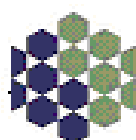




# **CORPORATE PLAN 2008-2011 and BUSINESS PLAN 2009-2010**



Department of  
**Finance and  
Personnel**

[www.dfpni.gov.uk](http://www.dfpni.gov.uk)

<b>PPS</b>	<b>PUBLIC PROSECUTION SERVICE</b>
<b>PRONI</b>	<b>PUBLIC RECORDS OFFICE FOR NORTHERN IRELAND</b>
<b>PS</b>	<b>PLANNING SERVICE</b>
<b>PSAB</b>	<b>PROJECT SUPPORT ANALYSIS BRANCH</b>
<b>PSNI</b>	<b>POLICE SERVICE OF NORTHERN IRELAND</b>
<b>QES</b>	<b>QUARTERLY EMPLOYMENT SURVEY</b>
<b>RREP</b>	<b>REGIONAL REPORTING AND EU PROGRAMMES BRANCH</b>
<b>SAC</b>	<b>STATISTICS ADVISORY COMMITTEE</b>
<b>SLA</b>	<b>SERVICE LEVEL AGREEMENT</b>
<b>SMG</b>	<b>SENIOR MANAGEMENT GROUP</b>
<b>SSA</b>	<b>SOCIAL SECURITY AGENCY</b>
<b>VLA</b>	<b>VALUATION AND LANDS AGENCY</b>

## ANNEX 3: Glossary

<b>ABI</b>	<b>ANNUAL BUSINESS INQUIRY</b>
<b>ARK</b>	<b>ACCESS RESEARCH KNOWLEDGE</b>
<b>BCP</b>	<b>BUSINESS CONTINUITY PLAN</b>
<b>CONI</b>	<b>CENSUS OFFICE NORTHERN IRELAND</b>
<b>CIB</b>	<b>COMMUNITY INFORMATION BRANCH</b>
<b>CPG</b>	<b>CENTRAL PERSONNEL GROUP</b>
<b>CRISP</b>	<b>COMMUNITY REGENERATION IMPROVEMENT SPECIAL PROGRAMME</b>
<b>CSA</b>	<b>CENTRAL SERVICES AGENCY</b>
<b>CSU</b>	<b>CENTRAL SURVEY UNIT</b>
<b>DARD</b>	<b>DEPARTMENT OF AGRICULTURE AND RURAL DEVELOPMENT</b>
<b>DCAL</b>	<b>DEPARTMENT OF CULTURE, ARTS AND LEISURE</b>
<b>DE</b>	<b>DEPARTMENT OF EDUCATION</b>
<b>DEFRA</b>	<b>DEPARTMENT FOR ENVIRONMENT, FOOD AND RURAL AFFAIRS</b>
<b>DETI</b>	<b>DEPARTMENT OF ENTERPRISE, TRADE AND INVESTMENT</b>
<b>DEL</b>	<b>DEPARTMENT FOR EMPLOYMENT AND LEARNING</b>
<b>DFP</b>	<b>DEPARTMENT OF FINANCE AND PERSONNEL</b>
<b>DHSSPS</b>	<b>DEPARTMENT OF HEALTH, SOCIAL SERVICES AND PUBLIC SAFETY</b>
<b>DMB</b>	<b>DEMOGRAPHY AND METHODOLOGY BRANCH</b>
<b>DOE</b>	<b>DEPARTMENT OF THE ENVIRONMENT</b>
<b>DPP</b>	<b>DISTRICT POLICING PARTNERSHIP</b>
<b>DRD</b>	<b>DEPARTMENT FOR REGIONAL DEVELOPMENT</b>
<b>DSD</b>	<b>DEPARTMENT FOR SOCIAL DEVELOPMENT</b>
<b>DVA</b>	<b>DRIVER AND VEHICLE AGENCY</b>
<b>EIA</b>	<b>EQUALITY IMPACT ASSESSMENT</b>
<b>EFS</b>	<b>EXPENDITURE AND FOOD SURVEY</b>
<b>ERINI</b>	<b>ECONOMIC RESEARCH INSTITUTE NORTHERN IRELAND</b>
<b>ESV</b>	<b>EMPLOYER SUPPORTED VOLUNTEERING</b>
<b>FRS</b>	<b>FAMILY RESOURCES SURVEY</b>
<b>GAE</b>	<b>GENERAL ADMINISTRATIVE EXPENDITURE</b>
<b>GDP</b>	<b>GROSS DOMESTIC PRODUCT</b>
<b>GIS</b>	<b>GEOGRAPHICAL INFORMATION SYSTEM</b>
<b>GRO</b>	<b>GENERAL REGISTER OFFICE</b>
<b>GVA</b>	<b>GROSS VALUE ADDED</b>
<b>HPSS</b>	<b>HEALTH AND PERSONAL SOCIAL SERVICES</b>
<b>HR</b>	<b>HUMAN RESOURCES</b>
<b>HRCS</b>	<b>HUMAN RESOURCE CONSULTANCY SERVICES</b>
<b>IDBR</b>	<b>INTER-DEPARTMENTAL BUSINESS REGISTER</b>
<b>IIP</b>	<b>INVESTORS IN PEOPLE</b>
<b>IOP</b>	<b>INDEX OF PRODUCTION</b>
<b>LPS</b>	<b>LAND AND PROPERTY SERVICES</b>
<b>MB</b>	<b>MANAGEMENT BOARD</b>
<b>NIAO</b>	<b>NORTHERN IRELAND AUDIT OFFICE</b>
<b>NICA</b>	<b>NORTHERN IRELAND CENSUS ACCESS</b>
<b>NICS</b>	<b>NORTHERN IRELAND CIVIL SERVICE</b>
<b>NICTS</b>	<b>NORTHERN IRELAND COURT SERVICE</b>
<b>NIO</b>	<b>NORTHERN IRELAND OFFICE</b>
<b>NINIS</b>	<b>NORTHERN IRELAND NEIGHBOURHOOD INFORMATION SERVICE</b>
<b>NIPB</b>	<b>NORTHERN IRELAND POLICING BOARD</b>
<b>NIPS</b>	<b>NORTHERN IRELAND PASSENGER SURVEY</b>
<b>NISRA</b>	<b>NORTHERN IRELAND STATISTICS AND RESEARCH AGENCY</b>
<b>NITB</b>	<b>NORTHERN IRELAND TOURIST BOARD</b>
<b>NS</b>	<b>NATIONAL STATISTICS</b>
<b>OFMdfM</b>	<b>OFFICE OF THE FIRST MINISTER AND DEPUTY FIRST MINISTER</b>
<b>ONS</b>	<b>OFFICE FOR NATIONAL STATISTICS</b>
<b>OPONI</b>	<b>OFFICE OF THE POLICE OMBUDSMAN FOR NORTHERN IRELAND</b>
<b>PACE</b>	<b>POLICE AND CRIMINAL EVIDENCE</b>

## Staff on Loan

<b>Northern Ireland Audit Office</b>	
Division :	<i>Value for Money</i>
Tel:	
Email:	
<b>Northern Ireland Assembly</b>	
Branch	<i>Research and Information Directorate</i>
Tel:	<i>028 9052 1479</i>
Email:	<i>robert.barry@niassembly.gov.uk</i>
<b>Northern Cancer Registry</b>	
Branch	<i>NI Cancer Registry</i>
Tel:	<i>028 90632728</i>
Email:	<i>d.donnelly@qub.ac.uk</i>
<b>Northern Ireland Legal Services Commission</b>	
Tel:	<i>028 90408938</i>
Email:	<i>vacant</i>

<b>Public Prosecution Service for Northern Ireland (PPS)</b>	
Branch:	<b>Management Information Branch</b>
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:	<i>Richard.Scullion@ppsni.gsi.gov.uk</i>

<b>Northern Ireland Policing Board</b>	
Branch:	<b>Statistics and Research Branch</b>
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:	<i>Ian.Gallagher@nipolicingboard.org.uk</i>

