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## foreword

I welcome this third and final Progress Report on the CSO's Statement of Strategy 2004-2006. The Strategy set challenging targets for advancing the CSO's mission of providing statistics for a modern Ireland. This report demonstrates the success of the CSO in fulfilling and advancing that mission.

The CSO, with the support of the National Statistics Board, is continuing to expand the range of information it provides and to improve the timeliness in making it available. The CSO website is very attractive and continues to make key information easily accessible for a broad sweep of the population. The *Really Simple Syndicate* (RSS) feature is an example of its focus on meeting the needs of individual users.

Knowledge and good information are the key to developing good policy. New style CSO publications such as "*Measuring Ireland's Progress*", "*Women and Men in Ireland, 2006*" and "*Ageing in Ireland 2007*" greatly facilitate the policy debate. I look forward to the publication of new thematic reports on social issues in the future.

The largest project undertaken by the CSO is the Census of Population. The successful completion of the 2006 census was again a major achievement and the rapid publication of the census results, on paper and also on-line, is very welcome.

A central focus of Government is the provision of high quality public services to society as cost effectively as possible. The CSO continues, in this Progress Report, its effort to transparently link expenditures more directly to its outputs.

I want to thank the staff at all levels within the CSO for their continuing commitment to the work of the Office. We all need a strong, independent and impartial statistical service to meet the needs of our dynamic society. I know that the CSO will continue to meet those needs and that it has identified many challenging targets ahead. I commend the CSO on the completion of its 2004-2006 strategy and I look forward to the further advances which are planned for the next three years.



A handwritten signature in black ink that reads "Tom Kitt".

Tom Kitt T.D.  
Minister of State  
April 2008

## Introduction by the Director General

This is the third and final progress report on the implementation of the CSO Statement of Strategy for 2004-2006. Progress on all the KPIs set down in the Strategy is summarised in Appendix 1. It is clear from this that over the three years the staff and management of the Office have made excellent progress in implementing the highly challenging and demanding targets. Over 90% of targets that lay within the capability of the Office were met and, of these, over two out of every three were achieved either on or ahead of schedule.

The Census of Population is the largest and most challenging project undertaken by the Office and requires a huge commitment and input on each occasion. The successful completion of the 2006 census fieldwork in April/May 2006 was once again a major achievement, particularly when account is taken of the increasing challenges faced by the enumerators in completing their work. The census was processed using scanning and recognition technology and, for the first time ever, this phase of the operation was completed within the calendar year. Subsequently, throughout last year the challenging publication programme was vigorously implemented and I am pleased to note that the full set of results was published on target before the end of 2007. All results are available, in a user-friendly format, on our website [www.cso.ie](http://www.cso.ie).

Technology and good information are the key drivers towards the achievement of productivity and efficiency gains within the CSO. The ITSIP project, which has as a core objective the modernisation of the Office's IT environment, was advanced considerably over the course of this plan. The project is on schedule for successful completion in early 2008.

In line with the core vision of the National Statistics Board *Strategy for Statistics 2003-2008* substantial progress has also been made with other Departments in developing the potential of administrative records as a source of statistics. This will continue to be pursued in the future, with the CSO playing a strong central co-ordinating role in providing guidance for the entire public system on professional statistical matters.

In particular, I wish to thank all the staff of the CSO for their input to implementing our strategy. In this regard, the positive feedback from the Civil Service Performance Verification Group on developments across the Office is particularly encouraging.

I am confident that we will continue to make advances, which are consistent with the core values underpinning the philosophy, culture and business of the Office, and continue to improve the way that we provide the statistics needed by a changing society.



A handwritten signature in black ink, which appears to read 'Gerard O'Hanlon'. The signature is stylized with a large 'G' and 'O'.

Gerard O'Hanlon  
Director General  
April 2008

# Chapter 1: Background

## 1.1 Preparation of Strategy

The CSO's *Statement of Strategy 2004-2006* was prepared during 2004 within the framework of the Strategic Management Initiative (SMI). It set out the strategic direction of the CSO for the period 2004 to 2006, providing our management, staff and external stakeholders with a clear guide to our corporate goals and business objectives.

The CSO takes an inclusive approach to planning, involving staff at all levels, and the strategy was discussed and agreed by the Partnership Committee. The benefits of working together can be seen across a wide range of new statistical developments and in the delivery of improved customer services, notably via our website [www.cso.ie](http://www.cso.ie). The continued success of the strategy would not be possible without the collaboration and involvement of all our staff.

Our strategy statement pays particular attention to the National Statistics Board's (NSB) "*Strategy for Statistics 2003-2008*". This was published in July 2003 and set out a vision for developing official statistics in Ireland, with an emphasis on evidence-based policy-making and on advancing the statistical potential of administrative records (SPAR).

## 1.2 Overview

The CSO's mission statement:

***“Statistics for a modern Ireland”***

***“the efficient and timely provision of high quality information needed by a changing society”***

commits the Office to effectively meeting the information requirements of all its customers in a changing economic and social environment.

This is based on our professional and business values:

- *statistical professionalism, independence and integrity*
- *excellent service to customers*
- *respect for our data suppliers*
- *development of all staff and good management practice*
- *providing value for money.*

The Strategy distinguished five high level goals:

- *Continuous improvement in the quality and timeliness of our statistics*
- *Increased awareness and effective use of our statistics*
- *Balancing data collection requirements with the burden on data providers*
- *Ongoing development of the capability of our Office*
- *Progressing the development of the Irish statistical system*

These goals form the basis of our statistical and organisational support programmes.

## 1.3 Implementation

The Strategy is implemented through Divisional Action Programmes (DAPs), prepared annually and covering the main objectives to be achieved by each Division. Twice every year, the Directorate reviews the DAPs to ensure their continuing relevance to Office



objectives and to monitor progress. Feedback from the Directorate reviews is provided to staff and to the Partnership Committee.

Local Business Plans (LBPs)<sup>1</sup> are also prepared annually. They are based on the objectives contained in the DAPs and cover all activities in local areas, including ongoing work and new developments. The LBPs form the basis of the Performance Management and Development System (PMDS) Role Profile Forms for individual staff members.

The Directorate assessed the implementation of the 2006 DAPs and proposals for 2007 during January 2007. The outcome of this process in respect of the *Statement of Strategy 2004-2006* is summarised in this report.

<sup>1</sup> The LBPs for 2007 are listed in Appendix 5.



## Chapter 2: High Level Goals

### 2.1 Goal 1 – Continuous improvements in the quality and timeliness of our statistics

The quality of our statistics is under continual review both internally as part of our ongoing operations and externally by our users, who include economic commentators, researchers, Eurostat (the Statistical Office of the EU), and the European Central Bank (ECB).

We have continued to improve the quality, range and detail of our National Accounts and Balance of Payments statistics as part of an ongoing programme. In 2006, financial balance sheets for the institutional sectors of the economy were included for the first time in the National Income and Expenditure report and a new release giving additional details on Service exports and imports was issued in May.

There has also been good progress in developing new business statistics data. The new quarterly survey on earnings, hours and employment costs (EHECS) was introduced in October 2005. Initially, the survey is covering the industrial and financial sectors, replacing the existing surveys in these sectors. Work is ongoing in relation to new annual statistics on pension funds, the production of which are required by EU regulation<sup>1</sup> but depend on the availability of register information from the Pensions Board. More detailed monthly and quarterly tourism statistics were provided in 2005 and 2007 and new short-term indicators of trends in construction were introduced in August 2007<sup>2</sup>. A new Transport Statistics omnibus publication (covering all modes of transport) was launched at the end of 2007.

<sup>1</sup> European Parliament and Council Regulation No 2056/2002 concerning Structural Business Statistics Regulation

<sup>2</sup> Production in Building and Construction Index

As regards Social Statistics, the annual EU-SILC survey, which commenced in 2003, is now well established as the primary source of data on household income, poverty and social inclusion. The most recent data in respect of 2006 were published on schedule in November 2007. In addition, the new Crime Statistics Division, established in 2004, is continuing to work in conjunction with the Gardai in the development of crime statistics.

Significant improvements have been achieved in the timeliness of National Accounts, Industrial Disputes and Building Earnings and Employment statistics. The Quarterly National Accounts are now published three months after the relevant quarter as is data on earnings and planning permissions in the construction sector. The publication timeliness of the Building Sector Earnings release has improved by two weeks.

## 2.2 Goal 2 – Increased awareness and effective use of statistics

There is continuous contact between the CSO and its principal users. A survey of users was conducted in 2006 and we will use the feedback from this to continue to improve our high service standards. Press Conferences are held for the release of the most important statistics (e.g. National Accounts and labour market statistics). Named contacts are provided in all Statistical Releases and Press Releases, for those who require further information and explanation.

Since 2003, the CSO has been engaging very actively with Government Departments and agencies, in following through the National Statistics Board's *Strategy for Statistics 2003-2008*. Consultation mechanisms with users are effected through formal Liaison Groups in a number of statistical areas. In addition, expert groups advise the Office on the social modules (crime, housing, etc.) in the Quarterly National Household Survey (QNHS) and on specific statistical surveys such as the Census of Population and National Disability Survey. Standing consultative committees exist with numerous public bodies. Details can be found in the National Statistics Board's Progress Report 2003-2005. CSO representatives also participate on a wide range of EU and other international committees, working groups and task forces.

A new version of the CSO website, [www.cso.ie](http://www.cso.ie), was launched in February 2005. The new site is user-friendly and meets web accessibility guidelines. A significant feature is the online dissemination database which gives user-friendly access to customised tables from a wide range of CSO statistics. We are continuing to extend and improve the services available on our website.

## 2.3 Goal 3 – Balancing data collection requirements with the burden on data providers

The CSO is highly conscious of the data demands that it places on its respondents, particularly smaller businesses. The statistical reporting burden on business is, in fact, quite modest in the context of the overall information demands made by public bodies (Returns to the Companies Registration Office, VAT, PAYE, PRSI, Corporation Tax, Customs, etc.) but it attracts considerable criticism as the information required is often relatively complex and must be specially extracted.

The CSO takes many steps to minimise the reporting burden:

- Statutory inquiries are used only for Censuses or when high response is essential
- Best estimates are accepted if exact figures are not readily available
- Whenever possible, inquiries are based on samples, so that many businesses are excluded from the need to respond
- Reporting thresholds are used in many inquiries (e.g. enterprises employing more than 10 persons), thus exempting small enterprises from reporting
- Field representatives are employed to help businesses in the completion of returns.

In an effort to reduce the reporting burden on SMEs, the Office has previously offered to accept monthly management accounts from SMEs instead of monthly production and turnover returns. While there was very little take-up of this offer, future developments may, however, provide a better opportunity for implementing simplified data reporting methods. The most significant of these developments are:

- Developing the statistical potential of administrative records (SPAR). Further details are given under Goal 5.
- The development of systems, such as XBRL (the extensible Business Reporting Language).
- The further development of electronic reporting mechanisms.

The Office is actively involved, together with the Revenue Commissioners and accountancy bodies, in the development of XBRL in Ireland. The use of XBRL was

successfully piloted in one of the quarterly industry surveys in the first half of 2005. This was the first live implementation of XBRL in Ireland. XBRL has the potential to ease the reporting burden on businesses by making it much easier to identify and extract statistical information from company accounts.

The CSO is also developing electronic reporting options for the quarterly earnings survey (EHECS), in conjunction with payroll software companies, and expects these to be available in 2008. A Secure Deposit Box facility for collecting data is also available. This is a secure mechanism for sending electronic files to the CSO via the Internet and is used by business and public sector respondents.

## 2.4 Goal 4 – Ongoing development of the capability of our Office

The CSO *Human Resources Strategy* was developed by the Partnership Committee and published in 2004. The HR strategy sets out the structures and guiding principles to support and direct staff towards achieving the objectives of the Office. It provides the framework within which human resource (HR) policies and practices will be developed, implemented and kept under review. These policies will describe in more detail how staff will be managed, supported and encouraged; how performance will be measured and improved; and how communications and team-working will continue to support the business strategy.

