monthly expenditure reports.</p> <p>Issue revised baselines.</p>	Level of overspend and underspend.
	(xiv) To secure a	Adhere to financial	Level of assurance

makes savings where possible.	favourable audit report on risk management, and manage risk appropriately.	procedures and monitor risk.	provided.
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Users			
Objective	Target	Actions	Measures
C1: To ensure a high level of user satisfaction with NISRA's services and products.	(i) To achieve no less than 96% of users rating NISRA's services and products as satisfactory. (NISRA milestone)	Business Areas to include user service improvement actions in their 13/14 Branch Plans. Carry out and publish the Customer Satisfaction Survey by end March 2014. Consider ways to reduce customer dissatisfaction.	User satisfaction level recorded in annual Customer Survey.
	(ii) Publish at least 1 new output in light of customer need (NISRA milestone)	To publish at least 1 new output in light of customer need by March 31 st 2014.	At least 1 new output published by March 31 st 2014 in light of customer need (NISRA milestone)
C2: To provide a high quality service which is responsive to and meets the needs of Users following proactive engagement.	(iii) To seek feedback from users at least once a year for specific statistics themes/products/services as described in Protocol 1 practice 6 of the Code of Practice for Official Statistics.	HOBs to interact with users on statistical service, data quality, format and timing of output. Reflect user views in products/services. Seek ongoing feedback during dissemination process.	HOBs to report to Corporate Services biannually on user interaction completed. Document User Group interactions.
	(iv) To make users aware of outputs produced (both retrospectively and forward looking).	Produce twice yearly list of NISRA publications. National Statistics (and other Official Statistics as far as possible) to be released through the Publication Hub (or replacement). Key outputs to be listed on the NISRA Facebook Page on an ongoing basis. HOB's to map outputs to user groups to identify gaps, and publicise outputs through appropriate user groups. Corporate Services to liaise with National Statisticians Office re user engagement	Twice yearly lists of publications produced and made available on NISRA website. Publication Hub updated. NISRA Facebook page updated. Gap analysis coordinated by Corporate Services by March 2014. User engagement training carried out by end December 2013.

		training by end December 2013.	
	(v) To promote NISRA to existing and potential users.	<p>Agency Board to consider the need to have a dedicated NISRA comms resource to include marketing and media.</p> <p>To develop the NISRA ambassador initiative including STEMNET activity.</p> <p>Organise and participate in International Year of Statistics events during 2013.</p>	<p>Agency Board considered the need to have a dedicated NISRA comms resource.</p> <p>Ambassador activities undertaken as outlined in the Action Plan.</p> <p>International Year of Statistics events held as outlined in Action Plan.</p>
	(vi) To convene a minimum of two meetings of the Statistics Advisory Committee by end March 2014.	<p>Corporate Services to organise and facilitate 2 meetings by end March 2014.</p> <p>Publish agenda and papers.</p>	<p>Two meetings of Statistics Advisory Committee held.</p> <p>Agenda and papers published.</p>
	(vii) To implement the Strategy for taking forward e-dissemination within NISRA.	<p>Liaise with key external stakeholders such as ONS and ISID (DFP).</p> <p>NISRA website editors to review and edit content of NISRA website by end September 2013.</p> <p>Subject to agreement with ISID - to progress development of a revamped NISRA website using the new content management system during 2014. (NISRA milestone)</p>	<p>Actions in e-dissemination Strategy taken forward.</p> <p>NISRA Website: content reviewed and enhanced.</p>

Internal Processes

Objective	Target	Actions	Measures
IP1.To manage production and dissemination of official statistics and social research on NI in keeping with the Code of Practice for Official Statistics and the Government Social Research Code.	(i) To achieve National Statistics designation/redesignation for all products assessed by the UK Statistics Authority for compliance with the Code of Practice for Official Statistics, where an assessment outcome is declared within the year.	<p>To continue the roll out of the Code of Practice and UK Statistics Authority Assessment Process (NISRA milestone)</p> <p>Relevant Business Areas to implement</p>	All assessed products obtain successful National Statistics designation/redesignation.

		<p>assessment requirements and on time.</p> <p>Provision of support and advice to NISRA colleagues and sharing of documents and lessons learned e.g. NISRAnet.</p>	
	(ii) To implement the recommendations of the UK Statistics Authority Monitoring Reports where appropriate.	Implement the recommendations where appropriate.	Recommendations of the UK Statistics Authority Monitoring Reports implemented.
	(iii) To refocus the balance of statistical activity with greater emphasis on explanation and dissemination of the information contained in statistics compared with the collection and management of official data. (Per priority 2 UK Stats Authority)	<p>To deliver commentary training as required during 2013/14.</p> <p>Circulate Official Statistics Guidance documents to all and discuss with Senior Statisticians/Lead Officers as needed.</p> <p>Continued website development.</p> <p>Pilot a peer review process to improve commentary in NISRA publications.</p>	<p>Commentary training provided as required.</p> <p>Advice on commentary provided as required.</p> <p>Website content reviewed and enhanced.</p> <p>User engagement training carried out by end December 2013.</p> <p>Peer review process to improve commentary in NISRA publications piloted in 13/14.</p>
	(iv) To maintain confidence in Official Statistics by ensuring that all reported breaches of the Code of Practice are investigated and actions taken to, as far as possible, prevent a reoccurrence.	<p>Investigate reported breaches of Code of Practice.</p> <p>Take action to, as far as possible, prevent a reoccurrence e.g. retraining of staff.</p> <p>All confirmed breaches to be notified to Agency Board and the Audit and Risk Committee (ARC).</p>	Reported breaches of the Code of Practice investigated and actions taken to, as far as possible, prevent a reoccurrence.

	(v) To quality assure at least one product per Grade 6 command using the Quality Management and Harmonisation Tool by end March 2014.	Each Grade 6 command to quality assure one product using the Quality Management and Harmonisation Tool (QMHT) by end March 2014.	One product per Grade 6 command quality assured using the Quality Management and Harmonisation Tool by end March 2014.
	(vi) To develop 'Open Data' processes for the release of NISRA datasets, suitably anonymised by March 2014. (NISRA milestone)	To produce, agree and disseminate corporate guidance on Open Data across the Agency by end September 2013. To assess the need for a NISRA wide microdata release panel for the public release of microdata.	Corporate guidance on Open Data across the Agency disseminated by end September 2013. The need for a NISRA wide microdata release panel for the public release of microdata assessed.
IP2. Maintain a sound system of corporate governance and ensure that risk management and information assurance processes are in place.	(vii) To hold three Agency Board meetings, three Senior Management Forum meetings and three ARC meetings by end March 2014.	Organise and facilitate 3 Agency Board meetings by end March 2014. Organise and facilitate 3 Senior Management Forum meetings by end March 2014. Organise and facilitate 3 ARC meetings by end March 2014. Corporate Services to circulate guidance on NISRA Corporate Governance by end September 2013	Three Agency Board meetings held. Three Senior Management Forum meetings held. Three ARC meetings held. Guidance issued by end September 2013.
	(viii) To support the DFP target IP1.5 'Maintain approach to Information Assurance to consolidate Level 2 compliance against the 'HMG Information Assurance Model and Assessment Framework' by 31 March 2014 and make preparations for Level 3 compliance.'	Business Area Information Manager to complete and maintain the DFP NISRA Information Assurance Work Programme. Information Asset Owners to create and maintain a (NISRA DFP)	DFP NISRA Information Assurance Work Programme maintained. (NISRA DFP) information risk register created and maintained.

