

Employment in the Northern Ireland Civil Service - Quarterly Report

1 January 2023

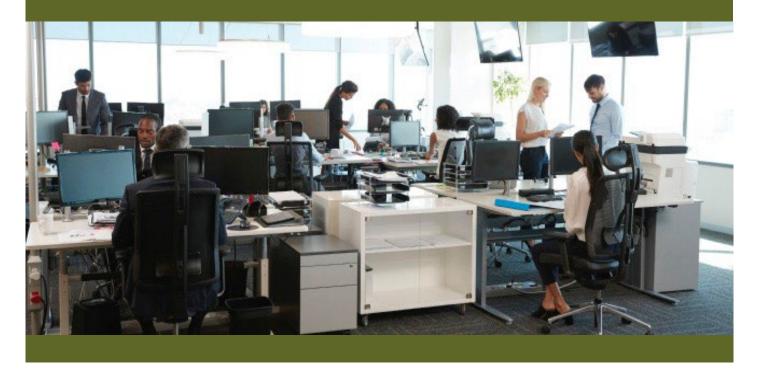




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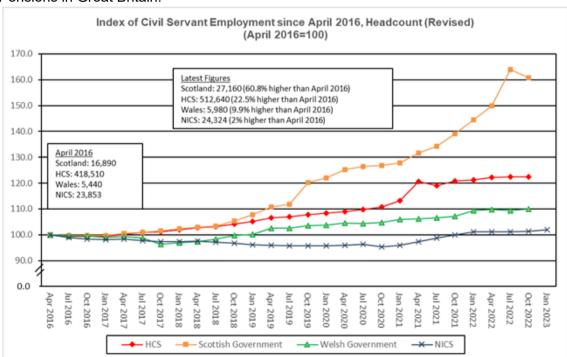
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Introduction

This report provides details on staff numbers in the Northern Ireland Civil Service (NICS) at 1 January 2023, and comparisons with the previous quarter and the wider public sector. A comparison with the previous year is also presented. This report is provided as a resource to users requiring data on NICS staff numbers and is published on a quarterly basis.

Key Points

- The headcount number of staff in the NICS at 1 January 2023 was 24,324 of whom 24,209 were permanent staff and 115 were temporary/casual staff. The number of full-time equivalent staff in the NICS was 22,739.
- The headcount number of staff in the NICS represents an increase of 169 (0.7%) from the position at 1 October 2022. Full-time equivalent numbers increased by 170 (0.8%) over the same period.
- The latest available quarterly figures (July October 2022) show the staff headcount decreased by 540 (1.9%) in the Scottish Government and decreased 2,465 (1.1%) in the Northern Ireland Public Sector. The Home Civil Service, increased by 1,030 (0.2%) and the Welsh Government increased by 30 (0.5%)
- Over the twelve months to 1 January 2023 staff headcount in the NICS increased by 202 (0.8%). The latest 12 month rolling figures show there were increases of 7,230 (1.4%) in the Home Civil Service, 3,710 (15.8%) in the Scottish Government and 150 (2.6%) in the Welsh Government. An increase of 5,285 (2.5%) was seen in the Northern Ireland Public Sector numbers.
- Recruitment Agency staff numbers¹ are not included in these NICS figures. At the end of December 2022, the number of Agency staff working in the NICS was 2,982. This figure includes 1,142 Agency staff working in the NICS on contracts for the Department for Work and Pensions in Great Britain.



Commentary: The chart shows that NICS staff numbers have been rising since October 2020 and are now 2% higher than in April 2016. The latest available figures for Great Britain, Wales and Scotland relate to 30 September 2022. For Wales, staff numbers fell to a low in October 2017, before gradually increasing to their current level, which is 9.9% higher than the position in April 2016. For Scotland, staff numbers have been increasing since April 2016 however staff numbers decreased during the most recent quarter. Scotland's staff numbers are currently 60.8% higher than in April 2016. For Great Britain as a whole, staff numbers have increased gradually and are currently 22.5% higher than in April 2016.

¹Agency staff figures were provided by NICS Workforce Analytics Branch on 1 January 2023 and provides the number (headcount) of NICS Agency Workers in post at a point in time. NICS Workforce Analytics Branch records do not include Agency Workers recruited directly by Departments.