The implementation plan for the CSO's IT strategy was developed in 2001 and the first stage of implementation, involving detailed business process specification was completed in March 2003. In November 2003, a contract for the detailed implementation phase was awarded to Cognizant Technology Solutions. The main output will be a Data Management System (DMS) designed to improve the way statistics are compiled and published. The design includes a data warehouse for the storage of statistical information and menu-driven systems for implementing statistical processes. The completion of this work is targeted for early 2008. The new IT environment is supported by a revised organisational structure to reflect the needs of the new IT systems in relation to database administration, system design/data modelling, and data dissemination.

The CSO has adopted a business-driven project management methodology for all major projects. A governance procedure is in place to manage the overall portfolio of projects and ensure that project management methodology is adopted for all major projects.

The *Sustaining Progress and Towards 2016* agreements have presented the Civil Service with challenging agendas for change and modernisation. With regard to the latter agreement, the CSO prepared an action plan in October 2006 setting out further targets for

change and modernisation initiatives. Both the current plan and the previous *Sustaining Progress* plan have been closely aligned with the CSO's overall strategy. Issues being progressed include: meeting statistical needs identified in *Towards 2016*, implementing the European Statistical System Code of Practice for official statistics, further development of the Statistical Potential of Administrative Records (SPAR), implementing and further advancing the IT strategy, and the increased use of e-Government and other technologies for data dissemination and data collection.

The Civil Service Performance Management and Development System (PMDS) has been central to managing performance and developing staff in the CSO since its introduction in 2001. In 2004, upward feedback was introduced as an additional feature of the system. PMDS is currently being integrated with other HR processes in the CSO including assessment systems. This is being undertaken as part of CSO's commitment to further develop and embed the system in line with central developments and CSO's needs.

An expenditure review of the social and demographic statistics directorate was successfully carried out in 2004. A corresponding review is currently being carried out in respect of business statistics.

## **2.5 Goal 5 – Progressing the development of the Irish statistical system**

The National Statistics Board published its *Strategy for Statistics 2003-2008* in July 2003.

This set out a new vision for the development of official statistics in Ireland, following on from the report on *Developing Irish Social and Equality Statistics to meet Policy Needs*. It envisaged the greater use of administrative data and the use of statistics to support evidence-based decision-making.

Arising from a Government decision, all departments are required to prepare data/statistics strategies as an integral part of their strategies. The CSO, in conjunction with the National Statistics Board, is continuing to provide guidance and advice to government departments on the design and content of their data/statistics strategies and also on related professional statistical matters. An inter-departmental statistical network linking the CSO, departmental statistical units and those responsible for departments' data/statistics strategies was established in 2004. This is helping to build statistical expertise throughout the public service and promote a culture of evidence-based policy-making.

The Office is actively involved in a number of new statistical projects with other Departments, which will help to promote standards for statistical classifications and for data integration. In relation to spatial data, the CSO is working with the Department of Environment, Heritage and Local Government and Ordnance Survey Ireland in the Spatial Data Infrastructure Group on the establishment of standard small-area codes. We are also promoting, through presentations and the provision of advice to departments, the establishment and use of standard personal and business identifiers (including the Personal Public Service Number) in the relevant data files of all Government departments.

The ability to use administrative data for statistical purposes will be greatly enhanced by the use of standardised classifications and identifiers. However, in integrating data from a number of sources it is imperative that the privacy of individuals and businesses is protected. A protocol was agreed with the Data Protection Commissioner and published in May 2005, to ensure that the increased use of individual records for statistical purposes does not result in the unlawful disclosure of personal details.

Following detailed consultation by the CSO with eight Departments and the related agencies, a report on *Policy Needs for Statistical Data on Enterprises* was published in 2006. It set out economic and environmental statistical requirements in respect of eight Departments and reports on the statistical potential of their administrative and survey data holdings. The report made important recommendations on the need to introduce a unique business identifier and registration system, with a centrally-managed business register. It was also recommended that a cross-departmental group examine these recommendations and identify the best solution. The recommendations offer the potential for the State to interact more efficiently with the business sector, as well as offering statistical benefits. The CSO will pursue these recommendations to help realise the statistical and other benefits via the cross-departmental group set up at the end of 2006. This group is tasked with reporting on feasibility during 2007 and is being chaired by the Department of Enterprise, Trade and Employment. A new Business Statistics Integration Unit was established in July 2005 to take forward the recommendations identified in the report. The unit has a key role developing new statistical sources and publications, in relation to economic, environmental and other topics.



# Chapter 3: Statistical Business Programmes

## 3.1 Macro-Economic Statistics

This programme covers National Accounts, Balance of Payments, External Trade and Environment statistics.

The following panel gives information at end-March 2007 on the timeliness of the statistical releases and regular publications of the Macro-Economic Statistics area. This provides the framework against which the timeliness Key Performance Indicators (KPIs) are benchmarked.

Timeliness Monitor: Macro-Economic Statistics					
Publication	Frequency	Timeliness		Current Timeliness	
		International Standard	Target for 2006	Edition	Published Within
Macro-Economic Statistics					
Balance of Payments	Quarter	3 months	3 months	Q4 2006	13 weeks
International Investment Position	Year	9 months	9 months	2005	12 months
External Debt	Quarter	3 months	3 months	Q4 2006	13 weeks
Resident Holdings of Foreign Portfolio Securities	Year	9 months	10 months	31 Dec 2005	12 months
Foreign Direct Investment	Year	21 months <sup>1</sup>	12 months	2005	13 months
Service Exports and Imports	Year	9 months	12 months	2005	14 months
Annual National Accounts					
Summary Results	Year	n/r	26 weeks	2005	28 weeks
Publication	Year	9 months	8 months	2005	36 weeks
Quarterly National Accounts	Quarter	10 weeks <sup>2</sup>	13 weeks	Q3 2006	13 weeks
Regional Accounts	Year	24 months	24 months	2004	26 months
Household Accounts	Year	24 months	24 months	2003	26 months
External Trade					
Release					
Extra-EU <sup>3</sup>	Month	6 weeks		–	–
Total	Month	10 weeks	12 weeks	Dec 2006	12 weeks
Publication	Month	n/r	15 weeks	Nov 2006	14 weeks
Environmental Accounts	Year	n/r	15 months	2004	17 months

<sup>1</sup> Eurostat's deadline for Foreign Direct Investment stocks (i.e. balance sheet) data is 21 months after the reference data; its deadline for the corresponding transactions data is 9 months after the reference year.

<sup>2</sup> Ireland has a derogation to 90 days for Quarterly National Accounts.

<sup>3</sup> The Extra-EU release is discontinued from 2005 onward and the deadline for first estimates for the Intrastat (EU trade) has tightened to 40 days from 56 relative to the reference month.

The expenditure by the CSO to produce these outputs is shown in the following table. It should also be noted that most of the cost involved in the provision of the External Trade figures falls on the Office of the Revenue Commissioners. Gross expenditure in the Macro-Economic Statistics area for 2006 was €5,637,000.

2006	National Accounts €000	Balance of Payments & Financial Sector €000	External Trade & Environment <sup>(2)</sup> €000	Total Macro-Economics Statistics <sup>(1)</sup> €000
A1 Salaries, Wages and Allowances	2,072	1,959	668	4,699
A2 Travel and Subsistence	45	25	14	84
A3 Incidental Expenses	14	12	4	30
A4 Postal and Telecommunications Services	34	28	17	79
A5 Office Machinery and Other Office Supplies	231	195	70	496
A6 Office Premises Expenses	116	96	35	247
A7 Consultancy Services	2	—	—	2
Gross Expenditure	2,514	2,315	808	5,637
A9 Appropriations-in-Aid	12	—	3	15
Net Expenditure	2,502	2,315	805	5,622

Notes: (1) The figures above include certain expenditure incurred by business support areas for example, post & telecommunications, office machinery & premises expenses and training.

(2) The figures do not include the expenditure (€2,532,000) shown under Vote 9 (Office of the Revenue Commissioners) in Appendix 3 which relates to Trade statistics.

### 3.1.1 National Accounts

The emphasis over the lifetime of the strategy was to maintain the quality of our outputs while continuing work on introducing new developments in order to meet the terms of the European System of Accounts (ESA95) (EU Regulation 2223/96) as well as meeting a range of additional demands for new series, and for improved detail and timeliness, coming from new EU legislation and from the EMU Action Plan for statistics.

The publication timeliness of the quarterly national accounts has improved to the extent that these have generally been published with three months of the last quarter since early 2004. Chain-linked volume indices were introduced along with a new treatment of the output of financial intermediaries in the publication of the 2004 annual national accounts in July 2005. In 2006, financial balance sheets for the institutional sectors of the economy were included for the first time in the National Income and Expenditure report.

Development work is currently well advanced on meeting outstanding requirements under the ESA95 regulation and the range of detail being supplied to Eurostat has been significantly expanded. A first set of institutional sector accounts was published nationally in April 2007.

Following a review of each member state's methodology in 2004, Eurostat placed four reservations on Ireland's methodology for the calculation of Gross National Income

(GNI). The required reports were produced by the EU deadline of September 2006. Formal notification of the lifting of the reservations was received from Eurostat in December 2007.

The compilation of a consistent national accounts historical series dating back to 1970 was completed in 2005. The historical series was published on the CSO website in conjunction with the annual national accounts in July 2005.

### 3.1.2 Balance of Payments (BOP) and related Statistics

The aim over the period of the strategy was to continue to concentrate on increasing the range and detail of the results from our comprehensive BOP collection and compilation system and to devote considerable resources to improving and ensuring the quality of the BOP and related statistics.

We continued in 2006 to meet national and international user requirements by maintaining the three month publication timetable for Balance of Payments results. We also compiled and published annual stock data for the IMF on investment in foreign securities within ten months of the reference period and the quarterly External Debt Statistics in compliance with the IMF's data dissemination requirements within the three month deadline. There was some slippage in 2006 from the nine month publication deadline for annual International Investment Position results. This was due to staffing and resource constraints; however, the publication deadline had been largely maintained over the lifetime of the Strategy and we aim to restore the on-time publication of this release.

There has been good progress in improving the methodology for the monthly Balance of Payments estimates for the ECB. There has been more in-depth consultation, including additional data analysis, with the Central Bank and the Financial Regulator and the introduction of greater integration of monthly and quarterly compilation systems in 2005. This will continue to be a priority in the future.

In line with ECB guidelines and EU regulations, additional geographic and sectoral analyses of Balance of Payments and International Investment Position data have been produced for the ECB and Eurostat since 2004. The additional detail for 2003 and 2004 was published in the new Service Exports and Imports release introduced in May 2006.

The KPI for the implementation of procedures specified by the ECB to monitor the data quality of portfolio investment statistics was achieved in 2006.

### 3.1.3 External Trade

The KPI of 12 weeks for publication timeliness was largely achieved over the lifetime of the Strategy. The current target is now set at 11 weeks. Work on improving price and volume estimates for high-technology products is continuing in conjunction with related work on Producer Prices (see 3.2.6). It is envisaged that, resources permitting, the current methodology of calculating the overall price and volume measures for merchandise trade will be reviewed in the period of the next Statement of Strategy in order to incorporate these new price measures.

### 3.1.4 Environmental Accounts

Environmental Accounts for the years 1995 to 2004 were published in 2006. These estimates relate primarily to emissions to air (greenhouse gas and acid rain precursor emissions). The options to expand the scope of the accounts will continue to be explored, leveraging any opportunities arising from the SPAR studies. The CSO will also prepare an overall strategy for environment statistics in 2007.

## 3.2 Demographic and Social Statistics

This programme includes the Census of Population (COP) and three major household surveys: the continuous Quarterly National Household Survey (QNHS); the annual EU Survey on Income and Living Conditions (EU-SILC); and the five-yearly Household Budget Survey (HBS). In addition, regular statistics are produced on population and migration, vital statistics, the labour market, consumer prices and producer prices. New developments in 2006 included the conduct of the first post-census National Disability Survey while CSO took over the publication of the recorded crime statistics at the end of 2005.