		information risk register to provide the SIRO with improved oversight of operational level information risks.	
	(ix) To raise awareness of information assurance issues across all NISRA Branches	NISRA DFP staff to complete new IA e-learning training Non-DFP NISRA staff to complete new IA e-learning training when made available by their Department.	Information Assurance training circulated to all staff when available.
	(x) To ensure that no personal information is disclosed without due authority.	Comply with data protection guidance. Comply with Official Statistics Code of Practice. NISRA HOBs to liaise with Departmental Information Assurance Officers (or equivalent).	Reported cases of unauthorised disclosure of personal/sensitive information. (IT/Data/Physical).

Organisation and People

Objectives	Targets	Actions	Measures
OP1- To have consistent and effective HR and Corporate processes that support the delivery of business objectives whilst facilitating the career development of staff.	(i) To have at least 76% of NISRA staff survey respondents state that they have received the training (including in house and on-the-job training) necessary to deliver their business objectives	NISRA Staff Development Group to organise specific priority training courses. Liaise with CAL on the facilitation of generic training for NISRA staff. Investigate framework for Continuous Professional Development.	Staff Attitudes Survey
	(ii) To hold at least 6 lunchtime staff seminars during 2013/2014.	Organise relevant seminars. Evaluate Seminars.	Number of lunchtime staff seminars during 13/14.
	(iii) To continue to implement the prioritised improvements identified by the HR Working Group (incorporating the findings of the NISRA Staff Attitudes Survey and the DFP Quality Programme).	Implement prioritised improvements and communicate these to staff.	NISRA Staff Attitudes Survey. DFP Quality Programme.

	(iv) To not exceed the NISRA sickness absence target by 31 March 2014.	Engage with NISRA DFP HR Business partner to develop strategy to reduce sick absence by delegating the primary responsibility for managing sick absence to line managers. NISRA to promote Health initiatives such as the Wellness Program by communicating all relevant information and facilitating the engagement of staff in various well programs. Include attendance information in Team Brief.	Monthly/annual absence reports.
OP2: Making NISRA a preferred organisation to work for.	(v) To improve NISRA's employee engagement score. (NISRA milestone)	Include questions in the NISRA staff survey to enable employee engagement score to be calculated.	NISRA Staff Attitudes Survey.
	(vi) To have at least 75% of staff survey respondents who state that they are well managed.	Organise leadership training courses for NISRA managers. Roll out information on good management practices on a regular basis.	NISRA Staff Survey.
	(vii) To examine the feasibility of having a peripatetic member of staff.	Determine source and possibility of central funding.	Review of the feasibility of having peripatetic member of staff completed in 13/14.
OP3: To support involvement in inclusive community activities	(viii) To maintain NISRA involvement in inclusive community activities by holding at least 5 ESV events in 13/14.	Undertake Volunteering events. Register of events held centrally.	Register of activities compiled.

Official Statistics

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

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

Official Statistics in the UK are organised for publication purposes into a number of 'Themes' which may cut across traditional Departmental functional boundaries. These themes are described in the table below.

OFFICIAL STATISTICS THEMES

Agriculture and Environment

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

Business and Energy

This theme covers Business and Energy statistics.

Children, Education and Skills

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

Crime and Justice

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

Economy

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

Government

This theme provides information on Central and Local Government.

Health and Social Care

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

Labour Market

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

People and Places

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

Population

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

Travel and Transport

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

Crosscutting Topics

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

Official Statistics Work Programme 2013/14

Agriculture and Environment

National Statistics

DARD staff will:

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

Other Official Statistics

DOE staff will:

- publish the annual Northern Ireland Environmental Statistics Report (NIESR);
- publish the annual NI Greenhouse Gas Inventory Bulletin;
- publish the quarterly and annual NI Municipal Waste Management Statistics Reports;
- publish the quarterly and annual NI Development Management Bulletins;
- publish the quarterly and annual Driver and Vehicle Agency (DVA) statistical compendium;
- publish quarterly taxi/bus/HGV compliance reports;
- develop and publish a new Departmental Compliance and Enforcement Activity Report;
- carry out and publish the biennial DVA customer satisfaction survey;
- carry out and publish the annual Planning customer satisfaction survey;
- seek National Statistics accreditation for their NIESR and Municipal Waste Management Statistics;
- review and further enhance the NI Greenhouse Gas Emissions Projection Tool; and
- develop a comprehensive set of vehicle and driver testing demand forecasts, up to 2025, at test centre level.

Business and Energy

National Statistics

ELMS staff will:

- publish, in line with the pre-announced timetable, the key annual business surveys including the Northern Ireland Annual Business Inquiry (ABI), Exports Survey, and Research and Development; and
- produce an economy wide exports measure including results from the ABI and Manufacturing Sales and Exports Survey (MSES) with publication of results by March 2014.

CSU staff will:

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

Other Official Statistics

ELMS staff will:

- report on Northern Ireland Service Sector exports for high export potential groups by March 2014.

DETI staff will:

- continue to provide a professional statistical and research analytical service in support of existing and emerging Departmental priorities;
- develop, in consultation with relevant stakeholders, an export-focused report in support of the goals of the Northern Ireland Economic Strategy with a view to publishing in Winter 2013/14;
- maximise the utility of linked Invest NI and business survey data to meet Departmental analytical needs as detailed in the Analytical Services Unit's research agenda 2013/14; and
- produce a report on Northern Ireland air transport and air passengers to inform Departmental decision making in relation to air passenger duty.

Children, Education and Skills

National Statistics

DE staff will:

- undertake the 2013-2014 School Census, the 2012-2013 School Leavers' Survey and compile the 2013-2014 Teachers' database; and
- publish statistical press releases on School Enrolment, School Leavers Survey, Pupil Attendance, School workforce and the Year 12 and Year 14 Examination Performance 2012-2013.

DEL staff will:

- publish details of qualifications gained by NI domiciled students on Higher Education (HE) courses in the UK and details of all students gaining qualifications at Higher Education Institutions in NI for the academic year 2012/13;
- publish details of NI domiciled students on Higher Education courses in the UK and details of students on Higher Education courses in NI Institutions for the academic year 2012/13; and
- publish details of the destinations of leavers from Higher Education who obtained qualifications in Northern Ireland Higher Education institutions and NI domiciled leavers obtaining qualifications in UK Higher Education institutions in the academic year 2011/12.