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

<b>Probation Board for Northern Ireland</b>	
Branch:	<b>Information and Research Branch</b>
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:	<i>Louise.Cooper.gsi.gov.uk</i>

<b>Office of the Police Ombudsman for Northern Ireland</b>	
Branch:	<b>Policy and Practice Directorate</b>
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:	<i>siobhan.morgan@policeombudsman.org</i>

<b>Belfast City Council</b>	
Branch:	<b>Strategic Neighbourhood Action Programme</b>
Main Aim:	<i>To collect and collate neighbourhood data from across Belfast</i>
Tel:	028 90 270662
Email:	<i>ShorttC@BelfastCity.gov.uk</i>

Branch:	<b>Social Welfare Statistics and Consultancy Branch (SCB)</b>
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 users.</i>
Tel:	028 90 819936
Email:	<i>Frances.Curran@dndni.gov.uk</i>

<b>Office of the First Minister and deputy First Minister</b>	
Branch:	<b>Equality Directorate Research Branch</b>
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.Donnolly@ofmdfmi.gov.uk</i>
Branch:	<b>Review of Public Administration Branch</b>
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.Smyth@rpani.gov.uk</i>

<b>Northern Ireland Office</b>	
Branch:	<b>Statistics and Research Unit</b>
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:	<i>Richard.Erskine@nio.x.gsi.gov.uk</i>

<b>Police Service of Northern Ireland</b>	
Branch:	<b>Central Statistics Unit</b>
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:	<i>statistics@psni.police.uk</i>

Branch:	<b>Community Information Branch</b>
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:	<a href="mailto:Manny.Fitzpatrick@dhsspsni.gov.uk">Manny.Fitzpatrick@dhsspsni.gov.uk</a>
Branch:	<b>Family Practitioner Services Directorate</b>
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:	<a href="mailto:Sandy.Fitzpatrick@hscni.net">Sandy.Fitzpatrick@hscni.net</a>

### **Department for Regional Development/ Department of the Environment**

Branch:	<b>Central Statistics and Research Branch</b>
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:	<a href="mailto:Stephanie.Harcourt@drdni.gov.uk">Stephanie.Harcourt@drdni.gov.uk</a>

### **Department of the Environment- Driver and Vehicle Agency**

Branch:	<b>Driver and Vehicle Agency – Statistics and Research Branch</b>
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:	<a href="mailto:jonathan.furphy@doeni.gov.uk">jonathan.furphy@doeni.gov.uk</a>

### **Department of the Environment – Planning Service**

Branch:	<b>Analytical Services Branch</b>
Main Aim:	<i>To provide a statistical and research service for the senior management in planning service and the general public.</i>
Tel:	028 90 416777
Email:	<a href="mailto:deborah.brown@doeni.gov.uk">deborah.brown@doeni.gov.uk</a>

### **Department for Social Development**

Branch:	<b>Statistics and Research Branch</b>
Main Aim:	<i>The provision of professional statistical and research services to DSD and its agencies.</i>
Tel:	028 90819952
Email:	<a href="mailto:Michelle.Crawford@dsdni.gov.uk">Michelle.Crawford@dsdni.gov.uk</a>

<b>Department of Enterprise, Trade and Investment</b>	
Branch:	<b>Statistics Research Branch</b>
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:	<a href="mailto:James.Gillan@detini.gov.uk">James.Gillan@detini.gov.uk</a>

<b>Invest Northern Ireland</b>	
Branch:	<b>Corporate Information Team</b>
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:	<a href="mailto:conan.donnely@investni.com">conan.donnely@investni.com</a>

<b>Department of Health, Social Services and Public Safety</b>	
Branch:	<b>Public Health Information &amp; Research Branch</b>
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:	<a href="mailto:Kieron.Moore@dhsspsni.gov.uk">Kieron.Moore@dhsspsni.gov.uk</a>
Branch:	<b>Project Support Analysis Branch</b>
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:	<a href="mailto:Martin.Mayock@dhsspsni.gov.uk">Martin.Mayock@dhsspsni.gov.uk</a>
Branch:	<b>Hospital Information Branch</b>
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:	<a href="mailto:Rodney.Redmond@dhsspsni.gov.uk">Rodney.Redmond@dhsspsni.gov.uk</a>

<b>Department of Culture, Arts and Leisure</b>	
Branch:	<b>Research and Statistics Branch</b>
Main Aims	<i>To provide statistical and research services to the Core Department and its Agencies. This includes :</i> <i>*Assisting with survey design, analysis and dissemination;</i> <i>*Advising and participating in the management and dissemination of externally commissioned research;</i> <i>*Providing research and statistical support for DCAL's Public Service Agreement including performance indicators on participation and satisfaction with culture, arts and leisure activities;</i> <i>* 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</i> <i>* Representing DCAL on appropriate Departmental and Inter-Departmental groups and with regard to research and statistical issues.</i>
Tel:	028 9025 8825
Email:	<a href="mailto:Philip.Spotswood@dcalni.gov.uk">Philip.Spotswood@dcalni.gov.uk</a>

<b>Department of Education</b>	
Branch:	<b>Statistics and Research Branch</b>
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:	<a href="mailto:Karen.mccullough@deni.gov.uk">Karen.mccullough@deni.gov.uk</a>

<b>Department for Employment and Learning</b>	
Branch:	<b>Research and Evaluation Branch</b>
Main Aim:	<i>To provide research and evaluation services to help the Department make its programmes more effective.</i>
Tel:	028 9025 7150 / 028 9025 7609
Email:	<a href="mailto:Dave.Rogers@delni.gov.uk">Dave.Rogers@delni.gov.uk</a>
Branch:	<b>Tertiary Education Analytical Services Branch</b>
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:	<a href="mailto:Thomas.Coyle@delni.gov.uk">Thomas.Coyle@delni.gov.uk</a>

<b>Northern Ireland Tourist Board</b>	
Branch:	<b>Research and Evaluation</b>
Main Aim:	<i>To provide accurate research and intelligence for measuring tourism industry performance.</i>
Tel:	028 9044 1565
Email:	<a href="mailto:d.ruddy@nitb.com">d.ruddy@nitb.com</a>

<b>Branch:</b>	<b><i>Human Resource Consultancy Services</i></b>
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:	<a href="mailto:John.Mallon@dfpni.gov.uk">John.Mallon@dfpni.gov.uk</a>
<b>Branch:</b>	<b><i>Regional Reporting and EU Programmes Branch</i></b>
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:	<a href="mailto:rreb.nisra@dfpni.gov.uk">rreb.nisra@dfpni.gov.uk</a>
<b>Branch:</b>	<b><i>Land and Property Service Agency</i></b>
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:	<a href="mailto:Erin.Montgomery@dfpni.gov.uk">Erin.Montgomery@dfpni.gov.uk</a>