The following panel gives information at end-March 2007 on the timeliness of the statistical releases and regular publications of the Demographic and Social Statistics area. This provides the framework against which the timeliness KPIs are benchmarked.

Timeliness Monitor: Demographic and Social Statistics					
Publication	Frequency	Timeliness		Current Timeliness	
		International Standard	Target for 2006	Edition	Published Within
<b>Labour Market</b>					
Live Register					
Analysis	Month	7 days	7 days	Apr 2007	4 days
Age by Duration	Half Year	n/r	6 weeks	Oct 2006	5 weeks
Industrial Disputes	Quarter	13 weeks	13 weeks	Q3 2006	8 weeks
QNHS	Quarter	3 months	2 months	Q4 2006	3 months
EU-SILC	Year	n/r	12 months	2005	11 months
<b>Prices</b>					
CPI	Month	36 days	13 days	Dec 2006	8-16 days
CPI – Average Price Analysis	Half Year	n/r	8 weeks	May 2006	15 days
WPI	Month	45 days	25 days	Mar 2007	22 days
<b>Vital Statistics</b>					
Release	Quarter	n/r	17 weeks	Q2 2006	25 weeks
Yearly Summary (Registration Data)	Year	12 months	4 months	2005	6 months
Publication	Year	18 months	23 months	2004	24 months <sup>1</sup>
Population/Migration Estimates (April)	Year	n/r	3 months	2006	5 months
Irish Babies’ Names	Year	n/r	4 months	2005	6 months

<sup>1</sup> The timetable for the annual vital statistics publication depends on the regulations for registering vital events.

The expenditure by the CSO to produce these outputs is shown in the following table. Gross expenditure in the Demographic and Social Statistics area for 2006 was €46,321,000.

2006	Demography	Prices and Household Surveys	Labour Market Social Inclusion and Vital Statistics	Social Statistics Integration	Crime and Criminal Justice Statistics	Data Linking and Integration	Total Demography & Social Statistics <sup>(1)</sup>
	€000	€000	€000	€000	€000	€000	€000
A1 Salaries, Wages and Allowances	5,600	6,423	1,271	512	228	147	14,181
A2 Travel and Subsistence	25	720	27	10	17	4	803
A3 Incidental Expenses	1,819	80	9	85	2	1	1,996
A4 Postal and Telecommunications Services	111	141	22	6	2	1	283
A5 Office Machinery and Other Office Supplies	2,152	803	149	35	15	8	3,162
A6 Office Premises Expenses	569	238	74	17	8	–	906
A8 Collection of Statistics	22,656	1,076	1	1,257	–	–	24,990
Gross Expenditure	32,932	9,481	1,553	1,922	272	161	46,321
A9 Appropriations-in-Aid	139	555	135	–	–	–	829
Net Expenditure	32,793	8,926	1,418	1,922	272	161	45,492

Notes: (1) The figures above include certain expenditure incurred by business support areas for example, post & telecommunications, office machinery & premises expenses and training.

### 3.2.1 Census of Population (COP)

The Census fieldwork was undertaken very successfully in April/May 2006 and preliminary headcount results were published in July 2006. The processing of the returns, using scanning and recognition technology, was completed in December 2006 almost 2 months ahead of schedule. The subsequent publication programme involved the publication of 15 volumes of Census information between April and November 2007, represented a considerable improvement on the publication schedule for the 2002 Census. Planning has commenced for the 2011 Census of Population where a major objective will be to examine, and if appropriate enable, the return of completed census forms electronically over the internet.

Updated population and labour force projections based on the 2002 census were published in December 2004 at national level while regional projections, compatible with the national figures, were produced in May 2005. New national projections based on the 2006 census are being finalised and will be published early in 2008.

The Small Area Population Statistics (SAPS) from the 2006 census were made available in two instalments during 2007. Following a policy review, the SAPS are now available free of charge to all users and CSO is encouraging users to access the data via its website. CSO has also undertaken place of work coding in respect of all workers recorded in the

census and this has provided an invaluable database for analysing commuting patterns at detailed level.

### **3.2.2 Quarterly National Household Survey (QNHS)**

The QNHS, which was introduced in 1997, is now well established as the definitive source of comprehensive and timely data on the labour force. In addition it has provided a wide range of data on social issues through its programme of special topic modules that have been a feature of the survey since its inception.

The core labour force results are currently published within approximately three months of the reference quarter. Good progress has been made during the course of the strategy regarding the provision of all core QNHS results within ten weeks of the reference quarter. Results are currently being published on average within eleven weeks. This will continue to be a priority item in the future.

A more flexible fieldwork programme for the conduct of survey modules was progressed throughout 2005. This was in response to increased user demands across a wider range of areas. The backlog that had developed in the dissemination programme for the modules has been largely cleared. Results from special survey modules on ICT, Social Capital and Sport, Transition from Work into Retirement and Crime and Victimisation were published during 2006.

A dedicated QNHS link has been developed on the CSO website and this is being used to consolidate the presentation and dissemination of results. The PC-AXIS software is being used to facilitate electronic access to QNHS tables.

The possibility of using Computer Assisted Telephone Interviewing for the QNHS, while maintaining the quality of survey data, was investigated in the context of implementing the IT Strategy. However, it was concluded that having regard to all relevant factors, it should not be introduced at the present time.

### **3.2.3 EU Survey on Income and Living Conditions**

In addition to the preliminary 2003 survey, three complete annual surveys were successfully undertaken in the 2004 to 2006 period. Results from the 2004, 2005 and 2006 surveys were published on target within a year of the reference year in each case and they are now established as the definitive source of national information on incomes and living conditions. Results from a special survey module on Intergenerational Transmission of Poverty were also published in August 2007.



The publication of the survey analysis on a timely basis will continue to be prioritised and this will facilitate in particular the monitoring of progress in implementing the National Anti-Poverty Strategy.

There continues to be close collaboration with the ESRI to ensure that users' needs for comprehensive analyses are met. Good progress has also been made in developing the survey in line with EU requirements over the period of the Strategy.

### **3.2.4 Household Budget Survey (HBS)**

Fieldwork on the 2004/2005 HBS commenced in October 2004 and was completed on schedule at the end of 2005. The results have been used in re-basing the Consumer Price Index from January 2007 onwards and the first detailed volume of HBS results was published in July 2007.

The planned publication of income re-distribution analyses, based on HBS data from the 1994/5 and 1999/2000 surveys coupled with information from administrative sources, was delayed. This was due to the current HBS taking precedence and the need to divert resources to other priority areas; however, it is anticipated that these analyses (including data and analysis from the 2004/2005 HBS survey) will be published in 2008.

### **3.2.5 Vital Statistics**

Statistics on births, deaths and marriages are now being compiled fully on the basis of computerised records from the General Register Office (GRO). The Civil Registration Act 2004 also incorporates divorce, nullity and adoption within the scope of vital statistics. However, progress on the establishment of registries for these new areas has been slow and it may be necessary to explore alternative methods for producing basic statistics, particularly in the area of divorce, as an interim measure.

Work on the programme to introduce the ICD-10 system for classification of causes of death is ongoing. Statistics will be made available on the new basis from 2007.

### **3.2.6 Consumer and Wholesale Prices**

The Consumer Price Index was re-based, to base November 2006 = 100, at the start of 2007. Work is ongoing to improve the quality of the index to comply with EU standards and to further investigate more cost-effective means of collecting the source data.

Development work was completed in 2005 on improved methodologies for output price trends in IT and pharmaceutical manufacturing. In response to EU requirements,

preparatory work is ongoing to develop input price measures for manufacturing with data expected to be produced for Eurostat in 2007. Preparatory work is also underway on developing price measures for services.

### 3.2.7 Further Development of Social and Equality Statistics

As has been mentioned elsewhere, the report of the Steering Group for Social and Equality Statistics set out the strategic direction for the development of these Statistics. It envisaged the greater use of administrative data and the development of a framework for preparing and presenting a wide range of statistical indicators.

Arising from a Government decision, all departments are required to prepare data/statistics strategies as part of their overall strategies. The CSO, in conjunction with the National Statistics Board, provided guidelines and other support for the preparation of these strategies in March 2004.

A CSO protocol was agreed with the Data Protection Commissioner and published in May 2005, to ensure that the increased use of individual records for statistical purposes does not result in the unlawful disclosure of personal details.

In December 2007, The CSO published the fourth edition of the gender indicators report *Women and Men in Ireland, 2007*. This report incorporates a broad set of gender indicators across key aspects of the lives of women and men in Ireland and is part of a planned series of thematic reports structured around the nine equality grounds mentioned in the Equal Status Act, 2000. These reports will complement and enhance the more general annual report on progress indicators, *Measuring Ireland's Progress*. The *Ageing in Ireland 2007* report was published in August 2007 while the report on Equality in Ireland was published in November 2007.

A major priority in 2006 was the conduct of the National Disability Survey in September 2006. Fieldwork was successfully carried out from October to December 2006. The survey included around 17,000 persons and the results will provide key information to complement that based on the questions on disability included in the 2006 Census. First results are expected to be available in early 2008.

In 2004, it was decided by the Minister for Justice, Equality and Law Reform that CSO should take over responsibility for the production of crime statistics from the Gardai. A new division was created within the Office and arrangements were agreed with the Gardai for the transfer of micro-data for the compilation of the statistics. Publication of regular reports commenced at the end of 2006. In conjunction with the Advisory Committee,

rapid progress is being made on the adoption of a new crime classification system based on the Australian model and it is hoped to introduce it on publication of the detailed annual report before the end of 2007.

### **3.3 Business Statistics**

This programme covers a very wide range of monthly, quarterly and annual surveys of all traded business sectors, including agriculture, construction, industry and services. The object of this programme is to provide relevant timely information on the structure and performance of Irish businesses, while keeping the reporting burden to the minimum level needed to produce high quality results.

The following panel gives information at end-March 2007 on the timeliness of the statistical releases and regular publications of the Industry and Services Statistics area. This provides the framework against which the timeliness KPIs are benchmarked.

Timeliness Monitor: Business Statistics					
Publication	Frequency	Timeliness		Current Timeliness	
		International Standard	Target for 2006	Edition	Published Within
<b>Industry</b>					
Production & Turnover	Month	2 months	6 weeks	Feb 2007	6 weeks
Stocks	Quarter	n/r	17 weeks	Q3 2006	18 weeks
Capital Assets	Quarter	n/r	17 weeks	Q3 2006	18 weeks
CIP Release					
Local unit	Year	n/r	15 months	–	–
Enterprise	Year	n/r	15 months	–	–
Early estimate	Year	10 months	10 months	2005	12 months
CIP publication	Year	18 months	18 months	2004	22 months
Prodcom	Year	6 months	11 months	2004	14 months
<b>Building</b>					
Employment	Month	3 months	6 weeks	Feb 2007	7 weeks
Earnings	Quarter	3 months	3 months	Q4 2006	12 weeks
Planning Permissions	Quarter	3 months	3 months	Q4 2006	13 weeks
Census	Year	18 months	18 months	2004	19 months
<b>Services</b>					
Retail Sales Index					
Provisional	Month	n/r	7 weeks	Jan 2007	7 weeks
Final	Month	3 months	11 weeks	Dec 2006	11 weeks
Annual Service Inquiry	Year	18 months	18 months	2004	27 months
Overseas Travel	Month	n/r	7 weeks	Jan 2007	7 weeks
Tourism & Travel	Quarter	3 months	10 weeks	Q4 2006	11 weeks
Tourism & Travel	Year	6 months	12 weeks	2006	12 weeks
Household Travel Survey	Quarter	n/r	12 weeks	Q3 2006	14 weeks
Road Freight Inquiry	Year	5 months	7 months	2005	9 months
Statistics of Port Traffic	Year	8 months	8 months	2005	6 months
Vehicle Licensing					
Final	Month	n/r	3 weeks	Feb 2007	4 weeks
Annual	Year	n/r	5 weeks	2006	7 weeks
<b>Earnings &amp; Employment Costs</b>					
Industry Sector Employment	Quarter	3 months	6 weeks	Q4 2006	13 weeks
Industry Sector Earnings & Hours	Quarter	3 months	6 weeks	Q4 2006	13 weeks
Financial Services Employment/Earnings	Quarter	n/r	6 weeks	Q4 2006	16 weeks
Public Sector					
Employment	Quarter	n/r	6 weeks	Q3 2006	21 weeks
Earnings	Quarter	n/r	6 weeks	Q3 2006	21 weeks
Distribution & Services Earnings	Quarter	n/r	6 weeks	Q2 2006	13 weeks
Labour Cost Survey	Quadrennial	18 months	18 months	2000	19 months
National Employment Survey	Year	n/r		2003	38 months

The expenditure by the CSO to produce these outputs is shown in the following table. Gross expenditure in the Business Statistics area (including Agriculture) for 2006 was €10,530,000.