Other Official Statistics

DE staff will:

- conduct and publish a statistical press release on the 2013-2014 School Meals Census;
- prepare statistics on Key Stage assessments;
- publish a research briefing relating to Programme for International Student Assessment (PISA); and
- conduct the 2013/14 School Omnibus survey which provides information on a variety of research topics not covered in other data collections and publish outputs from the 2012/13 survey.

DEL staff will:

- publish statistical bulletins and factsheets detailing enrolments and achievements within Essential Skills;
- publish a statistical bulletin detailing enrolments on Professional and Technical Courses in the NI Further Education (FE) Sector 2012/13;

- publish a statistical bulletin detailing professional and technical retention and achievement data in the Northern Ireland Further Education Sector for 2012/13;
- publish HE Performance Indicators: NI analysis 2011/12;
- publish HE age participation index for NI 1989/90 – 2011/12;
- publish a series of HE fact sheets 2011/12;
- publish a series of FE fact sheets 2011/12; and
- publish a Funded Learning Unit (FLU) funded enrolments factsheet.

Crime and Justice

National Statistics

DOJ staff will:

- publish the 2012/13 editions of ‘Digest of Information on the Northern Ireland Criminal Justice System’; and
- publish ‘Perceptions of Crime: Findings from the 2012/13 Northern Ireland Crime Survey’ and ‘Experience of Crime: Findings from the 2012/13 Northern Ireland Crime Survey’.

PSNI staff will:

- publish 2012/13 recorded crime statistics for Northern Ireland;
- publish 2012/13 security situation statistics for Northern Ireland;
- publish monthly updates of recorded crime statistics throughout 2013/14;
- publish monthly updates of statistics on the security situation throughout 2013/14; and
- publish an updated trend report on crime & detections.

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

- publish Judicial Statistics 2012; and
- publish the quarterly Mortgage Press Release.

Other Official Statistics

DOJ staff will:

- in conjunction with academic and other NISRA colleagues, continue to foster co-operation between statisticians and researchers on an all-island basis;
- measure, monitor and report data relating to Departmental Key Performance Indicators;
- continue work with colleagues across the criminal justice system to harmonise statistical categories relating to the Causeway data sharing mechanism;
- publish findings from the Northern Ireland Crime Survey covering a range of topics such as confidence in policing and the wider criminal justice system and experiences of domestic violence;
- publish Views on Organised Crime: Findings from the January 2013 Northern Ireland Omnibus Survey;
- publish conviction statistics from 2009 extracts and results from the 2010 and 2011 prosecution and conviction extract; and
- conduct research on victim and witness related issues.

Youth Justice Agency (YJA) staff will:

- publish 2009 Northern Ireland youth reoffending rates;
- publish YJA Annual Statistics 2012/13;
- publish quarterly bulletins on YJA caseload activity;
- collect and analyse statistical information to monitor performance indicators and targets outlined in the YJA Business Plan;
- publish 2012/13 Youth Justice Agency Stakeholder survey; and
- develop Young Person, Parent/Carer and Victim survey and investigate publication of results.

PSNI staff will:

- publish updated trend reports on crimes & incidents with a domestic abuse motivation and crimes & incidents with a hate motivation;
- publish 2012/13 drug seizure statistics for Northern Ireland;

- publish quarterly reports on police use of stop & search powers for Northern Ireland;
- publish 2012/13 PACE detention statistics for Northern Ireland;
- publish two six monthly reports on the use of force by the police;
- publish quarterly updates of domestic and hate motivation statistics throughout 2013/14; and
- publish monthly updates on Anti-Social Behaviour (ASB) incidents reported to the police throughout 2013/14.

Northern Ireland Courts and Tribunals Service Staff will:

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

Northern Ireland Policing Board (NIPB) staff will:

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

- provide statistical and research support to PCSPs to enable them to monitor local policing performance and to carry out their public consultation exercises;
- conduct survey work and collect statistical information to assist the Policing Board to monitor the effectiveness of PCSPs;
- publish quarterly reports on the Independent Custody Visiting Scheme; and
- publish Custody Visiting Annual Statistics.

PBNI staff will:

- publish PBNI Annual Caseload Statistics 2012/13;
- publish quarterly bulletins on PBNI caseload statistics;
- provide statistical information to monitor performance against objectives set out in the PBNI Business Plan; and
- conduct and publish PBNI stakeholder surveys.

PPS staff will:

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

CSU staff will:

- carry out the Northern Ireland Crime Survey.

Economy

National Statistics

ELMS staff will:

- publish, in line with the pre-announced timetable, the quarterly Index of Production (IOP) and the quarterly Index of Services (IOS);
- improve the timeliness of the quarterly Index of Production and Index of Services by reducing production time by 4 weeks and achieve a sample boost to the IOS by March 2014; and

- publish, in line with the pre-announced timetable, the Facts and Figures from the Inter-departmental Business register publication

Other Official Statistics

ELMS staff will:

- introduce a quarterly export series for the Production sector with publication of results by March 2014;
- develop the Composite Economic Index taking account of user feedback including the potential to use Public Sector Output data; and
- produce a report on the feasibility of developing a set of Input-Output Tables for NI and if feasible develop prototype and consult users. (NISRA milestone)

CSU staff will:

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

Government

Other Official Statistics

HRCS staff will:

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

DMB staff will:

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

DMB, CSU and RREP staff will:

- take forward improving the content on the NISRA website.

Corporate Services will:

- publish headline results from the NISRA Annual Customer Satisfaction survey 2013;
- publish the 'Statistical Surveys of Businesses carried out by NI Departments During 2012/13; and
- publish the NISRA Annual Report and Accounts for 2012/13.

Health and Social Care

National Statistics

DHSSPS staff will:

- publish the 2012/13 Northern Ireland Hospital Statistics: Outpatient Activity publication;
- publish the 2012/13 Northern Ireland Hospital Statistics: Inpatient & Day Case Activity publication;
- publish the 2012/13 Northern Ireland Hospital Statistics: Emergency Care publication;
- publish the 2012/13 Northern Ireland Hospital Statistics: Mental Health and Learning Disability publication;
- publish the 2012/13 Northern Ireland Firework Injuries Statistics;
- publish the quarterly Northern Ireland Waiting Time Statistics: Emergency Care Waiting Time Bulletin;
- publish the quarterly Northern Ireland Waiting Time Statistics: Inpatient Waiting Time Bulletin;
- publish the quarterly Northern Ireland Waiting Time Statistics: Outpatient Waiting Time Bulletin;

- publish the quarterly Northern Ireland Waiting Time Statistics: Cancer Waiting Times Bulletin;
- complete a National Statistics consultation on the change of methodology for the collection of information on theatre utilisation and activity from the aggregate KH08 return to the new Theatre Management System (TMS);
- complete a National Statistics consultation on the change of methodology for the collection of information on admissions to hospital under the mental health and learning disability programmes of care from the aggregate KH08 return to the new Theatre Management System (TMS);
- publish the Dental Earnings & Expenses 2011/12;
- follow up on requirements arising from UK Statistics Authority's assessment of national statistics on Children's Social Care in Northern Ireland;
- publish Statistics on Community Care for Adults in Northern Ireland 2012/13;
- publish Northern Ireland Care Leavers Aged 16-18 Statistical Bulletin 2012/13;
- publish Northern Ireland Care Leavers Aged 19 Statistical Bulletin 2012/13;
- publish Children Adopted from Care in Northern Ireland Statistical Bulletin 2012/13;
- publish Children in Care in Northern Ireland Statistical Bulletin 2011/12;
- publish Children's Social Care Statistics for Northern Ireland 2012/13; and
- publish quarterly information on Children on the Child Protection Register and Child Protection Referrals for Northern Ireland.