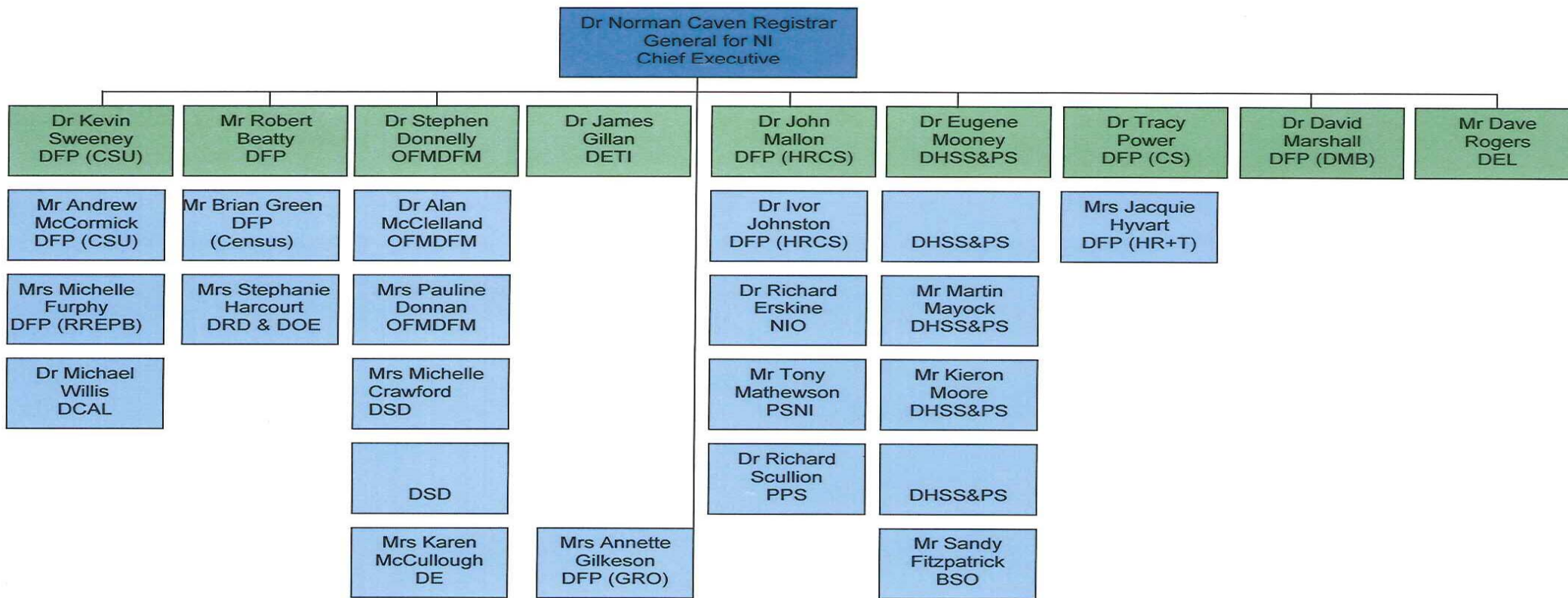
## ***Department of Agriculture and Rural Development***

<b>Branch:</b>	<b><i>Farm Surveys Branch (Policy &amp; Economics Division)</i></b>
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:	<a href="mailto:Malcolm.Megaw@dardni.gov.uk">Malcolm.Megaw@dardni.gov.uk</a>

## ANNEX 2: NISRA Branch Details

<b>Department of Finance and Personnel</b>	
Branch:	<b>Census Office for Northern Ireland</b>
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:	<a href="mailto:census.nisra@dfpni.gov.uk">census.nisra@dfpni.gov.uk</a>
Branch:	<b>Central Survey Unit</b>
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:	<a href="mailto:Kevin.Sweeney@dfpni.gov.uk">Kevin.Sweeney@dfpni.gov.uk</a>
Branch:	<b>Corporate Services</b>
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 8174
Email:	<a href="mailto:Tracy.Power@dfpni.gov.uk">Tracy.Power@dfpni.gov.uk</a>
Tel:	028 9034 8110
Email:	<a href="mailto:Jacquie.Hyvarth@dfpni.gov.uk">Jacquie.Hyvarth@dfpni.gov.uk</a>
Branch:	<b>Demography and Methodology Branch</b>
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:	<a href="mailto:david.marshall@dfpni.gov.uk">david.marshall@dfpni.gov.uk</a>
Branch:	<b>General Register Office</b>
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 90 252033
Email:	<a href="mailto:Annette.Gilkeson@dfpni.gov.uk">Annette.Gilkeson@dfpni.gov.uk</a>

## ANNEX 1: NISRA Management Organisational Chart (at 31<sup>st</sup> March 2009)



Senior Management



Management Board



## Financial Resources

The Agency's overall net Budget for 2009 -2010 is £8,127k incorporating a non-cash allocation of £469k. The net allocation includes estimated income totalling £11,581k 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 2009/2010**

BUSINESS AREA	ALLOCATION (£000's)			
	ADMIN	OTHER	CAPITAL	TOTAL
<b>General Register Office</b>				
- Expenditure	1,872	2,390	-	4,262
- Income	-1,287	-1,115	-	-2,402
<b>Sub-total (GRO)</b>	<b>585</b>	<b>1,275</b>	<b>-</b>	<b>1,860</b>
<b>Statistical and Research Services</b>				
- Expenditure	12,777	1,200	1,000	14,977
- Income	-9,179	-	-	-9,179
<b>Sub-total (S&amp;RS)</b>	<b>3,598</b>	<b>1,200</b>	<b>1,000</b>	<b>5,798</b>
<b>Total NISRA</b>	<b>4,183</b>	<b>2,475</b>	<b>1,000</b>	<b>7,658</b>
	- Non-cash GRO			38
	- Non-cash S&RS			431
	<b>Total NISRA including non-cash</b>			<b>8,127</b>

\* 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.

## Civil Registration

GRO staff will:

- progress the Civil Registration Bill through the Assembly by December 2009;
- progress work on Birth & Death Regulations to implement the powers contained in the Civil Registration Bill;
- progress work on Birth & Death Regulations to provide for a 'Register of Presumed Deaths' to enable the deaths to be registered and certificates issued; and
- by March 2010, integrate digitised post 1973 birth and death records with current system and commence work on pre 1973 records.

## **Other Official Statistics**

DOE/DRD staff will:

- analyse information to monitor progress of 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; and
- provide statistical and research support to the Review of the Regional Transportation Strategy.

CSU staff will:

- carry out the NI Travel Survey

## **Cross cutting topics**

### **Equality and Diversity**

#### **National Statistics**

OFMDFM staff will;

- produce and publish the Labour Force Survey Religion Report 2008.

#### **Other Official Statistics**

OFMDFM staff will

- publish update of Good Relations Indicators in November 2009;
- publish research on youth intervention schemes in Northern Ireland in June 2009;
- publish research on young people's attitudes to minority ethnic/migrant young people;
- develop proposals and publish baseline report to monitor progress and impact of Lifetime Opportunities in the NI Executive's anti-poverty and social inclusion strategy; and
- support the NI Executive in contributing to the UK Child Poverty Bill national targets, strategies and reports and possible introduction of the legislation through the Assembly.

HRCS staff will:

- undertake equality monitoring for the NICS

RREP staff will:

- produce an online Northern Ireland Abstract of Statistics

- publish monthly births and deaths statistics for Northern Ireland;
- publish Annual Press Release for Marriages, Civil Partnerships and Divorces registered in 2008;
- publish Annual Press Release for Births registered in 2009;
- publish Annual Press Release for Deaths registered in 2009;
- publish the First Names Bulletin of most popular boys and girls names registered in 2009;
- publish Annual Press Release for names of babies born in 2009;
- publish improved methodology for Household Projections and Estimates within Northern Ireland; and
- publish 2007-8 migration statistics for Northern Ireland and Administrative Areas.

### **Other Official Statistics**

DMB staff will:

- maintain, update and develop the Northern Ireland Longitudinal Study Database during the year and support the 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; and
- publish a paper on gaps in demographic statistics in Northern Ireland for consideration by the relevant Statistics Advisory Groups.

## **Travel and Transport**

### **National Statistics**

DRD staff will:

- publish the Annual Transport Statistics and 4 Quarterly bulletins

PSNI staff will

- publish the 2008/09 injury road traffic collision statistics for Northern Ireland in May 2009; and
- publish the 2008 calendar year injury road traffic collision statistics for Northern Ireland

- provide data regarding physical regeneration in Development Offices.

NITB staff will:

- contribute to the review of the Northern Ireland Passenger Survey (NIPS).

DMB staff will :

- publish updated measures of spatial deprivation within Northern Ireland;
- continue to update the Northern Ireland Neighbourhood Information Service (NINIS) website with small area statistics and location information; and
- produce two releases of the Northern Ireland Central Postcode Directory;

## **Population**

### **National Statistics**

Census Office staff will:

- develop the Address Registers for the 2009 Census Rehearsal and the 2011 Census;
- plan, conduct and evaluate the 2009 Census Rehearsal;
- test the field procedures for the 2011 Census Coverage Survey;
- prepare the 2011 Census Order for laying before the Northern Ireland Assembly; and
- advance arrangements for the enumeration of the 2011 Census, the processing of 2011 Census questionnaires and the production and dissemination of 2011 Census outputs.