2006	Industry & Building €000	Services €000	Earnings & Employment Costs €000	Business Statistics Integration €000	Agriculture €000	Total Business Statistics €000 <sup>(1)</sup>
A1 Salaries, Wages and Allowances	2,107	2,309	1,476	261	1,281	7,434
A2 Travel and Subsistence	100	51	12	43	10	216
A3 Incidental Expenses	14	17	12	5	8	56
A4 Postal and Telecommunications Services	69	516	28	3	158	774
A5 Office Machinery and Other Office Supplies	301	358	193	17	168	1,037
A6 Office Premises Expenses	149	170	95	9	83	506
A8 Collection of Statistics	–	507	–	–	–	507
Gross Expenditure	2,740	3,928	1,816	338	1,708	10,530
A9 Appropriations-in-Aid	24	–	1	–	650	675
Net Expenditure	2,716	3,928	1,815	338	1,058	9,855

Note: (1) The figures above include certain expenditure incurred by business support areas for example, post & telecommunications, office machinery & premises expenses and training.

### 3.3.1 Developing Business Statistics

In 2006, we continued to meet the national and EU demands for business statistics and to prepare for new developments. These developments include new statistics on pension funds, more detailed tourism statistics, new short-term indicators of trends in construction, indicators of price trends in services sectors, and quarterly earnings and labour costs statistics. In addition, a wide range of data requirements were identified in the report on *Policy Needs for Statistical Data on Enterprises*. This report was prepared by the CSO, for the National Statistics Board, following detailed consultation with Departments and Agencies (see Section 2.5).

A new Business Statistics Integration Unit was established in July 2005 to help co-ordinate and bring forward the necessary developments in business statistics. The unit is actively liaising with other Departments and Agencies and is also developing a range of thematic reports. The recommendations relating to the introduction of a unique business identifier and registration system also present a major opportunity and challenge for the CSO.

Work is ongoing to enable business survey participants to submit their returns electronically. As mentioned in Section 2.3, the CSO is working with payroll software companies, to provide an electronic reporting option for respondents to the quarterly survey of labour costs (EHECS). The CSO's participation in the development of XBRL should, in time also make it easier for business respondents to extract statistical returns from their accounting information systems. However, it should be noted that the potential benefits arising from XBRL may be limited by the lack of an agreed accounting standard for Ireland.

We will continue to consult our data providers and the users of business statistics, in developing new surveys and new outputs. The new Business Statistics Integration Unit will be a focal point for most of the CSO's consultation with the users of business statistics and data suppliers, including existing consultation mechanisms such as the energy statistics co-ordinating group, comprising Sustainable Energy Ireland and the CSO.

Preparatory work regarding the adoption of the NACE REV. 2 activity classification in all business surveys and extending the use of the business register across all business surveys is ongoing. It is planned to implement the NACE REV. 2 activity classification, on a phased basis, in all business surveys during 2009. The EU Regulation setting out the exact requirements of the updated NACE classification was agreed in December 2006.

Internally, we continued to extend the use of scanning technology to process business survey forms. This includes our surveys of tourism, industry, services, building and the business register. All new surveys are routinely designed for scanning. The largest business statistics scanning project was the June 2005 Farm Structure Survey, involving 80,000 farms.

### **3.3.2 Services, Industry and Construction**

We have made good progress on the development objectives set out in the 2004-2006 strategy with the following KPIs being achieved:

- Publish new monthly Overseas Travel release from the start of 2004
- Publish quarterly Tourism and Travel release within three months
- Complete a joint project with other agencies, under the auspices of the British-Irish Council, to compile draft Tourism Satellite Accounts by end-2004
- Establish the best mechanism for producing EU science and innovation statistics in conjunction with Forfás

- Publish the rebased monthly industrial production index (base year 2000=100) by July 2004
- Improve the timeliness of the detailed monthly industrial statistics release, by publishing within 6 weeks of the reference month, from September 2004
- Introduce the new series on industrial orders by July 2004

During 2004, the CSO contributed to a joint pilot project on Tourism Satellite Accounts, organised within the framework of the British-Irish Council. The analysis of data for the Republic of Ireland and identification of related data needs was undertaken by University College Cork and University of Limerick. In the light of this work, the CSO conducted an integrated review of the contents and methodology of its tourism surveys in order to meet a wider range of user needs. In 2005, the CSO added more country of residence detail to its monthly statistics on visitors to Ireland. In the course of these developments the timeliness of the tourism releases suffered; however, we recovered the lost ground in 2006. We also piloted in 2006 a more detailed questionnaire for the tourism Passenger Card Inquiry.

A new thematic report on the Construction sector was published in July 2006<sup>1</sup>. A fourth edition of the report on Information Society Statistics was published in December 2006, as was a special report on Domestic Tourism. Responding to data needs identified in 2006 by the Small Business Forum, the CSO introduced a new report on Small Business in Ireland in May 2007. This will be an annual report and future editions will include more detailed statistics drawn from the CSO business register and other sources. Preparatory work is ongoing to develop statistics on credit institutions and insurance, in consultation with the Financial Regulator. It is envisaged that a new survey on pension funds will be introduced in 2009, in consultation with the Pensions Board.

The NSB report on *Policy Needs for Statistical Data on Enterprises* identified very detailed data needs relating to transport and recommended that the introduction of a National Travel Survey should be a priority for the CSO. The KPI of preparing a draft methodology for a car usage survey is now being reviewed by the CSO in the light of this recommendation and wider data requirements being proposed by the European Commission on passenger mobility and vehicle-KM statistics.

The KPI of extending the coverage of the annual structural business statistics to include

<sup>1</sup> CSO (2006) Construction and Housing in Ireland

more data on non-market services (health, education and public administration) on a pilot basis by 2006 has been deferred pending revisions expected to arise from the office-wide project for the implementation of the new version of the EU NACE activity classification.

Progress on the publication of new quarterly indices of output and orders in building and construction was slower than expected; however, it is anticipated that these will be published in 2007.

### **3.3.3 Earnings and Employment Costs**

A new quarterly survey on earnings, hours and employment costs (EHECS) was introduced in October 2005, initially covering the industrial and financial sectors. The first quarterly results were published in August 2007. The survey will be extended to other sectors and will ultimately replace the existing short-term earnings surveys to give economy-wide indicators of the trends and components of earnings and labour costs. An electronic reporting option is currently being developed, in cooperation with payroll software companies.

A Labour Costs Survey, in respect of the year 2004, was undertaken in 2005. The survey is required every four years under Council Regulation (EC) No 530/1999. From 2008 onwards, the EHECS will provide these figures.

The National Employment Survey, which was first conducted in 2004, is now being carried out on an annual basis. Details on Continuing Vocational Training, required by Council Regulation (EC) No 1552/2005, were included in the 2006 survey. Consultation processes have also been set up with key users to ensure that the survey questions address relevant workplace topics. The CSO worked with Forfás on the analysis of the fourth Community Innovation Survey and is currently collaborating with Forfás on implementing the 2006 survey.

### **3.3.4 Agricultural Statistics**

The following panel gives information at end-March 2007 on the timeliness of the statistical releases and regular publications of the Agricultural Statistics area. This provides the framework against which the timeliness KPIs are benchmarked.



Timeliness Monitor: Agriculture Statistics					
Publication	Frequency	Timeliness		Current Timeliness	
		International Standard	Target for 2006	Edition	Published Within
<b>Agriculture</b>					
Prices					
Inputs/Outputs	Month	7 weeks	7 weeks	Jan 2007	8 weeks
Preliminary Estimates	Year	n/r	-34 days	2006	-66 days
Fishery	Year	n/r	9 months	2004	27 months
Land Sales	Quarter	n/r	21 weeks	Q1 2005	21 weeks
Output, Input, Income					
Advance Estimates	Year	-4 weeks	-3 weeks	2005	-3 weeks
Preliminary Estimates	Year	4 weeks	4 weeks	2005	6 weeks
Final Estimates	Year	9 months	6 months	2005	7 months
Regional Accounts	Year	n/r	10 months	2004	11 months
June Crops and Livestock Survey					
Provisional	Annual	17 weeks	16 weeks	2005	17 weeks
Final	Annual	10 months	10 months	2005	21 months
Labour	Annual	8 months	11 months	2001-2002	11 months
Crop Production	Year	9 months	5 months	2005	8 months
December Survey	Annual	11 weeks	10 weeks	1 Dec 2005	12 weeks
Size of Herd	Biennial	23 weeks	15 months	1999 & 2001	14 months
June Pig Survey	Annual	11 weeks	8 weeks	2005	8 weeks
Milk Statistics	Month	45 days	31 days	Feb 2007	30 days
Earnings Survey	Triennial	n/r	7 months	Sept 2001	8 months
Slaughterings	Month	8 weeks	4 weeks	Jan 2007	4 weeks
Supply Balances					
Meat	Annual	n/r	7 months	2002	7 months
Milk	Annual	n/r	5 months	2005	9 months
Cereals	Annual	n/r	8 months	2004-2005	8 months

The Farm Structure Survey (FSS) was carried out on schedule in 2005. The June and December farm surveys were also carried out on schedule in 2006. As indicated in Section 3.3.1, the forms for these surveys are now being scanned rather than typed into computer. This was of particular significance for the FSS in June 2005, when the survey included a sample of about 80,000 farms. Apart from the Census of Agriculture every ten years, the FSS is the main large-scale structural survey of agriculture. The results of the 2005 survey were transmitted to Eurostat in 2006 and a report on the main trends in farm structure since the June 2000 census was published in September 2007.

The rebased Agricultural Prices Index and Agricultural Accounts (base 2000=100) were published in April and June 2004 respectively.

Administrative data sources are already used extensively in the compilation of agricultural statistics. The NSB report on *Policy Needs for Statistical Data on Enterprises* makes specific recommendations for greater use of these sources. In January 2006, the CSO Senior Management Committee decided that the relevant administrative data sources should be adopted as definitive measures of total activity in agriculture and that we should plan the future development of the June and December surveys accordingly. These plans for the greater use of administrative data are currently under development. This will also help to shape future plans for a Census of Agriculture in 2010 and for statistics on rural development.

The KPI of publishing an analysis of agricultural household incomes by July 2004 has been deferred as this work will now incorporate data from the 2004/2005 Household Budget Survey, which is due for publication in early 2007.

## Chapter 4: Business Support Programmes

### 4.1 Administration and Finance

This programme covers a range of key internal and external services. These include managing the CSO's buildings and facilities, financial management, typesetting, printing and other internal services. For external customers, our Information Section manages the issuing of over 200 statistical releases and publications each year and answers a wide range of questions from the public.

Gross expenditure in the Administration and Finance Division for 2006 was €3,343,000. The breakdown of 2006 expenditure was as follows.