DMB staff will:

- publish provisional headline mortality statistics for Northern Ireland 2013 and finalised mortality statistics for Northern Ireland 2012;
- publish provisional headline birth statistics for Northern Ireland 2013 and finalised birth statistics for Northern Ireland 2012;
- publish provisional statistics on the number of deaths registered with MRSA or Clostridium Difficile mentioned on the death certificate, 2012; and
- publish detailed statistics and research on the number of drug and alcohol related deaths in Northern Ireland 2012.

DSD staff will:

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

Other Official Statistics

DHSSPS staff will:

- publish the quarterly Northern Ireland Waiting Time Statistics: Diagnostics Waiting Time Bulletin;
- publish annual information on Complaints Received by Health and Social Care (HSC) Trusts in Northern Ireland in 2012/13;
- publish annual information on Clinical / Social Care Negligence Cases in Northern Ireland in 2012/13;
- assist with the review of radiology by providing a baseline of available data;
- disseminate Northern Ireland Reference Cost data for 2012/13;
- publish 2012/13 episode based activity statistics on DHSSPS website;
- produce and analyse the 2012/13 Activity Based Funding Model;
- publish Statistics for Smoking Cessation Services in NI: 2012/13;
- publish Statistics from the NI Drug Misuse Database: 2012/13;
- publish headline statistics from the Health Survey Northern Ireland: 2012/13;
- publish results from the Adult Drinking Patterns Survey 2013;
- publish results from the Child Dental Health Survey 2013;
- publish headline statistics from the Young Persons' Behaviour and Attitudes Survey: 2013;
- prepare a set of standard and non-standard tables for submission to the European Monitoring Centre for Drugs and Drug Addiction;
- commission and manage a range of Public Health related surveys e.g. Health Survey Northern Ireland;
- carry out an annual update of both regional and sub-regional indicators from the NI Health and Social Care Monitoring system;
- continue to develop a dental patient charging system to be used in pilot evaluation sites for the new General Dental Services Contract;

- calculate 2014/15 Hospital, Community Health and Personal Social Services allocation for Local Commissioning Groups and progress the 6th Review of the Regional Capitation Formula;
- continue to publish Health and Social Care workforce data including quarterly Key Facts Bulletin, biannual Vacancy Report and annual Workforce Census;
- extract and report on latest GP quality and disease prevalence indicators, including GP patient survey results, publishing data in line with UK publication timetable;
- calculate 2014-15 general practice community prescribing allocations for Local Commissioning Groups, GP Practices and Primary/Integrated Care Partnerships;
- continue to address the recommendations of the GP Prescribing Formula Review;
- publish Domiciliary Care Services for Adults in Northern Ireland 2013;
- publish quarterly statistics on Carers' Assessments;
- publish first statistics on community based Mental Health non-consultant led services;
- publish information on Direct Payments quarterly; and
- provide information on DHSSPS Programme for Government and Commissioning Plan Direction (CPD) targets and indicators.

BSO will:

- progress work to develop a service that will enable primary and secondary health data to be joined in a secure environment for appropriate health service planning, management and research;
- publish detailed prescribing data at GP practice level on a routine basis;
- publish the annual Prescription Cost Analysis for 2013 at NI and Local Commissioning Group level;
- publish a report of Ophthalmic activity for 2012-13;
- calculate the Global Sum payments (circa. £100m) for GP Practices; and
- calculate the Practice Allowance payments (circa. £8m) for Dental Practices.

BSO and DMB staff together will:

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

DSD staff will:

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

CSU staff will:

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

Labour Market

National Statistics

ELMS staff will:

- publish, in line with the pre-announced timetable, the key monthly Labour Force Survey results, Claimant Count and Redundancy Statistics, the Quarterly Employee Jobs Survey, quarterly and special topic Labour Force Survey results, the Annual Survey of Hours and Earnings (ASHE) results and the biennial Census of Employment results; and
- provide confidence intervals for the headline Quarterly Employment Survey estimates by March 2014.

Other Official Statistics

DEL staff will:

- publish monthly statistics on Training and Employment Measures in DFP's Labour Market Report;
- publish monthly headline vacancy statistics in DFP's Labour Market Report;
- publish annually detailed statistics on vacancies notified to the Employment Service;
- publish biannual Steps to Work statistical bulletins;
- publish biannual Steps to Work statistical factsheets;
- publish annual Workforce Development Forum Labour Market Profiles;
- publish a quarterly statistical bulletin on Training for Success/Programme-Led Apprenticeships; and
- publish a quarterly statistical bulletin on Apprenticeships NI.

CSU staff will:

- carry out the Labour Force survey in NI.

People and Places

National Statistics

DMB staff will:

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

DSD staff will:

- report on the Family Resources Survey (FRS), Households Below Average Incomes based on 2011-2012 data and the FRS Urban Rural Reports for 2010-11 and 2011-12, with reciprocal Urban Rural tables being made available for 2009-10 data; and
- publish the Annual Housing Statistics 2011-12 and 2012-13 reports.

Other Official Statistics

LPS staff will:

- publish the Northern Ireland Residential Property Price Index on a quarterly basis in May, August, November and February;
- analyse the NI Valuation List to assist with the 2015 revaluation of non-domestic properties; and
- undertake further developments in executive management information systems to produce statistics on the key performance indicators for LPS Revenues and Benefits Directorate.

DCAL staff will:

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

CSU staff will:

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

DSD staff will:

- carry out ad hoc analysis of the Family Resources survey in Northern Ireland;
- publish the Pensioners' Income Series Bulletin 2010-11 and 2011-12 with reciprocal tables being made available for 2009-10;
- publish the Northern Ireland Poverty Bulletin 2011-12;
- publish the quarterly Housing Bulletins; and
- provide statistical and research support to Urban Regeneration and Community Development Group to monitor and evaluate their policies and strategies.