Table 1(a)
All Employees, Headcount

Department	Male 1 Oct 2022	Female 1 Oct 2022	Total 1 Oct 2022	Male 1 Jan 2023	Female 1 Jan 2023	Total 1 Jan 2023	Change on last Quarter Value	Change on last Quarter - %	Change on last Year ¹ Value	Change on last Year ¹ %
DAERA	1,824	1,567	3,391	1,877	1,629	3,506	115	3.4%	176	5.3%
DfC	3,206	4,318	7,524	3,186	4,302	7,488	-36	-0.5%	-45	-0.6%
DfE	542	713	1,255	557	712	1,269	14	1.1%	16	1.3%
DE	217	327	544	217	334	551	7	1.3%	18	3.4%
DoF	1,821	1,788	3,609	1,821	1,805	3,626	17	0.5%	-2	-0.1%
DoH	236	355	591	247	358	605	14	2.4%	37	6.5%
Dfl	2,249	744	2,993	2,243	744	2,987	-6	-0.2%	-29	-1.0%
DoJ	1,583	1,735	3,318	1,599	1,729	3,328	10	0.3%	-25	-0.7%
TEO	145	211	356	163	234	397	41	11.5%	65	19.6%
PPS	157	288	445	154	286	440	-5	-1.1%	-18	-3.9%
Other ²	61	68	129	62	65	127	-2	-1.6%	9	7.6%
Total	12,041	12,114	24,155	12,126	12,198	24,324	169	0.7%	202	0.8%

¹ As at 1 January 2022.

Table 1 (b)
Permanent Employees, Headcount

Department	Male 1 Oct 2022	Female 1 Oct 2022	Total 1 Oct 2022	Male 1 Jan 2023	Female 1 Jan 2023	Total 1 Jan 2023	Change on last Quarter Value	Change on last Quarter - %	Change on last Year ¹ Value	Change on last Year ¹ %
DAERA	1,797	1,534	3,331	1,849	1,597	3,446	115	3.5%	153	4.6%
DfC	3,202	4,315	7,517	3,183	4,300	7,483	-34	-0.5%	-43	-0.6%
DfE	537	710	1,247	552	710	1,262	15	1.2%	31	2.5%
DE	217	326	543	217	333	550	7	1.3%	23	4.4%
DoF	1,813	1,780	3,593	1,810	1,796	3,606	13	0.4%	5	0.1%
DoH	236	355	591	247	358	605	14	2.4%	38	6.7%
Dfl	2,239	743	2,982	2,233	743	2,976	-6	-0.2%	-25	-0.8%
DoJ	1,580	1,735	3,315	1,598	1,724	3,322	7	0.2%	-23	-0.7%
TEO	143	210	353	161	233	394	41	11.6%	64	19.4%
PPS	157	285	442	154	284	438	-4	-0.9%	-13	-2.9%
Other ²	61	68	129	62	65	127	-2	-1.6%	9	7.6%
Total	11,982	12,061	24,043	12,066	12,143	24,209	166	0.7%	219	0.9%

¹ As at 1 January 2022.

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

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

Table 1 (c)
Temporary/Casual Employees, Headcount

Department	Male 1 Oct 2022	Female 1 Oct 2022	Total 1 Oct 2022	Male 1 Jan 2023	Female 1 Jan 2023	Total 1 Jan 2023	Change on last Quarter - Value	Change on last Year ¹ Value
DAERA	27	33	60	28	32	60	0	23
DfC	4	3	7	3	2	5	-2	-2
DfE	5	3	8	5	2	7	-1	-15
DE	0	1	1	0	1	1	0	-5
DoF	8	8	16	11	9	20	4	-7
DoH	0	0	0	0	0	0	0	-1
Dfl	10	1	11	10	1	11	0	-4
DoJ	3	0	3	1	5	6	3	-2
TEO	2	1	3	2	1	3	0	1
PPS	0	3	3	0	2	2	-1	-5
Other ²	0	0	0	0	0	0	0	0
Total	59	53	112	60	55	115	3	-17

¹ As at 1 January 2022.

Commentary: Table 1 shows that over the last quarter, NICS headcount has increased by 169 (0.7%). There was an increase of 166 (0.7%) permanent staff and an increase of 3 Temporary/Casual staff. The largest increases were in DAERA (115), TEO (41) and DoF (17). The largest decreases were in DfC (36) and DfI (6). Table 1 also shows that NICS headcount figures are 202 (0.8%) greater than a year ago. The greatest increases were in DAERA (176), TEO (65) and DoH (37). The greatest decreases were in DfC (45), DfI (29) and DoJ (25).

Notes:

Data sourced from HRConnect and additional DoJ databases.

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

Staff on career breaks or on secondment outside the NICS are excluded.