2006	Administration & Finance €000
A1 Salaries, Wages and Allowances	2,623
A2 Travel and Subsistence	30
A3 Incidental Expenses	83
A4 Postal and Telecommunications Services	49
A5 Office Machinery and Other Office Supplies	396
A6 Office Premises Expenses	162
Gross Expenditure	3,343
A9 Appropriations-in-Aid	23
Net Expenditure	3,320

Notes: (1) The figures above include certain expenditure incurred by business support areas for example, post & telecommunications, office machinery & premises expenses and training.

### 4.1.1 Customer Service

This programme supports the provision of high-quality statistical products and services to all our customers across the whole range of our activities. There are many points of contact with the public – our Information Section, the External Trade Helpdesk, Census Inquiries, and many other statistical areas. All aim to provide a prompt and helpful response to requests for statistics and to deal courteously with our data providers.

There has been satisfactory progress on the implementation programmes for the following KPIs, most of which have been dealt with already. These will continue to be priority items:

- Continue to adhere to the service standards for customers identified in the CSO Customer Service Plans
- Evaluate performance against these standards and report progress in our Annual Reports
- Continue to review the content and layout of our publications
- Monitor and report on the achievement of improvements in timeliness, range and periodicity identified in our ‘timeliness monitor’ tables

Our Customer Charter was published in 2004 and our latest Customer Service Action Plan, for 2007-2009, was published in June 2007. The charter and plan reflect the emphasis on quality customer service in our mission statement and high level goals. The Partnership sub-committee on Quality Customer Service (QCS), which was reconstituted in 2004, is actively working to help the CSO provide a high-quality customer service.

We have also made good progress on our internal customer service commitments. An internal customer satisfaction survey was carried out in March 2004 and the results were reported on in June 2004. The feedback is being used to continue to improve the high service standards which our internal users have come to expect from Administration and Finance Division.

In accordance with the Official Languages Act 2003, the scheme setting out the services to be provided in the two official languages was published in November 2007.

### 4.1.2 Management Information

The emphasis over the lifetime of the strategy was to ensure value for money in the use of resources to produce timely high quality statistics.

During the course of the previous strategy document, we developed a sound basis for capturing financial data in a meaningful way and as a result have improved the use of financial information to aid decision-making, management and resource allocation.

The CSO's Management Information Framework project, which was completed in 2005, included the installation of upgraded financial IT systems and developing and using the enhanced features of these systems to improve our management reports. In parallel, our Performance Indicators Group examined how we could further improve the way we store and retrieve performance information; and the scope for new indicators reflecting our high level goals.

At the start of 2006, this group introduced a new document template for the twice yearly strategic planning meetings between each Head of Division and the Senior Management Committee. This template includes a summary statement of divisional priorities, information on staffing and costs, divisional KPIs, the divisional risk register, and information on staff consultation. This is an integrated approach to resources and outputs, in line with the thinking behind MIF.

We completed the development of an enhanced financial management system with accruals accounting reporting capability in early 2007. The actual use of accruals accounting will be informed by the central development of accounting standards and the timing of a proposed inter-departmental accruals accounting pilot project.

An expenditure review of the social and demographic statistics directorate was successfully carried out in 2004 while a similar review is currently underway in the business statistics directorate. Once completed, the recommendations contained in this review will be examined with a view to their implementation in the future.

The CSO fully implemented the recommendations of the Working Group on the Accountability of Secretaries General and Heads of Offices in 2005. Risk management has been introduced and integrated into existing management systems. Corporate and divisional risk registers were compiled and embedded into the business planning process during 2005.

### 4.1.3 Working Environment

Our policy is to respond to work environment issues promptly and to promote a collaborative and systematic approach to developing and deepening organisational awareness of health and safety.

A high quality and safe working environment is being maintained in collaboration between management and staff through the Health, Safety and Welfare at Work Committee. Good progress was made towards meeting the implementation programmes for the following KPIs. These will continue to be priority items in the future:

- Continue and build on our existing safety management strategy
- Manage compliance with our Safety Statements and support the needs of Safety Representatives and the members of the Health, Safety and Welfare Committee
- Update the Safety Statements and risk assessment as required and review them bi-annually.

In 2006, we continued to maintain and refurbish our accommodation and other infrastructure on a cyclical basis taking account of budget and other requirements. This strategy to maintain a good working environment will also continue in future years.

The following panel gives information at end-March 2007 on the timeliness of corporate statistical releases and regular publications. This provides the framework against which the timeliness KPIs are benchmarked.

Timeliness Monitor: General Statistical Periodicals					
Publication	Frequency	Timeliness		Current Timeliness	
		International Standard	Target for 2006	Edition	Published Within
Periodicals					
Statistical Yearbook	Year	n/r	November	2006	October 2006
Measuring Ireland’s Progress	Year	n/r	February <sup>1</sup>	2005	June 2006
Women and Men in Ireland	Year	n/r	December	2006	December 2006
Ireland North and South	Occasional	n/r	n/r	n/r	n/r
Information Society Statistics	Year	n/r	November	2006	December 2006
Guide to CSO Publications	Year	n/r	March	2005	August 2005

<sup>1</sup> Delaying to February of the following year will achieve more complete coverage.

## 4.2 Human Resources

This programme covers HR and administrative support services to the Office. These include the *Human Resources Strategy*; staff recruitment; training and development; industrial relations and administration of the terms and conditions of employment of staff. Appendix 2 provides information regarding worksharing arrangements and gender equality in the CSO.

Gross expenditure in the Human Resources Division for 2006 was €1,680,000. The breakdown of 2006 expenditure is as follows.

2006	Human Resources €000
A1 Salaries, Wages and Allowances	1,297
A2 Travel and Subsistence	45
A3 Incidental Expenses	88
A4 Postal and Telecommunications Services	20
A5 Office Machinery and Other Office Supplies	163
A6 Office Premises Expenses	67
Gross Expenditure	1,680
A9 Appropriations-in-Aid	2
Net Expenditure	1,678

Notes: (1) The figures above include certain expenditure incurred by business support areas for example, post & telecommunications, office machinery & premises expenses and training.

### 4.2.1 Managing Performance and Developing Staff

We have devoted considerable resources in recent years to training and development. In 2006, this amounted to €1,228,244 which was 3.5% of payroll. Our aim is to spend 4% of payroll on effective and targeted training. In 2006, a contract was signed with a professional training firm for the ongoing provision of management development training and other specific training needs to CSO staff. It is hoped that working with an outside organisation in this way will provide our internal training staff with the opportunity to study different training methods and ideas which can be adapted for use in our internal training programme. We will continue to identify training programmes which match our individual and organisational development needs.

The IT component of the induction programme for new staff was reviewed and further developed in 2004 and is now being implemented on an ongoing basis for new entrants to

the CSO. An ongoing statistical IT support role was established in 2005 and in-house IT training courses have been prepared and delivered. The new IT Data Management System (see Section 4.3.1) also incorporates an on-line training module.

A general statistical course was developed in 2004 and modules, on Data Presentation Techniques and Index Numbers, Seasonal Adjustments and National Accounts, have been delivered as part of the overall programme of courses on statistical topics. During 2006, an in-house training course in statistical theory has been developed in conjunction with University College Cork. The further development of the statistical training programme will continue to be a priority in the future.

The Civil Service Performance Management and Development System (PMDS) has, since its introduction in 2001, been at the heart of managing performance and developing staff in the CSO. Upward feedback (i.e. from jobholder to supervisor) was successfully introduced in 2004. Good progress has also been made towards the integration of PMDS with other HR processes, including assessment systems. In January 2007, PMDS assessments were fully integrated with increment payments and promotions to higher scales. This programme is being undertaken as part of CSO's commitment to further develop and embed the system, in line with central developments and CSO's needs.

#### **4.2.2 Modernisation and Change in the CSO**

The number of promotion vacancies filled by merit-based competitions, based on the competencies needed for the job, has increased considerably. To support the implementation of competency-based promotion systems, a number of key staff at Higher Executive Officer and above have been trained in structured interviewing techniques. During 2006, four internal competitions were conducted using competency-based interviewing and successful applicants have been appointed to a range of posts from Higher Executive Officer to Head of Division levels.

A recruitment licence was obtained in 2005 from the Public Appointments Service so that the Office can avail of the direct recruitment opportunities provided by the Public Service Management (Recruitment and Appointments) Act, 2004.

The *Towards 2016* agreement has presented the Civil Service with a challenging agenda for change and modernisation. The agreement provides for the progressing of issues on a Civil Service and individual Department/Office basis. We are implementing on an ongoing basis the central agreements on the civil service modernisation programme contained in *Towards 2016*.



In October 2006, the CSO submitted an action plan to the Civil Service Performance Verification Group (CSPVG) to reflect the changing priorities and challenges facing the Office over the period to September 2008. The action plan specified in particular the following priority areas for modernisation:

- Meeting the statistical demands set out in *Towards 2016*
- Further developing the Statistical Potential of Administrative Records (SPAR)
- Implementing and further advancing the CSO's IT Strategy
- Further developing e-Government and IT solutions for data dissemination and data collection
- Developing the skills and training needed by a modern statistical service
- Implementing the European Statistical System Code of Practice for official statistics
- Identifying and implementing new work processes and structures
- Ongoing use of relevant management information.

We are required to furnish regular progress reports on the action plan to the CSPVG. One progress report was successfully submitted to the group in 2006.

Under the previous agreement, *Sustaining Progress*, an action plan was submitted to the CSPVG in 2003 on commitments relating to the Office. In 2004, following the *Mid-Term Review of Sustaining Progress*, this plan was revised to reflect the agreement's additional duration and the changing priorities and challenges facing the CSO over the period to June 2006. The CSO was also required, as part of the reporting requirements, to furnish progress reports on the action plan to the CSPVG. Six progress reports were successfully submitted to the group.

As has been mentioned previously, we are negotiating and implementing, on an ongoing basis, change and modernisation issues in the Office. In 2005, this included, for example, agreement at the Partnership Committee on an Office policy for improving performance and managing under-performance in the CSO.

### 4.2.3 Implementation of HR Strategy and Policies

A *Human Resources Strategy* for the Office was developed through the Partnership process and published in 2004. The HR strategy is concerned with:

- Recruitment, selection and probation
- Training and development
- The Performance Management and Development System (PMDS)
- Equality and diversity
- Mobility
- Health, safety and welfare at work
- Employee supports
- Communications
- Partnership.

Work is ongoing on developing a cohesive set of policies and actions on each of these themes in order to implement the strategy. This will continue to be a priority item in the future.

### 4.2.4 Partnership

The purpose of the Partnership Committee is to develop and advance the work of the CSO through workplace relationships based on mutual respect, understanding, trust and shared responsibility.

In 2006, the Partnership Committee played an active role in monitoring and reviewing progress on the *Statement of Strategy 2004-2006*. The Committee discussed and approved the CSO action plan on commitments by the Office arising from *Towards 2016*. The Committee also discussed the progress reports to the CSPVG on the revised CSO action plan on commitments arising from *Sustaining Progress*. Other items discussed at partnership in 2006 have included: integration of PMDS with other HR processes; FÁS Excellence Through People accreditation scheme; health and safety; equality and diversity; an attitudinal survey of staff in the Office; installation of 3G antennae on the

CSO office in Ardee Road in Dublin; and quality customer service. The Committee held a joint meeting with the National Statistics Board in September 2006.

In late 2006, the Committee members attended a partnership review and training programme. The Committee reviewed its operation and sub-committees and a number of actions have been put in place to improve its effectiveness.

The work of the Committee is supported by the following active sub-committees:

- Training and Staff Development Committee
- Safety, Health & Welfare Committee
- Quality Customer Service Group
- Exceptional Performance Awards Review Sub-Committee
- Sub-Committee on Communications in the CSO
- Equality and Diversity Sub-Committee
- Coiste Forbartha na Gaeilge

### 4.3 Informatics and Methodology

This programme covers the maintenance and development of the CSO's IT infrastructure and applications; the Office's e-Government initiatives; the provision of IT training and support services; project management; quality assurance and internal audit and development of statistical methods.