Tourism Statistics Unit staff will:

- consult with users to identify needs and inform proposed developments in the dissemination and methodologies relating to tourism statistics;
- publish statistical occupancy bulletins (monthly and annual) on Hotel, Guesthouse and Bed & Breakfast establishments;
- publish a quarterly tourism statistics bulletin bringing together overseas, domestic, RoI visitor, occupancy statistics to provide an overview of tourism

activity;

- publish a comprehensive annual tourism statistics report bringing together overseas, domestic, RoI visitors, occupancy statistics and visitor attraction data to provide an overview of tourism activity; and
- produce required EU statistics on serviced accommodation occupancy and on trips (day and overnight) taken by NI residents.

Ilex Urban Regeneration Company (Ilex-urc) staff will work with partner organisations, including Derry City Council and Culture Company 2013 Ltd to:

- provide accurate and timely data to produce statistical information (reports, research, information request responses) to meet the monitoring and evaluation requirements of the 'ONE Plan', the regeneration plan for Derry~Londonderry; and
- provide accurate and timely data to produce statistical information (reports, research, information request responses) to meet the monitoring and evaluation requirements of the City of Culture 2013 Programme.

Population

National Statistics

Census Office staff will:

- maintain and update the published schedule for outputs from the 2011 Census;
- publish a series of detailed multivariate tables for all NI geographies except Small Areas (Detailed Characteristics) which will generally correspond to the 2001 Census Standard Tables;
- publish a series of less detailed multivariate tables for all NI Geographies (Local Characteristics) which generally will correspond to the 2001 Census Area Statistics (CAS) and Theme tables;
- make preparations for and commence the dissemination of the specialised census outputs as detailed in the 2011 Census Outputs Prospectus;
- consult with users on, and make users aware of, Census outputs;
- review and evaluate the 2011 Census programme performance against the strategy across all areas and commence a Benefits Realisation exercise; and

- start to consider requirements for future census operations taking cognisance of evaluation and benefits realisation findings and the Beyond 2011 project.

DMB staff will:

- publish the 2012 Annual Report of the Registrar General for Northern Ireland;
- publish four quarterly Reports of the Registrar General, Q1-Q4 2013;
- publish monthly births and deaths statistics for Northern Ireland;
- publish 2012 population estimates for Northern Ireland and Administrative Areas;
- publish 2012 small area population estimates for areas within Northern Ireland;
- publish detailed population estimates of those aged 85 and over, 2002-2012;
- publish 2011-12 migration statistics for Northern Ireland and areas within Northern Ireland;
- publish Annual Statistical Bulletin for Marriage, Civil Partnerships and Divorces registered in 2012;
- publish Annual Bulletin for names of babies born in 2012; and
- publish Annual Press Release for most popular baby names in 2013.

Other Official Statistics

DMB staff will:

- finalise the Northern Ireland Longitudinal Study-2011 Census link and release in Winter 2013;
- support Northern Ireland Longitudinal Study distinct linkage projects, to detail the service provider indicator methods; and
- further develop the Northern Ireland Longitudinal Study – 1991 Census link.

Travel and Transport

National Statistics

DRD staff will:

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

PSNI staff will:

- publish the 2012/13 injury road traffic collision statistics for Northern Ireland;
- publish the 2012 calendar year injury road traffic collision statistics for Northern Ireland; and
- publish in-year provisional injury road traffic statistics for 2013/14 at regular intervals throughout the year.

Other Official Statistics

DOE staff will:

- publish the Northern Ireland Seat Belt Survey 2013;
- publish the Northern Ireland Road Safety Monitor 2013;
- publish the second update to the Northern Ireland Road Safety Strategy 2010-2020 Monitoring Report;
- conduct secondary analysis on available NI telematics research data to evaluate its potential to improve driver performance; and
- conduct a benchmarking analysis on NI driver insurance premiums against England.

DRD staff will:

- provide statistical and research support to the Active Travel Strategy and the New Approach Strategy including the provision of analysis and technical advice with regard to sustainable transport initiatives;
- publish the 'Public Perception of Safety on Public Transport' report;

- provide and update the Sustainable Transport Indicators and trend data and investigate the possibility of benchmarking the Indicators (UK Regions, ROI & EU);
- attend Cross Departmental Working group analyst meetings on Climate change; and
- quality assure the new methodology and results for the Roads Service 'Vehicle Kilometres Travelled Survey'.

CSU staff will:

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

Cross cutting topics

Equality and Diversity

National Statistics

OFMdFM staff will:

- produce and publish the Labour Force Survey Religion Report 2012.

DMB staff will:

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

Other Official Statistics

OFMdFM staff will:

- review the Good Relations Indicators and publish an update;
- support the targeting of resources, monitoring and evaluation of the Social Investment Fund and the Social Protection Fund;

- assist policy colleagues in implementing the Child Poverty Outcomes Model;
- support the review and evaluation of a number of programmes and strategies in OFMdFM;
- publish an update to the Gender Equality Strategy: Baseline Picture;
- publish an update to the Lifetime Opportunities Report;
- publish an update to the Profile of Older People in Northern Ireland Report;
- publish an update to the Children and Young People's indicators;
- publish a baseline report on the Child Rights Indicators Framework;
- publish a 'Twenty years of Cohesion, Sharing and Integration Report';
- publish the Young Life and Times Survey reports into Community relations and cross-community contact; Shared Education; Equality and Diversity Education (CRED) and Extent of contact with LGB people;
- publish the supply and demand of childcare research report;
- publish two reports relating to Offending Behaviour among Young People in NI: A Study of Neighbourhood, Family and School Peer Processes;
- publish the Northern Ireland Life and Times reports into community relations; attitudes to minority ethnic people; attitudes to LGB people;
- publish the Study of Expenditure Poverty in Northern Ireland Report;
- publish the Best Practice in Early Intervention for Children in Vulnerable Families Report;
- publish the Social Narrative - NI in Transition - the next 10 years Report;
- publish the Report on What Works in Supporting Children and Young People to Break the Intergenerational Poverty Cycle;
- publish the UNCRC Child Rights Indicators Framework Report;
- publish the Forecasting Poverty in Northern Ireland Report;
- publish two reports relating to Offending Behaviour among Young People in NI: A Study of Neighbourhood, Family and School Peer Processes; and
- publish an update of the Job Application and the Job Application Outcome Report.

HRCS staff will:

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

RREP staff will:

- work with academics in ARK to produce a second edition of the analytical publication *Figuring it Out* for publication in July 2013;
- develop the Equality part of the new NISRA website; and
- produce the ex-ante evaluation of the new EU-funded Investment for Jobs and Growth programmes in Northern Ireland (2014-2020).

Civil Registration

GRO staff will:

- submit Business Case for the NI Registration Office System (NIROS) project for Departmental approval;
- complete implementation of the new GeNI website and enhanced public search facilities;
- introduce further measures from the Civil Registration Regulations (NI) 2012; and
- progress the work to ensure the continuation of the registration service post implementation of RPA.