DMB staff will:

- publish 2008 population estimates 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, 2008;
- publish four statutory Quarterly Reports of the Registrar General, 2009;

DSD staff will:

- report on the Family Resources Survey (FRS), Households Below Average Incomes and Urban Rural Report, based on 2007-2008 data and carry out ad hoc analysis of the FRS; and
- report on housing in Northern Ireland including quarterly Housing Bulletin and Annual Housing Statistics Report;

### **Other Official Statistics**

DCAL staff will:

- publish statistical bulletins in respect of: Public Awareness of the Public Record Office of Northern Ireland;
- publish statistical bulletins in respect of: Effects of the economic downturn on the consumption of culture, arts and leisure;
- publish statistical bulletins in respect of: Continuous Household Survey findings on The Arts, Museums, Public Libraries, Sport; and
- provide statistical input to development of NI Library Authority Benefits Realisation Plan.

DOE/DRD staff will:

- provide statistical and research support to the Regional Development Strategy 2010 .

CSU staff will:

- conduct the Omnibus Survey.

DSD staff will:

- carry out ad hoc analysis of the Family Resources survey in Northern Ireland; and
- produce baseline information to monitor the Neighbourhood Renewal Strategy;
- produce baseline information for the monitoring and evaluation of all new Urban Regeneration Projects;
- provide data support for EQIAs;
- provide information with regard to housing need, mortgage rescue scheme, review of private rented sector;
- inform the development of new service delivery models including the identification of service duplication across Belfast Regeneration Office areas;
- develop a research programme to inform gambling legislation; and

- rebase and revise the Quarterly Employment Survey by June 2009 in light of results from the Census of Employment on a SIC 2007 basis;
- manage consultants to deliver an Economic Appraisal for new survey processing system by end August 2009;
- manage consultants to deliver a fit for purpose functional specification for new survey processing system by end January 2010;
- manage delivery of contract to design and implement new survey system – to be issued by end March 2010;
- develop (Annual Business Inquiry) ABI and Census data collection methods to allow the production of more consistent employee jobs measures for September 2009;
- quantify the effect of the introduction of a consistent IDBR population file on Census; and
- ensure the sample element of the ABI is consistent with the sample element of the Census.

CSU staff will:

- carry out the Labour Force survey in NI;

### **Other Official Statistics**

DEL staff will:

- publish monthly statistics on Training and Employment Measures in Labour Market Report;
- publish monthly headline vacancy statistics in Labour Market Report;
- publish, following quality assurance, a Steps to Work statistical bulletin; and
- publish annual Workforce Development Forum Labour Market Profiles.

## **People and Places**

### **National Statistics**

CSU staff will:

- carry out the Survey of Living conditions in NI; and
- carry out the Continuous Household Survey.

- prepare set of standard and non-standard tables for submission to the European Monitoring Centre for Drugs and Drug Addiction
- conduct a review of all public health related surveys funded through the DHSSPS surveys budget.
- commission and manage a range of Public Health related surveys e.g. Public Attitudes Survey, National Diet and Nutrition Survey, Sexual Attitudes Survey, Dental Health Survey.
- commission and manage one-off research projects in support of the New Strategic Direction for Alcohol and Drugs e.g. Study into Cocaine Use in NI, Social Costs of Alcohol Misuse in NI.

DSD staff will:

- 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;
- provide statistical consultancy and volumetric forecasts for use in Integrated Complementing System for Social Security Agency workload forecasts;
- facilitate the Strategic Business Review project team in conducting a SSA service review to include providing advice and analysis to help plan, schedule and implement the agreed option;
- facilitate the Employment and Support Allowance (ESA) project team by producing a series of forecasts for the new benefit which was implemented in October 2008; and
- provide information on the number of existing incapacity benefit customers who may be required to move onto ESA.

CSU staff will:

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

## **Labour Market**

### **National Statistics**

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 Survey of Domiciliary Care Users Northern Ireland 2009 ;
- publish Carers' Assessments Report;
- publish Northern Ireland Care Leavers 2008/09;
- publish Former Care Leavers 2008/09;
- publish Outcome Indicators for Looked After Children (September 2008);
- publish Children Order Statistical Tables (and Bulletins) 2008/09;
- continue to develop and publish cancer waiting time information for Northern Ireland;
- develop the prescription data from the Electronic Prescribing and Eligibility System;
- conduct a proprietary/generic drug discount enquiry across NI community pharmacies and update the NI discount scales;
- calculate 2010/11 Hospital, Community Health and Personnel Social services allocation for new Locality Care Groups;
- carry out annual update of NI Health and Social Care Monitoring system, include new indicators, and publish regional and sub-regional analyses;
- develop a prototype evidence based dental capitation formula for use in pilot evaluation sites;
- support development of GP flu module data extraction and reporting system as part of pandemic contingency planning;
- continue to disseminate Health and Social Care workforce data including quarterly Key Facts Bulletin, biannual Vacancy Bulletin and annual Workforce Census;
- publish Trust Workforce Productivity Bulletins on a biannual basis;
- develop patient level datasets to monitor the time that medically fit patients wait for discharge from an acute hospital setting and waiting times in A&E departments;
- provide assistance to the DHSSPS in the development of an activity based tariff system for Northern Ireland and
- provide input to the DHSSPS key performance indicators
- publish Statistics from the NI Needle and Syringe Exchange Scheme: 1 April 2008 to 31 March 2009
- publish Statistics from the NI Drug Misuse Database: 1 April 2008 to 31 March 2009
- publish of Statistics from the NI Substitute Prescribing Database: 1 April 2008 to 31 March 2009
- publish Statistics from the NI Drug Addicts Index 2009
- publish Statistics for Smoking Cessation Services in NI: 1 April 2008 to 31 March 2009

RREP staff will:

- provide advice on monitoring and evaluation of EU Programmes in Northern Ireland.

## **Health and Social Care**

### **National Statistics**

DHSSPS staff will:

- publish Adult Community Statistics 2008/09 in September 09;
- extract and report on latest GP quality and disease prevalence indicators, including new GP survey results, publishing data in line with UK publication timetable; and
- continue to work with UK colleagues to enhance the comparability of hospital waiting time statistics.

DMB staff will:

- publish provisional mortality and fertility statistics for Northern Ireland 2009;
- publish statistics on the number of influenza related deaths; and
- publish provisional annual statistics on the number of deaths registered with MRSA or Clostridium Difficile mentioned on the death certificate, 2009; and
- publish a research paper on the number of drug-related deaths in 2009 in Northern Ireland.

DSD staff will:

- provide a comprehensive range of statistical publications on individual social security benefits including Disability Living Allowance, Attendance Allowance, Carers Allowance, Incapacity Benefit and Severe Disablement Allowance, Income Support and Jobseekers Allowance.

### **Other Official Statistics**

DHSSPS staff will:

- publish quarterly bulletin on Hearing Aid Assessments and Reassessments;
- publish Survey of Domiciliary Care Providers Northern Ireland 2008;

RREP staff will:

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

DHSSPS staff will:

- complete annual update of NI cost weighted activity index (CWA) for inclusion in 2010 UK output estimates;

CSU staff will:

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

### **Other Official Statistics**

DETI staff will:

- produce a short term composite output indicator for NI as a development statistic by December 2009.

LPS staff will:

- assist in the development of a property transactions database with a view to producing a future official statistics publication majoring on domestic property sales prices; and
- develop and implement an executive management information system to produce statistics on the key performance indicators for LPS Rating Directorate.

## **Government**

### **Other Official Statistics**

HRCS staff will:

- undertake paybill modelling for the NICS;
- undertake equal pay reviews for public sector bodies;
- monitor sickness absence in the NICS;
- produce personnel statistics for the NICS; and
- conduct a survey of staff attitudes for the NICS.