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

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

Table 2(a)
All Employees, Full-time Equivalent (FTE)

Department	Male 1 Oct 2022	Female 1 Oct 2022	Total 1 Oct 2022	Male 1 Jan 2023	Female 1 Jan 2023	Total 1 Jan 2023	Change on last Quarter - Value	Change on last Quarter - %	Change on last Year ¹ Value	Change on last Year ¹ %
DAERA	1,755	1,453	3,208	1,807	1,512	3,319	111	3.5%	165	5.2%
DfC	3,096	3,733	6,829	3,078	3,726	6,804	-25	-0.4%	-22	-0.3%
DfE	527	640	1,167	541	639	1,180	13	1.1%	16	1.4%
DE	212	303	515	212	310	522	7	1.4%	15	2.9%
DoF	1,756	1,617	3,374	1,757	1,632	3,389	15	0.5%	-4	-0.1%
DoH	228	332	559	239	335	574	14	2.5%	34	6.2%
Dfl	2,192	669	2,861	2,182	672	2,855	-7	-0.2%	-34	-1.2%
DoJ	1,559	1,618	3,178	1,573	1,613	3,186	8	0.2%	-23	-0.7%
TEO	142	198	339	160	220	380	40	11.9%	63	20.1%
PPS	152	266	417	149	264	412	-5	-1.2%	-17	-3.9%
Other ²	58	63	121	58	60	119	-2	-1.7%	10	9.6%
Total	11,678	10,891	22,569	11,756	10,983	22,739	170	0.8%	204	0.9%

¹ As at 1 January 2022.

Table 2(b)
Permanent Employees, Full-time Equivalent (FTE)

Department	Male 1 Oct 2022	Female 1 Oct 2022	Total 1 Oct 2022	Male 1 Jan 2023	Female 1 Jan 2023	Total 1 Jan 2023	Change on last Quarter - Value	Change on last Quarter - %	Change on last Year ¹ Value	Change on last Year ¹ %
DAERA	1,728	1,420	3,148	1,779	1,480	3,259	111	3.5%	142	4.6%
DfC	3,092	3,730	6,822	3,075	3,724	6,799	-23	-0.3%	-20	-0.3%
DfE	522	637	1,159	536	637	1,173	14	1.2%	31	2.7%
DE	212	302	514	212	309	521	7	1.4%	20	3.9%
DoF	1,748	1,609	3,358	1,746	1,623	3,369	11	0.3%	3	0.1%
DoH	228	332	559	239	335	574	14	2.5%	35	6.4%
Dfl	2,182	668	2,850	2,172	671	2,844	-7	-0.2%	-30	-1.0%
DoJ	1,556	1,618	3,175	1,572	1,608	3,180	5	0.2%	-21	-0.6%
TEO	140	197	336	158	219	377	40	12.0%	62	19.9%
PPS	152	263	414	149	262	410	-4	-1.0%	-12	-2.8%
Other ²	58	63	121	58	60	119	-2	-1.7%	10	9.6%
Total	11,619	10,839	22,457	11,696	10,928	22,624	167	0.7%	221	1.0%

¹ As at 1 January 2022.

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

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

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

Department	Male 1 Oct 2022	Female 1 Oct 2022	Total 1 Oct 2022	Male 1 Jan 2023	Female 1 Jan 2023	Total 1 Jan 2023	Change on last Quarter - Value	Change on last Year ¹ Value
DAERA	27	33	60	28	32	60	0	23
DfC	4	3	7	3	2	5	-2	-2
DfE	5	3	8	5	2	7	-1	-15
DE	0	1	1	0	1	1	0	-5
DoF	8	8	16	11	9	20	4	-7
DoH	0	0	0	0	0	0	0	-1
Dfl	10	1	11	10	1	11	0	-4
DoJ	3	0	3	1	5	6	3	-2
TEO	2	1	3	2	1	3	0	1
PPS	0	3	3	0	2	2	-1	-5
Other ²	0	0	0	0	0	0	0	0
Total	59	53	112	60	55	115	3	-17

¹ As at 1 January 2022.

Commentary: Table 2 shows that over the last quarter, NICS full-time equivalent (FTE) staff numbers have increased by 170 (0.8%). There was an increase of 167 (0.7%) permanent staff and an increase of 3 Temporary/Casual staff. The largest increases were in DAERA (111), TEO (40) and DoF (15). The largest decreases were in DfC (25), Dfl (7) and PPS (5). Table 2 also shows that NICS FTE figures are 204 (0.9%) higher than a year ago, with the greatest increases of 165 in DAERA, 63 in TEO and 34 in DoH. The largest decreases were Dfl (34), DoJ (23) and DfC (22).

Notes:

Data sourced from HRConnect and additional DoJ databases.

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

Staff on career breaks or on secondment outside the NICS are excluded.

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

Figures may not sum due to rounding.