DMB and GRO staff in partnership will:

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

Financial Resources

The Agency's overall net Budget for 2013/14 is £9,146k, incorporating a non-cash allocation of £659k and capital of £716k. This is after agreed transfers out of NISRA following June 2013 monitoring. The opening baseline at 1 April 2013 was £9,206K. The net allocation includes estimated income totalling £14,311k which will be used to offset the Agency's expenditure.

This year is the third year of the current budget cuts, the opening baseline for 2013/14 (after June monitoring transfers) has been reduced by £382k. Funding for all branches, with the exception of ELMS Branch and GRO has been reduced. There still exists a potential shortfall in capital if NISRA is to fund the GeNI project.

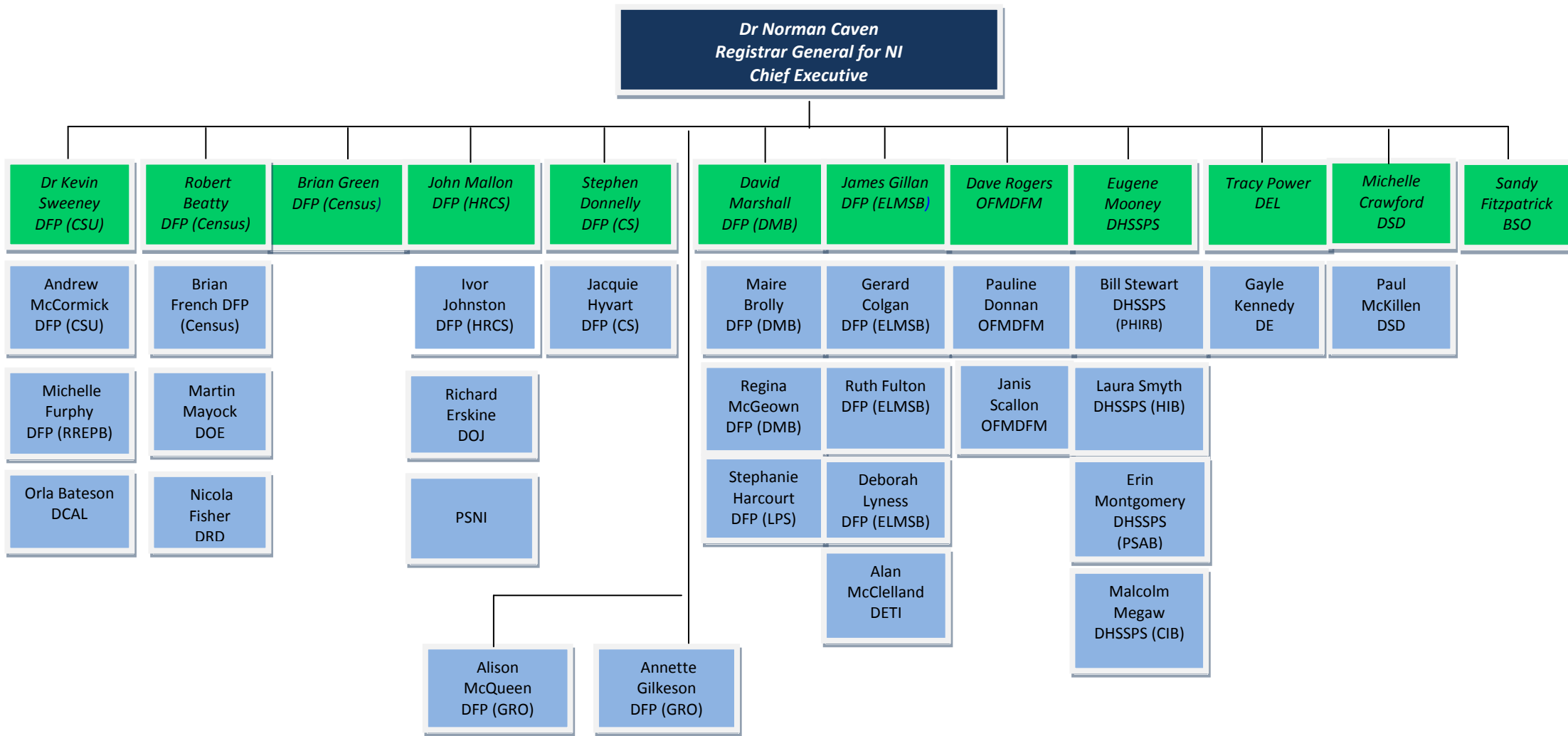
The budget is managed across two distinct business areas: The General Register Office (GRO) and Statistical and Research Services (S&RS).

- Other Resource – covers all salaries, GAE and council expenses
- Capital – relates entirely to the GeNI project
- Non-Cash – covering depreciation associated with the Agency's fixed assets.

The following table summarises the opening funding (after transfers made in June monitoring).

TABLE 3: NISRA's Opening Allocation 2013/14

BUSINESS AREA	ALLOCATION (£000's)		
	OTHER	CAPITAL	TOTAL
<u>General Register Office</u>			
- Expenditure	3,984	0	3,984
- Income	-2,493	-	-2,493
Sub-total (GRO)	1,491	0	1491
<u>Statistical and Research Services</u>			
- Expenditure	17,963	716	18,679
- Income	-11,818	-	-11,818
Sub-total (S&RS)	6,145	716	6,861
Total NISRA	7,636	716	8,352
	- Non-cash		794
	Total NISRA including non-cash		9,146



Agency Board



NISRA Senior Managers Forum



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 8103
Branch:	<ul style="list-style-type: none"> * Corporate Services * Business Planning, Finance and Methodology ** Human Resources and Training
Main Aim:	<i>To provide and co-ordinate services within NISRA, including business planning, financial management, methodological advice, HR/training and premises management.</i>
Tel:	028 9034 8174
Email:	*stephen.donnelly@dfpni.gov.uk
Tel:	028 9034 8110
Email:	**jacquie.hyvarth@dfpni.gov.uk
Branch:	Demography and Methodology Branch
Main Aims:	<i>To provide high quality population and spatial statistics / research tools to Government Departments, Agencies and the wider society.</i>
Tel:	028 9034 8155
Email:	david.marshall@dfpni.gov.uk
Branch:	Economic & Labour Market Statistics
Main Aim:	<i>To collate and disseminate accurate, timely and relevant economic and labour market statistics to monitor the performance of the NI economy.</i>
Tel:	028 9052 9573
Email:	james.gillan@dfpni.gov.uk

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

Department of Agriculture and Rural Development	
Branch:	Farm Surveys Branch (Policy & Economics Division)
Main Aims:	<i>To provide statistical support for the Agricultural Census and associated surveys; To provide statistics for publication and to inform the Department's policies; and To provide statistical advice and support to the Department.</i>
Tel:	028 9052 4850
Email:	conor.mccormack@dardni.gov.uk