OPONI staff will

- publish Complainant Equality Monitoring Reports and report on trends and patterns in police complaints within communities, linking these to Section 75 (Northern Ireland Act 1998) groupings;
- report on trends and patterns in complaints involving incivility;
- report on levels of complainant satisfaction with the service provided by the Office;
- report on public awareness and confidence in the police complaints system across Northern Ireland;
- report on satisfaction levels of police officers subject of investigation;
- produce statistics and research sections of Police Ombudsman Annual Report; and
- develop a benchmark on complainant satisfaction with the Garda Siochana Ombudsman Commission and the independent Police Complaints Commission.

NIPB staff will:

- undertake internal and external survey work as detailed in the Policing Board's Statistical and Research Strategy;
- commission external research on public perceptions of the Policing Board, the Police Service of Northern Ireland (PSNI), DPPs and other policing-related issues;
- collect and interpret statistical information that monitors 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 CS Incapacitant Spray and PACE/JSA stops and searches (collected by the PSNI) and statistics on the Independent Custody Visiting Scheme (operated by the NIPB); and
- conduct survey work and collect statistical information to assist the Policing Board in monitoring the effectiveness of district policing partnerships (DPPs).

## **Economy**

### **National Statistics**

DETI staff will:

- publish, in line with the pre-announced timetable, the quarterly Index of Production (IOP); and
- introduce SIC 2007 sampling for selected DETI business and household surveys and implement Conversion matrices on the Quarterly Employment Survey (QES) by Jun 2009.

- publish 'Experience of Drug Misuse: Findings from the 2007/08 Northern Ireland Crime Survey';
- publish 'Views on Organised Crime: Findings from the January 2009 Northern Ireland Omnibus Survey';
- publish 'Northern Ireland Youth Re-offending: Results from the 2006 cohort'
- produce a report on findings from Sweep 1 of the Northern Ireland Victim and Witness Survey;
- publish findings from the 2008/09 Northern Ireland Crime Survey on domestic and sexual violence and abuse; and
- publish a bulletin on Northern Ireland Statistics on the Operation of the Terrorism Act 2000.

#### PSNI staff will

- publish 2008/09 drug seizure statistics for Northern Ireland by May 2009;
- publish quarterly reports on police use of stop & search powers for Northern Ireland;
- publish quarterly reports on PSNI victim satisfaction surveys;
- publish statistics on the use of force by the PSNI; and
- publish 2008/09 PACE detention statistics for Northern Ireland.

#### Northern Ireland Court Service Staff will:

- publish quarterly bulletins: High Court Bulletin, Crown Court Bulletin, County Court Bulletin, Magistrate's Court Bulletin, and Children's Order Bulletin.

#### PPS staff will:

- continue to lead in the development of PPS management information systems prior to the introduction of the 'DSM1' phase of the Causeway data sharing mechanism;
- publish a review of PPS caseload and performance during 2008/09;
- publish the results (for 2009) from the PPS module of the NI Omnibus Survey;
- review the content and format of the statistical information available via the PPS website; and
- conduct internal and external surveys, including surveys of key PPS stakeholders and staff.

DEL staff will:

- publish a statistical bulletin detailing enrolments and achievements within Essential Skills.

## **Crime and Justice**

### **National Statistics**

NIO staff will

- publish 8<sup>th</sup> and 9<sup>th</sup> editions of 'Digest of Information on the Northern Ireland Criminal Justice System';
- publish 'The Northern Ireland Prison Population in 2008'; and
- publish 'Perceptions of Crime: Findings from the 2008/09 Northern Ireland Crime Survey' and 'Experience of Crime: Findings from the 2008/09 Northern Ireland Crime Survey'.

PSNI staff will:

- publish 2008/09 recorded crime statistics for Northern Ireland in May 2009; and
- publish 2008/09 security situation statistics for Northern Ireland in May 2009.

Northern Ireland Court Service staff will:

- publish Judicial Statistics in June 2009;
- publish the quarterly Mortgage Press Release.

CSU staff will:

- carry out the 2009/10 Northern Ireland Crime Survey.

### **Other Official Statistics**

NIO staff will:

- in conjunction with academic and other NISRA colleagues, continue to build on the success of the recent North-South Criminal Justice Statistics Conference in fostering co-operation between statisticians and researchers on an all island basis;
- measure, monitor and report data relating to NIO's 2007 Comprehensive Spending Review Public Service Agreement Key Performance Indicators;
- continue to work with colleagues across the criminal justice system to harmonise statistical categories prior to the introduction of the Causeway data sharing mechanism;

## **Other Official Statistics**

DETI staff will:

- publish, in line with the pre-announced timetable, the quarterly Index of Services (IOS) and select and refresh the sample by March 2010;
- report on Northern Ireland Service Sector exports for high export potential groups by March 2010; and
- provide business birth rates database to ERINI.

## **Children, Education and Skills**

### **National Statistics**

DE staff will:

- undertake the 2009 -2010 School Census, the 2008-2009 School Leavers Survey, and compilation of the 2009–2010 Teachers' database; and
- publish statistical press releases on School Enrolment, 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 details of qualifications gained by NI domiciled students on Higher Education courses in the UK and details of all students gaining qualifications at Higher Education Institutions in NI for the academic year 2008/09;
- publish details of NI domiciled students on Higher Education courses in the UK & ROI and details of students on Higher Education courses in NI Institutions for the academic year 2008/09; 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 2007/08.

### **Other Official Statistics**

DE staff will:

- prepare statistics on Key Stage assessments, GCSE's and A Levels;
- publish Statistical Press Releases on pupil attendance; and
- publish research reports and associated Research briefings (including a study on special needs of bilingual (Irish-English children).

## Official Statistics Work Programme

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

In addition to its statistics and research work, NISRA also incorporates the General Register Office (GRO) which manages the civil registration process in Northern Ireland.

During 2009-2010 the Work Programme will include the following work under each of the Official Statistics themes.

### Agriculture and Environment

#### National Statistics

DARD staff will:

- collect, collate, analyse and publish statistical data on agriculture and related industries in Northern Ireland, as required to meet the needs of DARD, other Northern Ireland Departments, DEFRA and the EU; and
- put in place mechanisms for a full 2010 agricultural census and European Union Farm Structure Survey including a pilot of the farming production methods module.

#### Other Official Statistics

DOE/DRD staff will:

- produce the annual Northern Ireland Environmental Statistics Report; and
- develop and produce quarterly municipal waste bulletins.

### Business and Energy

#### National Statistics

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;
- collect data on the export and import of international trade in goods and services through the Manufacturing Sales and Exports survey; and
- ensure a legal basis for access to business information collected by the UK Statistics Authority under the Statistics of Trade Act 1947.

## **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 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.

## 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, to support the formulation and monitoring of economic and social policies by government at all levels. Official 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 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.

