

# Glossary and abbreviations

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*	multiply by
AA	Attendance Allowance
ACCORD	consortium of computer firms
AEI	Average Earnings Index
ANPR	automatic number plate recognition
BA	Benefits Agency
BBC	British Broadcasting Corporation
BPO	business process outsourcing
CHIEF	‘Customs Handling of Import and Export Freight’, the main computer system used from 1994 onwards by HMCE and HMRC for handling customs checks on freight
CSA	Child Support Agency (UK)
CSP	Community Systems Provider
DCS	Disability and Carers’ Service (UK)
DEA	data envelopment analysis
Defra	Department of Environment, Food and Rural Affairs (UK)
DEG	digital era governance
DfEE	Department for Education and Employment (UK)
DfT	Department for Transport (UK)
DHSS	Department of Health and Social Security (UK)
DLA	Disability Living Allowance
DMUs	decision-making units
DMV	Department of Motor Vehicles (USA)
DoH	Department of Health (UK)
DSS	Department of Social Security
DWP	Department for Work and Pensions (UK)
ECA	European Court of Auditors, the Supreme Audit Institution for the European Union
EDI	electronic data interchange
EDS	major computer firm
ESA	Employment Services Agency
FCO	Foreign and Commonwealth Office (UK)

FTE	full-time equivalent staff numbers
GAO	Government Accountability Office, the USA's Supreme Audit Institution at federal government level
GST	goods and services tax
HCC	Health Care Commission
HMCE	Her Majesty's Customs and Excise (UK)
HMRC	Her Majesty's Revenue & Customs (UK)
ICT/IT	information and communication technology/information technology
ITO	Information and Technology Office
ITSA	Information Technology and Support Agency
IPS	Identity and Passport Service (UK)
IR	Inland Revenue (UK)
IRS	Inland Revenue Service (USA)
IS	Income Support
IVR	intelligent voice recognition
JCP	Jobcentre Plus
JSA	Job Seeker's Allowance
KPI	key performance indicators, indices selected and announced as significant indicators of the performance of a system, organization or set of organizations
MLAs	micro-local agencies
MOD	Ministry of Defence (UK)
NAO	National Audit Office (UK), the UK's Supreme Audit Institution
NATOE	Nodality, Authority, Treasure, (basic) Organization and (organized) Expertise – the five basic tools of government
NDPB	non-departmental public body
NHS	National Health Service (UK)
NI	National Insurance
NIC	National Insurance Contributions
NICO	National Insurance Contribution Office
NIRS	National Insurance Register System
NPfIT	National Programme for IT, a centralized IT investment programme in the NHS that operated from 2005 to 2011
NPM	new public management
NPS	New Payments System for income tax
OCR	optical character reader technology

OPRA	Occupational Pensions Regulatory Authority (UK)
PAYE	pay as you earn tax system
PAYGO	pay as you go welfare systems
PCs	personal computers (now any modern computer desktop or laptop)
PCT	Primary Care Trust, a type of trust, part of the NHS in England
PFI	Private Finance Initiative
PRA	Passports and Records Agency (UK)
PRIME	property sale and re-lease deal
QGAs	quasi-government agencies
R&D	research and development
RPI	Retail Price Index
systems integrator	large IT firm acting as main contractor for implementing major computing/networking projects
SAI	Supreme Audit Institution, the top-level auditing body at national government level
SSA	Social Security Administration (USA)
TFP	total factor productivity
UKPA	United Kingdom Passport Agency
VAT	value-added tax
VED	vehicle excise duty
VFM	value for money