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

Department of Education	
Branch:	Statistics and Research Team
Main Aim:	<i>To influence and inform education policy through providing and disseminating high quality and timely statistics, analysis and research in proactive and innovative ways.</i>
Tel:	028 9127 9252
Email:	gayle.kennedy@deni.gov.uk

Department for Employment and Learning	
Branch:	Research and Evaluation Branch
Main Aim:	<i>To provide advice and support to the Department in the management of research projects commissioned as part of DEL's Research Agenda. To provide advice and support in the evaluation of DEL's policies and programmes. To advise on issues relating to demand for, and supply of skills; and to produce statistics on Steps to Work, Vacancies, Training for Success, Programme-Led Apprenticeships and Apprenticeships NI.</i>
Tel:	028 9025 7440 / 028 9025 7609
Email:	linda.bradley@delni.gov.uk
Branch:	Tertiary Education Analytical Services Branch
Main Aim:	<i>To provide a core statistical service through collecting, analysing and disseminating statistics in Higher Education, Further Education and Essential Skills To provide support for policy development and service delivery through implementing a programme of research as part of the DEL Research Agenda; providing support for evaluation; and undertaking analysis of information to assist DEL in evidence based policy development and service delivery.</i>
Tel:	028 9025 7672
Email:	wendy.lecky@delni.gov.uk

Department of Enterprise, Trade and Investment	
Branch:	Analytical Services Unit
Main Aim:	<i>To provide an effective statistical and research service to assist DETI in achieving its business objectives.</i>
Tel:	028 905 29777
Email:	alan.mcclelland@detini.gov.uk
Branch:	Tourism Statistics Unit
Main Aim:	<i>To produce and disseminate accurate, timely and relevant information in relation to the value and volume of tourism within Northern Ireland and provision of an effective statistical and analytical service to assist NITB and DETI in achieving their business objectives.</i>
Tel:	028 9052 9636
Email:	tourismstatistics@detini.gov.uk

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

Department of Health, Social Services and Public Safety	
Branch:	Public Health Information & Research Branch
Main Aims:	<i>Commissioning and management of a programme of information, surveys and research in support of the New Strategic Direction Phase 2 (NSD) for Alcohol and Drugs 2011-2016, and monitoring progress against the key indicators included in the NSD. Management and development of the Northern Ireland Drug Misuse Database (NI DMD); Managing and updating the various work streams and projects included in the NI Health and Social Care Inequalities Monitoring System; Supporting the public health survey function which also includes managing a surveys budget and maintaining a smoking cessation database; Provide analytical support and advice in relation to the various public health issues that arise within the Department as well as assisting in target setting and monitoring for key public health policies and strategies. Dissemination of key public health statistics and survey results.</i>
Tel:	028 9052 2458
Email:	bill.stewart@dhsspsni.gov.uk
Branch:	Project Support Analysis Branch
Main Aims:	<i>Project Support and Analysis Branch is responsible for the provision of information and analysis to inform policy making, implementation and review, principally by DHSSPS and HSCB. Analytical support is provided mainly in the areas of resource acquisition and allocation (regarding allocation to HSC Trusts, remuneration for General Practices, Community Pharmacists, Dental Practitioners), workforce planning (e.g. through workforce reviews for specialty grades), and primary care policy support (such as informing General Medical Services and General Dental Services contract negotiations). In addition, regular quarterly, biannual and annual information is disseminated on the HSC workforce regarding headcount, leavers & joiners, staff profiling by age, sex etc.</i>
Tel:	028 9052 0536
Email:	erin.montgomery@dhsspsni.gov.uk
Branch:	Hospital Information Branch
Main Aim:	<i>Hospital Information Branch (HIB) is responsible for the collection, quality assurance, analysis and publication of timely and accurate information derived from a range of hospital activity data. This data is provided routinely through various computerised patient information systems or by aggregate returns. Information collected by HIB is used to monitor targets; inform policy</i>

	<i>development, implementation and review; respond to parliamentary / assembly questions; and answer general queries. The Branch aims to present information in a meaningful way and give advice on its use to customers.</i>
Tel:	028 9052 2442
Email:	laura.smyth@dhsspsni.gov.uk
Branch:	Community Information Branch
Main Aims:	<i>To promote effective decision making in children and adult social services by providing quality information and analysis. We collect, analyse and disseminate a wide range of community information that is used to help monitor the delivery of personal social services policy. Information collected by CIB is used to assess Trust performance, for corporate monitoring, policy evaluation and development, and to respond to parliamentary / assembly questions.</i>
Tel:	028 9052 2008
Email:	malcolm.megaw@dhsspsni.gov.uk

BUSINESS SERVICES ORGANISATION

Branch:	Information and Registration Unit
Main Aim:	<i>To provide quality information and research in relation to the provision of Family Practitioner Services within Northern Ireland to the Health and Social Care Board, the DHSSPS, practitioners and the public. To deliver the Northern Ireland call and recall services for cytology and bowel cancer screening and to assess entitlement to health services and register patients with a GP practice.</i>
Tel:	028 9053 2965
Email:	sandy.fitzpatrick@hscni.net

Department of the Environment

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

Department for Regional Development

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

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

Office of the First Minister and deputy First Minister	
Branch:	Equality Directorate Research Branch
Main Aim:	<i>To provide an objective evidence base of statistics and research in support of policy and strategy development. The following policy areas are covered: Equality; Gender; Older People; Poverty and Social Need; Children and Young People; Racial Equality; Victims and Survivors; and Good Relations.</i>
Tel:	028 9052 3284
Email:	dave.rogers@ofmdfmi.gov.uk

Department of Justice	
Branch:	Statistics and Research Branch
Main Aim:	<i>To provide a robust research and statistical evidence base to inform the development, implementation and review of policy in support of the aims and objectives of the DoJ; and to provide objective information on the operation of the Northern Ireland Criminal Justice System to the Assembly, policy makers, practitioners and the general public.</i>
Tel:	028 9052 0131
Email:	statistics.research@dojni.x.gsi.gov.uk Richard.Erskine@dojni.x.gsi.gov.uk

Youth Justice Agency	
Branch:	Statistics and Research Unit
Main Aim:	<i>To provide an independent and professional statistical service to the Youth Justice Agency at Management Board and practice level; and to develop robust management information systems to inform evidence based operational and policy decision making, and facilitate response to ad hoc data requests.</i>
Tel:	028 9031 6444
Email:	mathieu.decodts@dojni.x.gsi.gov.uk

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

Public Prosecution Service for Northern Ireland (PPS)	
Branch:	Management Information Branch
Main Aim:	<i>To produce statistics and research on prosecutions in NI. In addition, management information branch produce statistical management and performance information to inform and support PPS decision makers.</i>
Tel:	028 9054 4886
Email:	liz.graham@ppsni.gsi.gov.uk