The Office is currently redesigning its information systems and technical architectures. This project began in 1999 with the publication of our IT and data management strategies which envisaged a two-phase implementation. The first phase consisted of an infrastructure upgrade to client-server hardware which was successfully completed in the middle of 2001. The second phase, known as the Information Technology Strategic Implementation Programme (ITSIP), includes re-engineering all CSO's software applications, making them e-enabled and migrating from the VAX OpenVMS environment. The overall aim of the project is to establish a framework from which it will be possible to improve and extend the services supplied by the Office to its customers and respondents.

Gross expenditure in the Informatics & Methodology area for 2006 was €8,968,000. The breakdown of 2006 expenditure by Division is as follows.

2006	Corporate Systems €000	IT Service Delivery €000	e-Gov't & Business Co-ord. €000	SMD, Quality Assurance/Audit & ITSIP €000	Total Informatics & Methodology €000
A1 Salaries, Wages and Allowances	1,093	1,438	1,357	1,193	5,081
A2 Travel and Subsistence	13	20	29	36	98
A3 Incidental Expenses	84	95	19	240	438
A4 Postal and Telecommunications Services	21	24	23	3	71
A5 Office Machinery and Other Office Supplies	150	211	175	2,286	2,822
A6 Office Premises Expenses	74	83	77	11	245
A7 Consultancy Services	68	145	–	–	213
Gross Expenditure	1,503	2,016	1,680	3,769	8,968
A9 Appropriations-in-Aid	–	1	15	–	16
Net Expenditure	1,503	2,015	1,665	3,769	8,952

Notes: (1) The figures above include certain expenditure incurred by business support areas for example, post & telecommunications, office machinery & premises expenses and training.

### 4.3.1 Information Technology Strategic Implementation Programme

Good progress has been made on the ITSIP project, the final stage of which commenced in November 2003, and is expected to be completed in 2008.

The main output will be a Data Management System (DMS) which will link to multi-channel data collection and dissemination systems. User acceptance testing was formally completed in October 2006. The migration of survey processing to the new system commenced on a phased basis in Autumn 2007.

The new IT environment is also being supported by a revised organisational structure. An IT Governance and Transition Plan was adopted during 2004 and a new divisional structure has been put in place within the IT Directorate. This structure reflects the needs of the new IT systems in relation to database administration, system design/data modelling, and data dissemination. Work is well advanced on implementing an ITIL-based (IT Infrastructure Library) framework for IT configuration, change and release management. This approach will help to ensure that our internal IT services provide a co-ordinated and effective service focussed on business needs. The business focus of our IT services is supported by an internal Change Advisory Board, which was set up at the start of 2007.

### 4.3.2 Business Register

A new menu option for sampling from the business register has been built into the DMS. This has been designed to allow sample selection for sectoral surveys of business to be managed more efficiently and to spread the reporting burden on businesses more evenly. It will be introduced once the DMS becomes operational in 2007.

Progress on the programme to align the contents of the business register on a phased basis with data from the Office of the Revenue Commissioners has been slower than expected. The purpose of the project is to improve and subsequently maintain the quality of the data that is stored on it. However, it is anticipated to be completed in 2008. Work is ongoing in relation to the development of the Register in line with EU requirements.

The regulation establishing a new version of the EU economic activity classification, NACE, was delayed at EU level. As a result, it was no longer feasible to classify the activity of all statistical units on the Business Register to the new version of NACE by December 2006. The target date for implementation has been revised to January 2008.

### 4.3.3 Classifications

In 2006, we continued to build on the Statistical Potential of Administrative Records (SPAR) project to assess the classifications used by government departments and agencies and identify classifications that require standardisation. As has been mentioned previously, the CSO is actively involved in a number of new statistical projects with other Departments, which will help to promote standards for statistical classifications (including geographical codes) and for data integration. We also promoted, through presentations and the provision of advice to departments, the establishment and use of standard personal and business identifiers (including the Personal Public Service Number) in the relevant data files of all Government departments.

Work regarding the adoption of new standard classifications was postponed in 2005 and 2006 due to the need to prioritise the upgrading of the classifications contained in the classifications and related standards (CARS) system as part of systems re-development incorporated in the implementation plan for the IT Strategy.

As has been mentioned previously, a new version of the EU economic activity classification, NACE, has been developed which incorporates major changes from the current classification. An office-wide project has been underway since September 2005 to prepare for its implementation by January 2008.

#### 4.3.4 Electronic Data Capture

The CSO continued in 2006 to work with REACH on the implementation of e-Government. The Reach Inter-Agency Messaging Service is used by the CSO to obtain births and deaths data from the General Register Office. The provision of the Secure Deposit Box facility for collection of data continued to be maintained in 2006. This facility provides a secure mechanism for sending electronic files to the CSO via the Internet and it is widely used by business and public sector respondents. The Office is also actively involved in the development in Ireland of eXtensible Business Reporting Language (XBRL), a language for reporting financial information, which has the potential to streamline and ease the reporting burden on businesses. The use of XBRL was successfully piloted in one of the quarterly industry surveys in the first half of 2005. This was the first live implementation of XBRL in Ireland. The CSO is also developing electronic reporting options for the quarterly earnings survey (EHECS), in conjunction with payroll software companies, and expects these to be available in 2008.

As has been mentioned previously, the possibility of using Computer Assisted Telephone Interviewing for the QNHS, while maintaining the quality of survey data, was investigated in the context of implementing the IT Strategy. However, it was decided on balance not to proceed in this direction.

The projects identified in the Government Action Plan on the Information Society - *New Connections* - were achieved in 2004. The online dissemination of the Census of Population results was completed on target in April 2004 while the online data submissions for an agricultural and services inquiry were implemented in late 2003.

As has been mentioned elsewhere, good progress has been made in extending the use of scanning technology in the processing of surveys. Survey forms, such as the Labour Costs Survey, have been designed for scanning and it has also been introduced, for example, in Tourism, Industry, Business Register and Building surveys. Scanning was also used to process up to 80,000 farm returns in the June 2005 Farm Structure Survey.

#### 4.3.5 Electronic Data Dissemination

The CSO launched a new version of its website, [www.cso.ie](http://www.cso.ie), in February 2005. The new site has a more contemporary design, is more user-friendly, and meets web accessibility guidelines. The website had been expanded in 2004 to include sections on the QNHS, surveys and methodology and an EU presidency sub-site. A significant component is the online dissemination database which was piloted successfully during 2004. Through the

use of an interactive user-friendly package - PC-AXIS, users can create customised tables from a wide range of CSO statistics. Associated metadata are also provided.

The CSO has also developed a facility (via the website at [www.cso.ie/px](http://www.cso.ie/px)) to make statistics from other public sector organisations more easily available. This initiative provides for a single portal for managing and disseminating statistics while removing the technical challenge for hosting such services from the organisations concerned. This has benefited the Irish statistical systems through the cost savings and added value arising from organisations using the same toolkit, standards, classifications and methodologies to manage and disseminate their statistics. Three public sector organisations have their statistical databases hosted by the CSO and the Office is engaged with a number of other organisations in developing plans to implement the methodologies. The CSO received an award for this project in April 2007 at the Eircom Innovation through Technology Awards 2006.

In addition, a new *Really Simple Syndication* (RSS) service was launched on the CSO website in 2005. RSS serves to distribute news headlines and content on the Internet in a completely automated fashion. It is a very effective and easy way for customers to keep up-to-date with the latest headlines from the CSO. It allows the user to identify the content they are interested in and have the very latest information on these topics delivered directly. Rather than visit the CSO website to see if there is new content, RSS will alert the user when new information has been added.

#### **4.3.6 Project Management**

The CSO has adopted a business-driven project management methodology for all major projects. A governance procedure has been put in place to manage the overall portfolio of projects and ensure that project management methodology is adopted for all major projects. We continued in 2006 to extend the use of project management techniques to all relevant projects undertaken by the Office. This included projects such as ITSIP Stage B, NACE REV. 2 and HBS as well as a range of other developments including MIF and scanning.

#### **4.3.7 Quality Assurance and Internal Audit**

The CSO was reviewed in January 2007, as part of an EU-wide peer review process following the adoption of the European Statistics Code of Practice for official statistics in 2005. The overall assessment was excellent and the review team (which comprised officials from Eurostat and two other National Statistics Institutes) was highly impressed



with the operation of the CSO and in particular the high esteem to which the Office is held by external stakeholders.

The CSO has adopted an action plan, notably in relation to developing documentation to support existing good practices and to extend the existing initiatives on quality management. The Office will also be developing a CSO template for quality reporting based on the principles of Total Quality Management to ensure the continued provision of high-quality statistical products and information services.

The compilation of a set of Office quality standards and guidelines, which is being developed in three parts, was delayed due to staffing and resource constraints. However, the first set, Elementary Statistical Functions and Processes, was produced in January 2006. The second set, dealing with non-statistical work and with further statistical functions and processes, is currently being developed. These standards and guidelines will form the basis for internal quality audits and will also provide a means of evaluating the systems of work in the Office and assisting the statistical and organisational support areas.

A four year plan for specific audits in statistical areas was agreed by the CSO Audit Committee in March 2005 while a general audit of the Office is expected to be carried out in 2007.

As has been mentioned elsewhere, corporate and divisional risk registers were compiled to identify strategic, reputational, operational, and financial risks and these were successfully embedded into the business planning process during 2005.

#### **4.3.8 IT Customer Service**

An internal IT customer satisfaction survey was previously conducted in November 2003. The feedback was used to continue to improve the high service standards which our internal users have come to expect from IT Service Delivery Division. This survey was repeated in 2007.

A centralised IT Services Desk was established in January 2006 to provide a single contact point for IT service delivery. In January 2007, the service desk function was improved and fully integrated with other IT processes to better meet the needs and priorities of the Office. Progress in putting Service Level Agreements in place with the statistical and organisational support areas of the Office and with suppliers and vendors was slower than expected; however, this will be re-established as a priority item in 2007.



#### **4.3.9 Statistical Methods and Developments**

Staff from the Statistical Methods and Developments area were mainly devoted to the ITSIP project and the production of the new Data Management System (DMS). An important study on the modelling of time series was produced and workshops on the use of MS Excel for statistical purposes were held. In addition to these the available resources were devoted mainly to the provision of advice on statistical methodology to some of the business areas of the Office.



# Appendix 1: KPI Monitor

The table shows details of progress made on the KPIs from the Statement of Strategy 2004-2006 by each statistical and organisational support area over the lifetime of the Strategy.