Some FTE figures may differ by +/- 1 compared with those previously published due to rounding.

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

Table 3(a)
Permanent Employees, Headcount, 1 Jan 2023

Department	G5+	G6/7	DP	so	EOI/EOII	AO	AA	Industrial	Prison Grades	Total
DAERA	27	314	528	857	1,038	459	38	185	0	3,446
DfC	25	145	371	620	3,377	2,804	116	25	0	7,483
DfE	26	134	268	262	369	174	29	0	0	1,262
DE	21	94	96	86	135	103	15	0	0	550
DoF	46	449	661	654	977	760	51	8	0	3,606
DoH	33	101	140	155	115	51	10	0	0	605
Dfl	22	143	300	390	734	836	69	482	0	2,976
DoJ	23	163	258	277	637	648	45	17	1,254	3,322
TEO	34	44	95	106	76	36	3	0	0	394
PPS	8	75	103	16		130	24	0	0	438
Other ¹	4	23	42	12	31	12	3	0	0	127
Total	269	1,685	2,862	3,435	7,571	6,013	403	717	1,254	24,209

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

Table 3 (b)
Permanent Employees, Headcount, 1 Oct 2022

Department	G5+	G6/7	DP	so	EOI/EOII	AO	AA	Industrial	Prison Grades	Total
DAERA	27	309	533	769	1,025	441	39	188	0	3,331
DfC	26	147	380	551	3,430	2,834	121	28	0	7,517
DfE	27	137	260	242	379	173	29	0	0	1,247
DE	19	96	97	74	137	105	15	0	0	543
DoF	44	429	669	633	976	776	58	8	0	3,593
DoH	35	100	141	136	118	51	10	0	0	591
Dfl	20	140	306	368	750	835	68	495	0	2,982
DoJ	21	161	257	249	665	652	44	16	1,250	3,315
TEO	32	44	89	66	80	39	3	0	0	353
PPS	9	74	104	16	84	129	26	0	0	442
Other ¹	4	22	44	10		14	3	0	0	129
Total	264	1,659	2,880	3,114	7,676	6,049	416	735	1,250	24,043

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

Commentary: Table 3 provides a breakdown of permanent NICS headcount by grade level for the current and previous quarters. The greatest increase in numbers is at SO (321), while the greatest decrease in numbers is at EOI/EOII (105 down).

Notes:

Data sourced from HRConnect and additional DoJ databases.

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

Staff on career breaks or on secondment outside the NICS are excluded.

Employees by Work Pattern

Table 4
Permanent Employees, Headcount, 1 Jan 2023

	1 Oct 2022 F/T	1 Oct 2022 P/T	1 Jan 2023 F/T	1 Jan 2023 P/T	Change on last Quarter F/T - Value	Change on last Quarter F/T - %	Change on last Quarter P/T - Value	Quarter	Change on last Year ¹ F/T - Value	Change on last Year ¹ F/T - %	Change on last Year ¹ P/T - Value	Change on last Year ¹ P/T - %
Male	10,903	1,079	10,983	1,083	80	0.7%	4	0.4%	71	0.7%	22	2.1%
Female	8,034	4,027	8,149	3,994	115	1.4%	-33	-0.8%	225	2.8%	-99	-2.4%
Total	18,937	5,106	19,132	5,077	195	1.0%	-29	-0.6%	296	1.6%	-77	-1.5%

¹ As at 1 January 2022.

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

Notes:

Data sourced from HRConnect and additional DoJ databases.

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

Staff on career breaks or on secondment outside the NICS are excluded.

Comparisons with GB and with NI Public Sector

Table 5
Comparison with Great Britain, Headcount of Civil Servants

Organisation	1 Jul 2022 (Revised) Total	1 Oct 2022 Male	1 Oct 2022 Female	1 Oct 2022 Total	Change on last Quarter - Value	Change on last Quarter - %	Change on last Year ¹ Value	Change on last Year ¹ %
NICS	24,141	12,041	12,114	24,155	14	0.1%	330	1.4%
Home Civil Service, GB	511,610	232,760	279,880	512,640	1,030	0.2%	7,230	1.4%
Scottish Government	27,700	12,390	14,770	27,160	-540	-1.9%	3,710	15.8%
Welsh Government	5,950	2,430	3,570	5,980	30	0.5%	150	2.6%

Table 6
Comparison with Northern Ireland Public Sector, Headcount

	1 Jul 2022 (Revised) Total	1 Oct 2022 Male	1 Oct 2022 Female	1 Oct 2022 Total	Change on last Quarter - Value	Change on last Quarter - %	Change on last Year ¹ Value	Change on last Year ¹ Value
NICS	24,141	12,041	12,114	24,155	14	0.1%	330	1.4%
NI Public Sector	221,480	69,484	149,532	219,015	-2,465	-1.1%	5,285	2.5%