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

Northern Ireland Courts and Tribunal Service	
Branch:	Statistics and Research, Judicial and Customer Services Group
Main Aim:	<i>To provide statistical information, analysis, interpretation and advice to assist management, the judiciary, tribunals and the general public.</i>
Tel:	028 9072 8920
Email:	rodney.redmond@courtsni.gov.uk

Probation Board for Northern Ireland	
Branch:	Information and Research Branch
Main Aim:	<i>To provide the Probation Board for Northern Ireland with statistical information, analysis and research services to inform its practice.</i>
Tel:	028 9026 2486
Email:	niall.o'neill@pbni.gsi.gov.uk

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

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

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

Staff on Loan

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

QUB Centre of Excellence for Public Health	
Branch	<i>QUB Centre of Excellence for Public Health</i>
Main Aim:	<i>The Queen's University Belfast (QUB) and the Institute of Public Health in Ireland (IPH), in collaboration with Northern Ireland's Health and Social Care Authority and the Community Development and Health Network, have established the Centre of Excellence for Public Health Research, which strengthens the capacity for research to improve the health of the people in the UK. The Centre fosters a multidisciplinary approach to research and training and the translation of research into policy and public health practice. The Centre for Public Health where the NISRA secondee is based contributes by studying the epidemiological risk factors that are important for the health of the individual and of the population, and to develop screening and interventions to reduce the burden of chronic disease in the future.</i>
Tel:	028 90632947
Email:	john.hughes@qub.ac.uk

ANNEX 3: Glossary

ABI	ANNUAL BUSINESS INQUIRY
ASB	ANTI-SOCIAL BEHAVIOUR
ASHE	ANNUAL SURVEY OF HOURS AND EARNINGS
ASU	ANALYTICAL SERVICES UNIT
BSO	BUSINESS SERVICES ORGANISATION
CAL	CENTRE FOR APPLIED LEARNING
CIB	COMMUNITY INFORMATION BRANCH
CPD	COMMISSIONING PLAN DIRECTION
CSO	CENTRAL STATISTICS OFFICE
CSU	CENTRAL SURVEY UNIT
DARD	DEPARTMENT OF AGRICULTURE AND RURAL DEVELOPMENT
DCAL	DEPARTMENT OF CULTURE, ARTS AND LEISURE
DE	DEPARTMENT OF EDUCATION
DEFRA	DEPARTMENT FOR ENVIRONMENT, FOOD AND RURAL AFFAIRS
DETI	DEPARTMENT OF ENTERPRISE, TRADE AND INVESTMENT
DEL	DEPARTMENT FOR EMPLOYMENT AND LEARNING
DFP	DEPARTMENT OF FINANCE AND PERSONNEL
DHSSPS	DEPARTMENT OF HEALTH, SOCIAL SERVICES AND PUBLIC SAFETY
DMB	DEMOGRAPHY AND METHODOLOGY BRANCH
DOE	DEPARTMENT OF THE ENVIRONMENT
DOJ	DEPARTMENT OF JUSTICE
DRD	DEPARTMENT FOR REGIONAL DEVELOPMENT
DSC	DELIVERING SOCIAL CHANGE
DSD	DEPARTMENT FOR SOCIAL DEVELOPMENT
DVA	DRIVER AND VEHICLE AGENCY
ELMS	ECONOMIC AND LABOUR MARKET STATISTICS
EQIA	EQUALITY IMPACT ASSESSMENT
ESA	EMPLOYMENT AND SUPPORT ALLOWANCE
EU	EUROPEAN UNION
ESRC	THE ECONOMIC & SOCIAL RESEARCH COUNCIL
FLU	FUNDED LEARNING UNIT
FRS	FAMILY RESOURCES SURVEY
GAE	GENERAL ADMINISTRATIVE EXPENDITURE
GRO	GENERAL REGISTER OFFICE
HE	HIGHER EDUCATION
HGV	HEAVY GOODS VEHICLES
HIB	HOSPITAL INFORMATION BRANCH
HR	HUMAN RESOURCES
HoBs	HEADS OF BRANCHES
HRCS	HUMAN RESOURCE CONSULTANCY SERVICES
HSC	HEALTH AND SOCIAL CARE
HSCB	HEALTH AND SOCIAL CARE BOARD
IA	INFORMATION ASSURANCE
IB	INCAPACITY BENEFIT
IBSS	INTEGRATED BUSINESS AND SURVEY SYSTEM
IOP	INDEX OF PRODUCTION
IOS	INDEX OF SERVICES
ISID	INFORMATION STRATEGY & INNOVATION DIVISION
JSA	JUSTICE AND SECURITY ACT
LGB	LESBIAN, GAY & BISEXUAL
LGD	LOCAL GOVERNMENT DISTRICT
LPS	LAND AND PROPERTY SERVICES
MSES	MANUFACTURING SALES AND EXPORTS SURVEY
NICR	NORTHERN IRELAND CANCER REGISTRY
NICS	NORTHERN IRELAND CIVIL SERVICE
NICTS	NORTHERN IRELAND COURTS AND TRIBUNAL SERVICE
NI DMD	NORTHERN IRELAND DRUG MISUSE DATABASE

NIESR	NORTHERN IRELAND ENVIRONMENTAL STATISTICS REPORT
NIPB	NORTHERN IRELAND POLICING BOARD
NINIS	NORTHERN IRELAND NEIGHBOURHOOD INFORMATION SERVICE
NISRA	NORTHERN IRELAND STATISTICS AND RESEARCH AGENCY
NITB	NORTHERN IRELAND TOURIST BOARD
NSD	NEW STRATEGIC DIRECTION PHASE
OFMdFM	OFFICE OF THE FIRST MINISTER AND DEPUTY FIRST MINISTER
ONS	OFFICE FOR NATIONAL STATISTICS
OPONI	OFFICE OF THE POLICE OMBUDSMAN FOR NORTHERN IRELAND
PACE	POLICE AND CRIMINAL EVIDENCE
PBNI	PROBATION BOARD FOR NORTHERN IRELAND
PCSP	POLICING AND COMMUNITY PARTNERSHIP
PFG	PROGRAMME FOR GOVERNMENT
PIP	PERSONAL INDEPENDENCE PAYMENT
PISA	PROGRAMME FOR INTERNATIONAL STUDENT ASSESSMENT
PPS	PUBLIC PROSECUTION SERVICE
PSNI	POLICE SERVICE OF NORTHERN IRELAND
RCM	REGISTRATION AND CERTIFICATE MODERNISATION
RREPb	REGIONAL REPORTING AND EU PROGRAMMES BRANCH
SIRO	SENIOR INFORMATION RISK OWNER
TMS	THEATRE MANAGEMENT SYSTEM
UC	UNIVERSAL CREDIT
UNCRC	UNITED NATIONS CONVENTION ON THE RIGHTS OF THE CHILD
YJA	YOUTH JUSTICE AGENCY