## Progress Achieved

- 3** KPI achieved ahead of schedule
- 2** KPI achieved on schedule
- 1** KPI achieved behind schedule
- 0** KPI not achieved

## 2.5 Goal 5 –Progressing the development of the Irish statistical system

KPI Actions	Target Date	Progress
Establish protocols for the use of administrative records for statistical purposes by July 2004	July 2004	1
Produce a report on the statistical potential of each government department's economic and environmental records by October 2004	October 2004	1
Develop statistical frameworks for use in social, economic and environmental statistics	Ongoing	1
Advise government departments on the design and content of their data/statistics strategies and provide guidance on professional statistical matters	Ongoing	2
Establish an inter-departmental statistical network linking the CSO, departmental statistical units and those responsible for departments' data/statistics strategies	Ongoing	2
Promote the establishment and use of standard classifications (including geographical codes)	Ongoing	2
Promote the establishment and use of standard personal and business identifiers (including the Personal Public Service Number) in the relevant data files of all government departments	Ongoing	2

### 3.1.1 National Accounts

KPI Actions	Target Date	Progress
Publish quarterly national accounts within three months of end of each quarter	Ongoing	2
Introduce chain-linked volume indices in 2004	2004	1
Meet the major outstanding ESA95 requirements (annual financial accounts and sectoral accounts) in 2005	2005	1
Ensure that any GNI reservations are lifted within EU deadline	-	2
Compile consistent historical series by end 2004	2004	1

### 3.1.2 Balance of Payments and related Statistics

KPI Actions	Target Date	Progress
Continue to meet national and international user requirements by maintaining the three month publication timetable for Balance of Payments results	Ongoing	2
Maintain the nine month publication deadline for annual International Investment Position results	Ongoing	1
Improve the methodology for the monthly Balance of Payments estimates for the ECB	-	2
Compile and publish within a three month deadline quarterly External Debt Statistics in compliance with the IMF's data dissemination requirements	-	2
Compile and publish nationally, within twelve months of the reference period, annual stock data compiled for the IMF on investment in foreign securities	-	2
Publish more detailed geographic and sectoral analysis of Balance of Payments and International Investment Position statistics	-	2
Implement procedures specified by the ECB to monitor data quality	-	2

### 3.1.3 External Trade

### 3.1.4 Environmental Accounts

KPI Actions	Target Date	Progress
Publish detailed monthly trade statistics in twelve weeks	-	2
Improve the price (and volume) indices	Ongoing	1
Publish annual Environmental Accounts (emissions to air) in fifteen months	August 2004	2

### 3.2.1 Census of Population

KPI Actions	Target Date	Progress
Conduct a Census Pilot Test in April 2004 and finalise the 2006 questionnaire during 2004	2004	2
Complete the census fieldwork in April/May 2006	April/May 2006	2
Publish preliminary headcount results in July 2006	July 2006	2
Complete data capture and processing by the end of 2006	end-2006	3
Publish definitive population figures within one year of the census and complete the dissemination programme within two years	April 2008	3
Improve access to Small Area Population Statistics (SAPS) and develop a more flexible output geography	end-2008	2
Publish updated population, labour force and housing projections by end-2004.	end-2004	2

### 3.2.2 Quarterly National Household Survey

KPI Actions	Target Date	Progress
Provide all core QNHS results within ten weeks of the reference quarter by mid-2005	mid-2005	1
Maintain and develop the programme of survey modules with a focus on publishing results within six months of the reference quarter	Ongoing	1
Continue to develop the dissemination programme, in both electronic and hard-copy formats, in order to meet the needs of all users	Ongoing	3

### 3.2.3 EU Survey on Income and Living Conditions

KPI Actions	Target Date	Progress
Produce the main results of the 2003 EU-SILC survey in the second half of 2004	2004	3
Develop the survey in line with EU requirements over the period 2004-2006	Ongoing	2
Collaborate closely with the ESRI to ensure that users' needs for comprehensive analyses are met in full	Ongoing	3

### 3.2.4 Household Budget Survey (HBS)

KPI Actions	Target Date	Progress
Complete the HBS fieldwork by the second half of 2005	2005	2
Publish the first results in mid-2006	mid-2006	1
Complete the dissemination programme and have anonymised micro-data available for researchers by early 2007	mid-2007	1
Publish income re-distribution analyses based on the 1994/1995 and 1999/2000 surveys in the second half of 2004	2004	0 (For completion in 2008)

### 3.2.5 Vital Statistics

KPI Actions	Target Date	Progress
Maximise the statistical benefits from the computerisation of the civil registration process	Ongoing	2
Introduce the ICD 10 system for coding cause of death by the end of 2006	end-2006	1
Publish the 2002 life tables in the second half of 2004	2004	3

### 3.2.6 Consumer and Wholesale Prices

KPI Actions	Target Date	Progress
Complete the rebasing of the CPI by the end of 2006	2006	1
Develop improved methodologies for output price trends in IT and pharmaceutical manufacturing	-	2
Introduce input price series for manufacturing and appropriate price series for services	-	0

### 3.2.7 Further Development of Social and Equality Statistics

KPI Actions	Target Date	Progress
Provide guidelines in the first half of 2004 for the development of data strategies in government departments	2004	2
Elaborate and agree protocols to ensure that the increased use of individual records for statistical purposes does not result in the unlawful disclosure of personal details	-	2
Introduce new annual reports containing a wide range of social and equality indicators in 2005	2005	2

### 3.3.1 Developing Business Statistics

KPI Actions	Target Date	Progress
Consult with data providers and data users, via the Business Statistics Liaison Group, on data needs and on the introduction of new surveys	Ongoing	2
Continue to develop energy statistics, via the Energy Statistics Co-ordinating Group in conjunction with Sustainable Energy Ireland	Ongoing	2
Identify, in 2004, the organisational arrangements needed to provide new outputs required under EU regulations, based on a combination of new surveys and administrative data sources	2004	2
Implement the use of the business register across all business surveys by May 2006	May 2006	1
Make necessary preparations to adopt the NACE 2007 activity classification in all business surveys from January 2007	end-2006	1
Over the period 2004-2006, further extend the use of scanning for paper forms in the majority of business surveys	Ongoing	2
Provide the opportunity for respondents to submit their returns electronically in all suitable business surveys	Ongoing	2

### 3.3.2 Services, Industry and Construction

KPI Actions	Target Date	Progress
Implement an annual ICT survey and publish Information Society Statistic - Ireland by November each year	Ongoing	2
Extend the coverage of the annual structural business statistics to include more data on non-market services (health, education and public administration) on a pilot basis by 2006	2006	0
Extend the details recorded annually on turnover by product, demand for services, inter-enterprise relations and foreign affiliates by 2006	2006	2
Continue discussions with IFSRA on the development of statistics on credit institutions and insurance	Ongoing	2
Establish a new survey of pension funds, in consultation with the Pensions Board, before 2006	2005	0 (Survey to be introduced in 2009)
Establish the best mechanism for producing EU science and innovation statistics in conjunction with Forfás	Ongoing	2
Publish new monthly Overseas Travel release from the start of 2004	2004	2
Publish quarterly Tourism and Travel release within three months	Ongoing	2
Compile more detail from the tourism frontier surveys, to provide more breakdowns of tourism supply and demand from 2005	2004	1
Publish the results of the Household Travel Survey within three months of each quarter	Ongoing	1
Complete a joint project with other agencies, under the auspices of the British-Irish Council, to compile draft Tourism Satellite Accounts by end-2004	end-2004	2
Prepare draft methodology for a car use survey, in collaboration with Sustainable Energy Ireland	Ongoing	0
Publish the rebased monthly industrial production index (base year 2000=100) by July 2004	July 2004	2

Introduce the new series on industrial orders by July 2004	July 2004	2
Improve the timeliness of the detailed monthly industrial statistics release, by publishing within 6 weeks of the reference month, from September 2004	September 2004	2
Begin publication of quarterly indices of output and new orders in building and construction before the end of 2004	end-2004	1

### 3.3.3 Earnings and Employment Costs

KPI Actions	Target Date	Progress
Introduce economy-wide quarterly surveys of earnings and employment costs, starting in 2004 with the distribution and financial sectors	2004	1
Conduct a Labour Costs Survey in respect of 2004 and publish results by March 2006	March 2006	1
Calculate annual labour costs information from the economy-wide quarterly survey from 2006 onwards, as a replacement for the Labour Costs Survey	2006	1
Repeat the National Employment Survey in 2005 (reference year 2004) and publish results by May 2006	May 2006	2
Introduce the Continuous Vocational Training Survey in 2006	2006	2
Identify how employment statistics required by the EU Decision on Innovation Statistics can be collected in the framework of existing surveys	Ongoing	1

### 3.3.4 Agricultural Statistics

KPI Actions	Target Date	Progress
Carry out the June and December large-scale surveys each year	Ongoing	2
Introduce a national Farm Structure Survey publication in respect of 2003 results	-	2
Conduct Farm Structure Survey in June 2005 and transmit results to Eurostat within 11 months of data collection	2006	3
Introduce scanning for data capture of the large-scale June and December surveys from the end of 2004	end-2004	3
Rebase the agricultural price indices to base 2000 by April 2004	April 2004	2
Rebase the agricultural accounts to base 2000 by May 2004	May 2004	1
Publish results on agricultural household incomes based on 1994/1995 and 1999/2000 Household Budget Surveys by July 2004	July 2004	0
Evaluate the statistical potential of administrative records in the agricultural sector and make recommendations on future work by October 2004	October 2004	1
In consultation with relevant departments and agencies, develop a system of rural development statistics, identifying user needs and potential data sources	Ongoing	0

### 4.1.1 Customer Service

KPI Actions	Target Date	Progress
Continue to adhere to the service standards for customers identified in the CSO Customer Service Plans	Ongoing	2
Publish a Customer Service Charter in 2004	2004	2
Update our Customer Service Plan in 2004	2004	2
Evaluate performance against these standards and report progress in our Annual Reports	Ongoing	2
Monitor internal customer service commitments	Ongoing	2
Further to the Official Languages Act, 2003, publish in 2004 our scheme for the provision of bilingual service and implement it over the lifetime of this strategy	2005	1
Continue to review the content and layout of our publications	Ongoing	2
Monitor and report on the achievement of improvements in timeliness, range and periodicity identified in our 'timeliness monitor' tables	Ongoing	2
Renew the work of the Customer Service Working Group within the CSO Partnership Committee	-	2

### 4.1.2 Management Information

KPI Actions	Target Date	Progress
Continue to provide and further develop our financial reports	Ongoing	2
Install an enhanced financial management system with accrual and cash accounting capability by September 2004	September 2004	2
Prepare accrual accounting financial information from 2005 onwards as part of the implementation of the management information framework (MIF)	2005/2006	2
Conduct expenditure reviews for demographic statistics in 2004 and business statistics in 2005	2005	1
Complete the implementation of the recommendations of the Working Group on the Accountability of Secretaries General and Heads of Offices by end-2004	end-2004	2

### 4.1.3 CSO Working Environment

KPI Actions	Target Date	Progress
Continue and build on our existing safety management strategy	Ongoing	2
Manage compliance with our Safety Statements and support the needs of Safety Representatives and the members of the Health, Safety and Welfare Committee	Ongoing	2
Update the Safety Statements and risk assessment as required and review them bi-annually	Ongoing	2
Continue to maintain and refurbish our accommodation and other infrastructure on a cyclical basis taking account of budget and other requirements	Ongoing	2

### 4.2.1 Managing Performance and Developing Staff

KPI Actions	Target Date	Progress
Implement PMDS Upward Feedback in 2005	2005	2
All staff to complete PMDS Role Profile Forms and Reviews on schedule	Ongoing	1
Progressively achieve the target of spending four percent of payroll on staff training and development	Ongoing	1
Implement training programmes to improve statistical and IT skills	Ongoing	1



## 4.2.2 Modernisation and Change in the CSO

KPI Actions	Target Date	Progress
Negotiate with unions towards fully competitive merit-based promotion	Ongoing	2
Position the CSO to avail of the direct recruitment opportunities provided by the Public Service Management (Recruitment and Appointments) Bill	Ongoing	2
Implement the provisions of Sustaining Progress and other agreements	Ongoing	2
Negotiate and implement CSO change and modernisation issues	Ongoing	2

## 4.2.3 Implementation of HR Strategy and Policies

### 4.2.4 Partnership

KPI Actions	Target Date	Progress
Implement and update HR policies during 2004 - 2006	Ongoing	1
Extend the partnership agenda to consideration of important strategic and operational issues	Ongoing	2
Operate the committee and sub-committees more effectively	Ongoing	2
Integrate partnership with other decision-making mechanisms in the office more effectively	Ongoing	2

## 4.3.1 Information Technology Strategic Implementation Programme

KPI Actions	Target Date	Progress
All statistical surveys operating in the DMS by March 2006	March 2006	1
Train business users in the use of the DMS	Ongoing	2
Put a new organisational structure in place to maintain the DMS	Ongoing	2
Close the VAX computers by June 2006	June 2006	0 (Deferred to March 2008)
Maintain legacy systems until the mainframe is closed	Ongoing	3

## 4.3.2 Business Register

KPI Actions	Target Date	Progress
Through ITSIP, introduce a systematic approach to sampling from the register, to optimise the reporting burden on businesses, by 2006	2006	1
Align the contents of the Business Register with data from the Office of the Revenue Commissioners on a phased basis to be completed by 2008	2008	1
Classify the activity of all statistical units on the Business Register to NACE 2007 by December 2006	2006	0 (Deferred to January 2008)