## Organisation and People

Objectives	Measures	Targets	Actions
OP1: To ensure that staff are equipped with skills and competencies to deliver NISRA business objectives.	Respondents in staff survey stating that they have received the training they need.	(i). To have at least 65% of NISRA Staff Survey Respondents state that they have received the training necessary to deliver their business objectives	Organise NISRA specific training courses and liaise with CAL on the facilitation of generic training for NISRA staff
	Number of lunchtime staff seminars during 09/10	(ii) To hold at least 10 lunchtime staff seminars during 09/10	Organise relevant seminars
	Provision of central NISRA training facilities	(iii) To provide central NISRA training facilities including methodology, training for statisticians and roll-out of UK Statistics Authority – related guidance	Disseminate UK Statistics Authority related guidance to NISRA colleagues  Provide follow up support to NISRA colleagues (eg seminars)  NISRA SD Group to organise courses as required
OP2: Making NISRA a preferred place to work	Working Group in place	(i) To have a working group in place to oversee the implementation of the NISRA Human Resources Strategy	To constitute and convene a working group  Develop 09/10 staff attitude survey action plan.
	NISRA Staff Survey	(ii) To have at least 75% of staff indicating that NISRA is a good organisation for which to work	Implementation of HR Strategy

## Internal Processes

Objective	Measure	Target	Actions
IP1. To manage production and dissemination of official statistics and social research on NI in keeping with the Code of Practice for Official Statistics.	Feedback from NISRA branches involved in assessment process during 2009/10	(i) To facilitate the UK Statistics Authority Monitoring and Assessment Processes and take steps to comply with any recommendations made	Provision of support and advice to NISRA colleagues  Incorporate recommendations made by UK Statistics Authority into Branch work programmes
	Feedback from UK Statistics Authority		
	Steps taken to comply with UK Statistics Authority recommendations		
	Publication of pre-release statement and associated documentation for each Department by December 2009	(ii) To have a pre-release access compliance statement and associated documentation published for each Department by December 2009	Production and publication of pre-release access compliance statement and associated documentation
	National Statistics Products disseminated through the Publication Hub	(iii) To routinely disseminate all National Statistics publications through the Publication Hub by end December 2009	Training of NISRA statisticians in use of Publication Hub and provision of support to NISRA staff; Promotion of use of Hub by Senior Management
IP2. 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 legislation.	Monitor response process.
	Review carried out	(ii) To review the NISRA Framework document by 31 <sup>st</sup> March 2010	Convene working group to oversee review
	Queries responded to within agreed timescale	(iii) To respond to all queries by the Committee for Finance and Personnel within agreed timetables	Respond to all queries within agreed timescales
	Compliance with RIA assessment requirements	(iv) To ensure that all NISRA DFP Business Areas comply with the Regulatory Impact Assessment requirements during the policy making process	Carry out RIA's on all new policies or existing policy proposals
IP3. To rationalise our processes to enable us to live within budget	Reduction of air travel expenditure by 10% in 2009/10	To reduce NISRA DFP air travel expenditure by 10% in 2009/10 compared to 2008/09	Consider alternatives to face to face meetings e.g. tele/video conferencing

deliver services effectively across all areas of responsibility.	Efficiency savings delivered.	(ii) To deliver an efficiency saving of 2.5%	Implement Efficiency Actions.
	Level of assurance provided	(iii) To secure a favourable audit report on risk management, and manage risk appropriately	Adhere to financial procedures and monitor risk
R3: To ensure that corporate HR policies and services are in place to support Business Areas in achieving their objectives	Monthly/annual absence reports	(i) To achieve an overall DFP sickness absence target of no more than 8.5 days per employee by March 2010	DFP Managing Attendance Policy  Health Initiatives
R4: 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 DFP NISRA Business Areas	Communicate to relevant staff actions from DFP Sustainable Development Action Plan.

## Users

Objective	Measure	Target	Actions
C1: To ensure a high level of user satisfaction with NISRA's services and products.	User satisfaction level recorded in annual Customer Survey	(i) To have no less than 96% of users rating NISRA's services and products as satisfactory or better. (Ministerial Target)	Business Areas to include user service improvement actions in their Branch Plans. Customer Satisfaction Survey
C2: To provide a high quality service which is responsive to and meets the needs of Users.	Consultations conducted.	(i) To consult users before making changes that affect statistics (for example, to coverage, definitions, or methods) or publications	Conduct consultations with users  User feedback.
	Meeting held	(ii) To convene a minimum of one meeting of the Statistics Advisory Committee by March 2010	Organise and facilitate meeting
	Baseline measurement obtained	(iii) To obtain a baseline measurement of public confidence in official statistics	Public confidence in Official Statistics Survey
	Strategy developed	(iv) To develop a Strategy for taking forward e-dissemination within NISRA	Working group to develop Strategy

## NISRA 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.	Reported breaches investigated and actions taken, to as far as possible, prevent a reoccurrence	(i) To promote 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 (Ministerial Target)	Investigate reported breaches of Code of Practice  Take action, to as far as possible, prevent a reoccurrence e.g. retraining of staff
	Completion and Evaluation of Census Rehearsal	(ii) To conduct and evaluate the Census Rehearsal by 31 <sup>st</sup> March 2010 (Ministerial Target)	Conduct Census Rehearsal  Evaluate Census Rehearsal
	Completion of scanning and data capture	(iii) To complete the scanning and data capture of post 1973 birth and death registration records during 2009/10 (Ministerial Target)	Scan the post 1973 birth and death registration records
	Publication of updated measures of spatial deprivation	(iv) To publish updated measures of spatial deprivation by March 2010 (Ministerial Target)	Update 2005 measures and publish
	Commencement of scanning	(v) To commence the scanning and data capture of birth and death registration records spanning the period 1864-1973	Commence scanning and data capture of relevant records
	Publication of plans	(vi) To publish plans by March 2010 to incorporate the change in Local Government Boundaries across official statistics (subject to acceptance of the Local Government Boundary Review)	If Boundary Review accepted, NISRA's plans for incorporation into geographies used in official statistics will be published
	Development of a draft Marketing Strategy	(vi) To develop a draft NISRA Marketing Strategy by end March 2010	Marketing placement student to lead project in conjunction with branches
R2: To ensure that NISRA manages its budget allowance to	Level of overspend and underspend.	(i) To have no overspend and an underspend not greater than 1.5%	Quarterly monitoring exercises.

## Internal Processes

- To facilitate the UK Statistics Authority Monitoring and Assessment Processes and plan to comply with any recommendations made
- To have a pre-release access compliance statement and associated documentation for each Department by December 2009
- To routinely disseminate all National Statistics publications through the Publication Hub by end December 2009
- To deal with all FOI enquiries to NISRA DFP in accordance with the timescales outlined in legislation
- To review the NISRA Framework document by 31<sup>st</sup> March 2010
- To respond to all queries by the Committee for Finance and Personnel within agreed timetables
- To ensure that all NISRA DFP Business Areas comply with the Regulatory Impact Assessment requirements during the policy making process
- To reduce NISRA DFP air travel expenditure by 10% in 2009/10 compared to 2008/09

## Organisation and People

- To have at least 65% of NISRA Staff Survey Respondents state that they have received the training necessary to deliver their business objectives
- To hold at least 10 lunch time staff seminars during 2009/10
- To provide central NISRA training facilities including methodology, training for statisticians and roll-out of UK Statistics Authority-related guidance
- To have a working group in place to oversee the implementation of the NISRA Human Resources Strategy
- To have at least 75% of staff indicating that NISRA is a good organisation for which to work

## 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 commence the scanning and data capture of birth and death registration records spanning the period 1864-1973
- To publish plans by March 2010 to incorporate the change in Local Government Boundaries across official statistics (subject to official acceptance of the Local Government Boundary Review)
- To develop a draft NISRA Marketing Strategy by end March 2010
- To have no overspend and an under spend not greater than 1.5%
- To deliver an efficiency saving of 2.5%
- To secure a favourable audit report on risk management, and manage risk appropriately
- To achieve an overall DFP sickness absence target of no more than 8.5 days per employee by March 2010
- To implement the DFP Sustainable Development Action Plan within the DFP NISRA Business Areas

### Users

- To consult with users before making changes that affect statistics (for example, to coverage, definitions, or methods) or publications
- To convene a minimum of one meeting of the Statistics Advisory Committee by March 2010
- To obtain a baseline measurement of public confidence in official statistics
- To develop a Strategy for taking forward e-dissemination within NISRA

## **Target 5 Measures of Multiple Spatial Deprivation**

- Objective: To ensure official spatial deprivation measures in use in Northern Ireland are up to date.
- Target: To publish updated measures of multiple spatial deprivation by March 2010
- Rationale: NISRA publishes research that ranks small geographical areas across Northern Ireland in terms of relative deprivation. The latest research was published in May 2005. In line with the latest GB position, NISRA in consultation with the inter-Departmental Statistics Co-ordinating Group has decided that the 2005 report should be updated. An inter-Departmental Steering Group has been set up to guide the 2009 update and work is progressing for this research to be published by March 2010. The resultant deprivation measures are used across Government to allocate public funds and monitor the spatial impact of government policies.