¹ As at October 2021

Commentary: Tables 5 and 6 compare NICS staff headcount with civil service headcount for Scotland, Wales and Great Britain as a whole (taken September 2022), and with the Northern Ireland Public Sector. Over the latest comparable quarter, there has been an increased headcount in NICS, Great Britain and Welsh Governments 0.1%, 0.2% and 0.5% respectively. The Scotlish Government and NI Public Sector have decreased in headcount by 1.9% and 1.1%. Over the latest comparable 12 months, the NICS staff headcount increased by 1.4%. All the other comparators presented in the tables also increased, the largest increase being 15.8% in the Scotlish Government.

Notes:

Data for NICS sourced from HRConnect and additional DoJ databases.

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

Home Civil Service, Scottish Government, Welsh Government and NI Public Sector figures relate to the latest available figures; September 2022. NICS figures for October 22 have been retained here to allow a more contemporaneous comparison.

Data and other relevant information for Home Civil Service, Scottish Government and Welsh Government, from 'Public Sector Employment' dataset, published by the Office for National Statistics which can be found on the ONS website.

Data for the Northern Ireland Public Sector sourced from the NISRA 'Quarterly Employment Survey'. For further information about this survey, please visit the Nisra website.

The tables are sourced from the Quarterly Employment Survey

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

Latest Northern Ireland Public Sector figures are always provisional.

Please note these figures are not seasonally adjusted.

Table 7

Yearly Comparison (January) of NICS Employees, Headcount

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Year	Male	Female	Total
2000	14,784	13,507	28,291
2001	14,830	13,988	28,818
2002	15,211	14,688	29,899
2003	15,582	15,287	30,869
2004	15,951	15,745	31,696
2005	15,921	15,799	31,720
2006	15,762	15,662	31,424
2007	15,178	15,091	30,269
2008	13,389	14,485	27,874
2009	13,303	13,828	27,131
2010	13,265	13,669	26,934
2011	13,083	13,934	27,017
2012	14,050	13,944	27,994
2013	13,961	14,008	27,969
2014	13,832	14,104	27,936
2015	13,557	13,962	27,519
2016	12,325	12,739	25,064
2017	11,580	11,842	23,422
2018	11,509	11,727	23,236
2019	11,346	11,578	22,924
2020	11,307	11,537	22,844
2021	11,367	11,516	22,883
2022	12,049	12,073	24,122
2023	12,126	12,198	24,324

^{*}Figures as at 1 January

Commentary: The number of civil servants rose from 28,291 in 2000 to a peak of 31,720 in 2005 before decreasing to 22,844 in 2020, recently increasing again to 24,324 in 2023. Over the period 2000-2015 several parts of the NICS changed their status and ceased to be part of the civil service, while other staff were included in civil service figures as a result of changes related to policing and justice. NISRA Quarterly Report: Employment in the NICS

Discontinuity*

Years 2002-04

Size of Reduction: 400

Industrial Development Board (creation of Invest NI)

Year 2006

Size of Reduction: 700

Department of Agriculture and Rural Development Science Service (became part of Agri-Food & Biosciences Institute)

Year 2007

Size of Reduction: 1,700

Water Service (became NI Water)

Year 2008

Size of Reduction: 1,200

Civilian staff seconded to PSNI (became PSNI staff)

Year 2015

Size of Reduction: 430
Planning Office staff became
employees of the Local
Councils

Year 2010

+

Size of Increase: 1,000

NI Court Service & Youth
Justice Agency

(Devolution of Policing and Justice)

Year 2012

Size of Increase: 1,700

Inclusion of Prison Grade staff

Year 2015

Size of Increase: 130

Legal Services Agency became part of the NICS

Background Notes

Concepts and Definitions

The Northern Ireland Civil Service (NICS)

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

Coverage of NICS Staff

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

Permanent and Temporary/Casual staff

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

Headcount Figures

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

Full-time and Part-time Staff

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

7. Names and abbreviations of Departments

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

Analogous Grade Levels

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

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

Voluntary Exit Scheme

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

The final tranche left at the end of May 2016. Visit the **DOF Website** for details on the VES.

Information on Quality

Background Quality Report

9. The Background Quality Report is available on the NISRA website.

Next Publication: May 2023

Further Information

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

Further statistical information can be obtained from: Natasha Dickson, NISRA Human Resource Consultancy Services, Colby House, Stranmillis Court, Belfast, BT9 5RR

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