### **Target 3 Civil Registration Service**

Objective: To achieve significant progress in the implementation of the Civil Record Digitisation Project by end March 2010.

Target: GRO Digitisation: To complete the scanning and data capture of post 1973 birth and death registration records during 2009/10.

Rationale: The General Register Office for Northern Ireland (GRO) is currently engaged in a modernisation programme of civil registration. Part of this programme is a project aimed at digitising the historic paper-based registrations and integrating them with the existing modern IT system. This will enhance the service provided and contribute to Government targets for electronic delivery, improve efficiency in the provision of certified copies of civil registration records, improve access to registration data and protect and preserve the paper-based historic records.

### **Target 4 Census of Population**

Objective: To advance preparations for the 2011 Census.

Target: To conduct and evaluate the Census Rehearsal by 31<sup>st</sup> March 2010.

Rationale: Preparations for the next Census of Population, scheduled for March 2011, are continuing. The next major milestone for the Census will be a full rehearsal of the processes and procedures in Autumn 2009. The major contract for the provision of services, signed in 2008, included a requirement that the contractor has an operational system in place for the rehearsal. The rehearsal will involve the enumeration of about 5,000 households in two areas of Northern Ireland, part of Dungannon and an area of West Belfast / Lisburn. Its primary purpose will be to ensure that the systems and procedures of Census Office and key contractors work together as planned. Evaluation of the rehearsal will be a key part of providing assurance that the 2011 operation runs smoothly.

## *NISRA's Balanced Scorecard – Ministerial and Chief Executive Targets 2009-2010.*

### **Ministerial Targets**

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

#### **Target 1 Official Statistics**

Objective: To promote confidence in Official Statistics.

Target: To promote confidence in Official Statistics by ensuring that all reported breaches of the Code of Practice are investigated and action taken, to as far as possible, prevent a reoccurrence

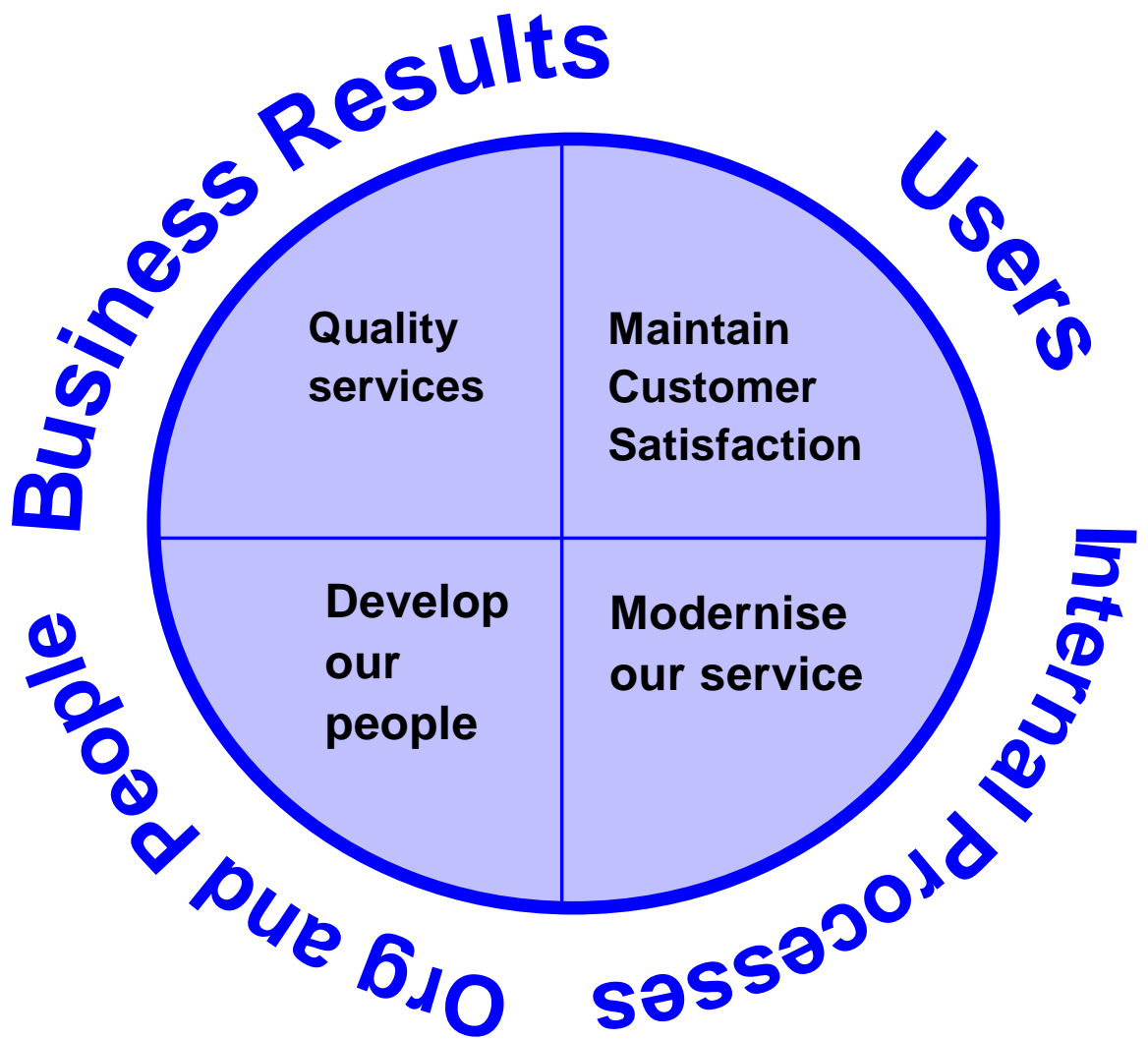
Rationale: The Statistics and Registration Service Act 2007 created the UK Statistics Authority and empowered it to determine, and assess compliance with, the new Code of Practice for Official Statistics. This Code will serve to establish common standards and, by so doing, help to ensure a coherent and trustworthy service to the user of statistics. The target refers to investigating any breaches of the Code in order that it should not reoccur. There will be a process in place for reporting breaches to Norman Caven as the Chief Statistician and then onwards to the UK Statistics Authority if warranted.

#### **Target 2 User Satisfaction**

Objective: To have a high level of users rating our services and products as satisfactory or better.

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

Rationale: NISRA recognises the importance of engaging with the concerns of each user, and in the case of significant users, the advantages of developing long term relationships. We will continue to undertake a professionally administered survey of user 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 users are timely and professional and that the information provided is relevant and accurate. This target ensures that our current high levels of user satisfaction are maintained.



## **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 2009-2010, 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 2009-2010 from the Balanced Scorecard are agreed with the Minister.

## **BUSINESS PLAN 2009-2010**

of users; that the statistics are produced, managed and disseminated to high standards; and that the statistics are well explained.

The Code does not cover requirements in relation to 'pre-release' access to official statistics in their final form. Pre-release access is privileged access to statistical releases in their final form prior to being placed in the public domain. The purpose of such access to statistics ahead of their publication is to allow Ministers to respond to questions at the time of publication of statistics. The Pre-Release Access to Official Statistics Order (Northern Ireland) 2009 was brought forward by the Minister of Finance and Personnel and came into operation on 1<sup>st</sup> April 2009. The Order sets out the rules and principles which govern the conditions under which Northern Ireland Ministers and others may receive access to Northern Ireland devolved statistics in their final form prior to publication and considerably tightens the previous rules governing such access. It brings Northern Ireland into line with the position as it pertains at UK level.

Each Northern Ireland department is expected to implement the new arrangements and publish a compliance statement to that effect. The UK Statistics Authority will monitor compliance with the Order.

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 with the Civil Registration Bill progressing through the Assembly process and an ongoing IT project to computerise historic records back to 1845.

## Statistical Services

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.

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

The United Kingdom Statistics Authority was established on 1<sup>st</sup> April 2008 by the Statistics and Registration Service Act 2007. The Authority is an independent body operating at arm's length from government 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 were made for the provisions of the Statistics and Registration Service Act to extend to Northern Ireland to allow the UK Statistics Authority to operate here.

NISRA is committed to complying with the principles of the Code of Practice for Official Statistics which was published by the UK Statistics Authority in January 2009. The Code builds on, and supersedes, the former National Statistics Code of Practice. Official Statistics that comply with the Code are designated as National Statistics<sup>2</sup>. Compliance with the Code is a statutory requirement on bodies that produce statistics that have already been designated as National Statistics.

The UK Statistics Authority will monitor the production and publication of official statistics in Northern Ireland and report any concerns to those responsible. Official Statistics which Northern Ireland Departments wish to see assigned as National Statistics will be assessed against the new Code of Practice for Official Statistics. The Authority will lay reports on its work before the Northern Ireland Assembly.

The Code contains eight principles and, in relation to each, a statement of associated practices. It also contains three more detailed protocols – on user engagement; on the release of statistics; and on the use of administrative data for statistical purposes. Taken together, the principles and protocols of the Code are intended to ensure: that the range of official statistics meets the needs

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<sup>2</sup> National Statistics is an accreditation which means that such statistics are compliant with either the UK Statistics Authority's new Code of Practice for Official Statistics, or its predecessor, the National Statistics Code of Practice. National Statistics stands for relevance, quality, integrity and freedom from political interference.

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 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. 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.

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.

## **Programme for Government and Budget**

The Executive and then the Assembly agreed the final Programme for Government, Budget 2008-11 and Investment Strategy for Northern Ireland 2008-18 in January 2008 following public consultation. 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 objectives towards which DFP contributes have been translated into Departmental objectives which form the basis for the DFP Balanced Scorecard for 2009/10. The plan also includes a summary of the Department's Expenditure Plans.

## **Devolution**

Devolution 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 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.

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 outworkings, 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 during the 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 (NISRA's target is 2.5%). In addition the Department will be required to

## Strategic Context

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://www.dfpni.gov.uk/dfp\\_operational\\_plan\\_2009-10.pdf](http://www.dfpni.gov.uk/dfp_operational_plan_2009-10.pdf)

In addition the NISRA 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 and Economy

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.pfqbudgetni.gov.uk/finalbudgetdocument.pdf](http://www.pfqbudgetni.gov.uk/finalbudgetdocument.pdf)

### Department of Finance and Personnel (DFP)

The Department of Finance and Personnel (DFP) 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 DFP's plans and government priorities over the next few years.

The DFP Corporate Plan covers the 2008-11 planning period at a strategic level, with a particular focus on the financial year, 2009/10. 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. This document fulfils NISRA's Tier 3 plan.

## **Organisation and People**

**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.*

## **Users**

**Ensure that users 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 users. We will strive to continually improve the level of services provided so that user needs are met. The Agency will survey its users so that it can respond to their changing needs, reviewing and updating Service Level Agreements as required.*

## **Internal 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 Code of Practice for Official Statistics and compliance will be monitored. This will provide the quality framework to ensure the provision of all NISRA statistics and research information is of a high standard, and in which 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 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.*

## Strategic Goals

The Balanced Scorecard methodology<sup>1</sup> is used by all DFP 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 supported 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
- Users
- Internal Processes
- Organisation and People

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

### Business Results

**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 user satisfaction and a highly motivated, skilled workforce who are satisfied with NISRA as a place to work.*

*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.*

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<sup>1</sup> 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.

## 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 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.

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

## Users

Government Departments, Agencies and Non-Departmental Public Bodies are the main users for Agency outputs. General demand for NISRA's outputs is 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 user base. The success of the Agency depends on retaining a strong user focus and throughout the period of the Corporate Plan, the Agency will seek to identify and meet the changing needs of users through the use of technology and SLAs. NISRA will continue to seek new ways to increase user awareness about availability and application of Agency output.

We will abide by the Code of Practice for Official Statistics which puts the needs of users in a prominent position.

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:

- Belfast City Council;
- Business Services Organisation (formerly Central Services Agency);
- 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);
- Department of the Environment (DOE);
- Invest NI (INI);
- Department of Health, Social Services and Public Safety (DHSSPS);
- 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);
- Northern Ireland Assembly (NIA);
- Northern Ireland Audit Office (NIAO);
- Northern Ireland Cancer Registry(NICR); and
- Northern Ireland Legal Services Commission (NILSC).

## 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 nine 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.
- During 2009/10, the remit of the groups will be reviewed as part of a wider Corporate Governance exercise.

### 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 2009 was 377, of whom 137 were administrative\* grades and 240 were statistical grades. In addition, NISRA employed a field-force of 260 fee-paid survey interviewers.

Approximately one third of NISRA statisticians and all NISRA administrative staff work in eight 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),
- Regional Reporting and EU Programmes Branch (RREP) and
- Land and Property Services (LPS).

\*includes IT staff, students and casual staff

## 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 users, the planning context and corporate strategies for the next three years. It relates to the 3-year Comprehensive Spending Review current cycle (2008-2011). The Plan has been prepared within the framework 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 2009-2010. It also identifies measures that will be taken to ensure that the Agency continues to develop its staff and improve its service to users.

# CORPORATE PLAN 2008-2011

## Chief Executive's Foreword

The Corporate Plan sets out the strategic goals of the Agency for the 3 years of the Comprehensive Spending Review (2008-2011) while the Business Plan focuses specifically on activities that will be undertaken over the coming year (2009/10).

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 1<sup>st</sup> 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. The Pre-release Access to Official Statistics Order (NI) 2009 came into effect on 1<sup>st</sup> April 2009 as a result of the 2007 Act. This limits access to statistics in their final form before publication with a view to improving public confidence in official statistics.

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 2009/10 will be measured against a challenging set of Ministerial and Chief Executive Targets as detailed in the 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, through the implementation of the NISRA Human Resources Strategy (2008/11). 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 the plan.



**Dr Norman Caven**  
**Registrar General and Chief Executive**

**Ministerial Targets  
2009-2010**

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

**Official Statistics:** To promote confidence in Official Statistics by ensuring that all reported breaches of the Code of Practice are investigated and action taken, to as far as possible, prevent a reoccurrence

**Civil Registration Service:** To complete the scanning and data capture of post 1973 birth and death registration records during 2009/10.

**Census of Population 2011:** To conduct and evaluate the Census Rehearsal by 31<sup>st</sup> March 2010

**Measures of Multiple Deprivation:** To publish updated measures of multiple spatial deprivation by March 2010

## NISRA AT A GLANCE

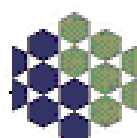
<b>Headquarters</b>	<b>Northern Ireland Statistics and Research Agency McAuley House 2-14 Castle Street Belfast BT1 1SA</b>
<b>Website</b>	<b><a href="http://www.nisra.gov.uk">www.nisra.gov.uk</a></b>
<b>E-mail address</b>	<b><a href="mailto:info.nisra@dfpni.gov.uk">info.nisra@dfpni.gov.uk</a></b>
<b>Status</b>	<b>Executive Agency within the Department of Finance and Personnel (DFP)</b>
<b>Chief Executive &amp; Registrar General</b>	<b>Dr Norman Caven</b>
<b>Number of staff at 1 April 2009</b>	<b>377</b>
<b>Core Purpose</b>	<p><b>To provide a statistical and social research service to support decision making by Northern Ireland Ministers and Departments;</b></p> <p><b>To inform elected representatives and the wider community through the dissemination of reliable official statistics;</b></p> <p><b>To administer marriage laws; and</b></p> <p><b>To provide a system for the registration of births, marriages, civil partnerships, adoptions and deaths in Northern Ireland.</b></p>

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# **CORPORATE PLAN 2008-2011 and BUSINESS PLAN 2009-2010**



Department of  
**Finance and  
Personnel**

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