## 4.3.3 Classifications

KPI Actions	Target Date	Progress
Build on the work of the SPAR project and similar future projects to standardise the common key classifications used by government departments and agencies	Ongoing	2
Significantly increase the number of standard classifications used in the CSO	Ongoing	1
Develop an office-wide project to prepare the implementation of NACE 2007	Ongoing	2

#### 4.3.4 Electronic Data Capture

KPI Actions	Target Date	Progress
Expand the use of online questionnaires in all suitable business surveys	Ongoing	2
Implement methods of automatically extracting data from companies' financial and/or management information systems	Ongoing	1
Investigate, by the end of 2004, the feasibility of using Computer Assisted Telephone Interviewing for the QNHS	end-2004	2
Deliver on CSO commitments in Government Action Plan on the Information Society - New Connections	Ongoing	2
Extend the implementation of scanning for survey data collected on paper	Ongoing	3

#### 4.3.5 Electronic Data Dissemination

KPI Actions	Target Date	Progress
Expand the amount of statistical information and range of services available on the website	Ongoing	2
Provide online interactive access to a comprehensive database of results by 2006	2006	3
Maintain and update the Databank and Eirestat Spreadsheet Service	Ongoing	2
Redesign the CSO website with increased Irish language content by the end of 2004	end-2004	1

#### 4.3.6 Project Management

#### 4.3.7 Quality Assurance and Internal Audit

KPI Actions	Target Date	Progress
Extend the use of project management methodologies to all relevant projects	-	2
Prepare Part II of the Office Standards and Guidelines, Non-Statistical Office Functions and Processes, by March 2005	March 2005	0
Prepare Part III of the Office Standards and Guidelines, Further Statistical Functions and Processes, by December 2005	December 2005	0
Carry out a general quality audit of the Office by end-2004	end-2004	1
Draw up a four-year plan for specific audits in statistical areas by September 2004	September 2004	2
Develop the corporate risk register by October 2004 and embed risk management into business planning processes during 2005	-	1

#### 4.3.8 IT Customer Service

KPI Actions	Target Date	Progress
Carry out regular customer satisfaction surveys	Ongoing	2
Put in place Service Level Agreements	Ongoing	0
Establish a centralised IT Help Desk by 2005	2005	1

### Staffing Resources

As at 1 January 2007, there were 877 full-time equivalent staff in the CSO. This includes field staff for the Household Survey Collection Unit, but does not include temporary field staff.

	Senior Managers	Middle Managers	Junior Managers	Clerical/ Others	Total
Directorate	4	-	-	-	4
Macro-Economic Statistics	7	39	30	22	98
Demographic & Social Statistics	9	56	58	253	376
Business Statistics	5	38	29	120	192
HR, Administration & Finance	2	18	19	54	93
Informatics and Methodology	4	37	51	22	114
Total	31	188	187	471	877

NOTES: (1) For the purpose of this table Senior Managers encompass PO level upwards; Middle Managers encompass HEO, AP and Statistician levels; and Junior Managers encompass EOs and SOs.

(2) Figures are full-time equivalents, rounded to the nearest unit; and are subject to variations from time to time.

## Worksharing Arrangements

At present, there are 153 staff participating in the Worksharing scheme in the Office – 27 of whom joined the scheme in 2006. Details regarding the type of attendance arrangements and the numbers involved are as follows:

Type of attendance arrangement	Number involved
Four day week	30
Split week	9
Mornings only	38
Three day week	36
Two day/three day week	10
Week on/week off	2
Other	28
Total	153

## Gender Equality

One of the aims of civil service equality policies is to ensure a more balanced representation by gender at middle/senior management level. As at January 2007, the breakdown by gender at HEO level upwards in the CSO is as follows:

	Male	Female	Total	% Female
Senior Managers	26	3	29	10
Assistant Principal/Statistician	71	45	116	39
Higher Executive Officer	43	40	83	48
Total	140	88	228	39

Note: Work Sharers are counted in terms of whole numbers

# Appendix 3

## Financial Resources

The CSO gross expenditure for 2006 was €76,502,000. The breakdown of 2006 expenditure and 2007 allocation by category is as follows:

### Revised Estimates Allocation 2007 and Out-turn for 2006

2005	2007 Allocation			2006 Out-turn		
	Current €000	Capital €000	Total €000	Current €000	Capital €000	Total €000
A1 Salaries, Wages and Allowances	38,549	-	38,549	35,315	-	35,315
A2 Travel and Subsistence	1,529	-	1,529	1,275	-	1,275
A3 Incidental Expenses	1,344	-	1,344	2,691	-	2,691
A4 Postal and Telecommunications	1,734	-	1,734	1,280	-	1,280
A5 Office Machinery and Other Office Supplies	8,250	-	8,250	6,726	1,378	8,104
A6 Office Premises Expenses	1,642	-	1,642	1,974	152	2,126
A7 Consultancy Services	249	-	249	215	-	215
A8 Collection of Statistics	2,256	-	2,256	25,496	-	25,496
A9 Value for Money and Policy Reviews	42	-	42	-	-	-
Gross Expenditure	55,595	-	55,595	74,972	1,530	76,502
A10 Appropriations-in-Aid	695	-	695	1,560	-	1,560
Net Expenditure	54,900	-	54,900	73,412	1,530	74,942
<i>Exchequer pay and pensions included in net total</i>			38,591			35,315
<i>Associated Public Service Employees and pensioners<sup>1</sup></i>			840			904
The total Expenditure in connection with this service is estimated as follows:						
Gross provisional out-turn and estimate above	55,595	-	55,595	74,972	1,530	76,502
Estimated amounts included in the following Votes in connection with this service:						
<u>Vote</u>						

7 Superannuation and Retired Allowances	2,305	-	2,305	2,184	-	2,184
9 Office of the Revenue Commissioners	2,709	-	2,709	2,532	-	2,532
10 Office of Public Works	317	-	317	1,348	604	1,952
Total Expenditure	60,926	-	60,926	81,036	2,134	83,170
The receipts in connection with this Service are estimated as follows:						
Appropriations-in-aid above	695	-	695	1,560	-	1,560
Notional rents on State owned properties	2,443	-	2,443	2,327	-	2,327

<sup>1</sup> This figure includes field staff in the Household Survey Collection Unit who were reclassified to permanent Civil Service status from 1 April 2003.

## Appendix 4: Prompt Payments of Accounts

It is the CSO's policy to settle all invoices promptly with due regard to contractual terms, where applicable, to good financial and cash management practices and the provisions of the Prompt Payments of Account Act, 1997 as amended by the European Communities (Late Payment in Commercial Transactions) Regulations 2002.

Statistics for 2006 are given below.

Description	Amount
Total value of all payments	€14,409,409
Number of late payments in excess of €317 (invoice value)	15
Total Value of late payments in excess of €317 (invoice value)	€148,479.76
Total value of late payments (incl.under €317)	€148,480
Value of total late payments as a % of total payments	1.03%
Amount of interest paid on all late payments	€291.06
Amount of interest as a % of total payments	0.002%
Broad indication of length of delays (invoices in excess of €317)	Average delay was 18 days





# Appendix 5: Local Business Programmes (LBP's) for 2007

Division	List of LBP's
Administration & Finance	<ul style="list-style-type: none"> <li>• Office Services/Registry</li> <li>• Finance</li> <li>• Information, Library, Website, Typesetting and Printing</li> <li>• Administration (Dublin)</li> </ul>
Agriculture	<ul style="list-style-type: none"> <li>• Farm Surveys Data Collection</li> <li>• Farm Surveys Processing</li> <li>• Agriculture Prices</li> <li>• Agriculture Accounts</li> <li>• Agriculture Production</li> </ul>
Balance of Payments & Financial Sector Balance of Payments Analysis & Dissemination	<ul style="list-style-type: none"> <li>• Balance of Payments Analysis &amp; Dissemination</li> <li>• Balance of Payments &amp; Financial Sector</li> </ul>
Business Statistics Integration	<ul style="list-style-type: none"> <li>• Business Statistics Integration</li> </ul>
Corporate Systems	<ul style="list-style-type: none"> <li>• Corporate Systems</li> </ul>
Crime and Criminal Justice	<ul style="list-style-type: none"> <li>• Crime and Criminal Justice</li> </ul>
Data Linking & Integration	<ul style="list-style-type: none"> <li>• Data Linking &amp; Integration</li> </ul>
Demography Statistics	<ul style="list-style-type: none"> <li>• Overall integrated DAP/LBP for Demography</li> </ul>
Earnings & Employment Costs	<ul style="list-style-type: none"> <li>• National Employment Survey</li> <li>• Quarterly Earnings, Hours and Employment Costs (EHECS)</li> <li>• Quarterly Industry and Services</li> </ul>
e-Government & Business Co-ordination	<ul style="list-style-type: none"> <li>• e-Government</li> <li>• Classifications &amp; Standards</li> <li>• Business Register</li> <li>• Database Dissemination</li> </ul>
External Trade & Environment	<ul style="list-style-type: none"> <li>• External Trade</li> <li>• Environment</li> </ul>
Human Resources	<ul style="list-style-type: none"> <li>• Corporate Support</li> <li>• Training &amp; Special Projects</li> <li>• Personnel</li> </ul>
Industry & Building	<ul style="list-style-type: none"> <li>• Industrial Statistics – Data Collection Unit</li> <li>• Industrial Statistics - Results, Analysis, Publication</li> </ul>

IT Service Delivery	<ul style="list-style-type: none"> <li>• Building</li> <li>• IT Service Delivery</li> </ul>
Labour Market Social Inclusion and Vital Statistics	<ul style="list-style-type: none"> <li>• Vital Statistics</li> <li>• Labour Market &amp; Social Inclusion</li> </ul>
National Accounts – Expenditure	<ul style="list-style-type: none"> <li>• Regional Accounts and VAT</li> <li>• Personal Consumption and Capital Formation</li> <li>• Supply and Use</li> </ul>
National Accounts – Government	<ul style="list-style-type: none"> <li>• Government Accounts</li> </ul>
National Accounts – Income	<ul style="list-style-type: none"> <li>• Compensation of Employees</li> <li>• Operating Surplus</li> <li>• Financial Accounts</li> </ul>
National Accounts – Integration	<ul style="list-style-type: none"> <li>• National Accounts Consistency area</li> <li>• Production Approach</li> <li>• Output Volumes</li> <li>• Sector Accounts</li> </ul>
Prices and Household Surveys	<ul style="list-style-type: none"> <li>• CPI/HICP</li> <li>• Wholesale Prices/Purchasing Power Parities</li> <li>• Household Budget Survey</li> <li>• Household Survey Collection Unit (HSCU)</li> <li>• EU SILC</li> </ul>
Services	<ul style="list-style-type: none"> <li>• Annual Services</li> <li>• Retail Sales</li> <li>• Transport</li> <li>• Tourism</li> </ul>
SMD, Quality Assurance/Audit and ITSIP	<ul style="list-style-type: none"> <li>• Statistical Methods</li> <li>• Quality Assurance/Audit</li> <li>• ITSIP</li> </ul>
Social Statistics Integration	<ul style="list-style-type: none"> <li>• Social Statistics Integration</li> <li>• Administrative Data</li> </ul>

## Appendix 6: Glossary

Term	Explanation
<i>BOP</i>	Balance of Payments
<i>CAP</i>	Common Agricultural Policy
<i>CAPI</i>	Computer Assisted Personal Interviewing
<i>CARS</i>	Classifications and Related Standards system
<i>CATI</i>	Computer Assisted Telephone Interviewing
<i>CIP</i>	Census of Industrial Production
<i>COP</i>	Census of Population
<i>CPI</i>	Consumer Price Index
<i>DAP</i>	Divisional Action Programme agreed on an annual basis for the implementation of the CSO's Statement of Strategy
<i>DMS</i>	Data Management System in ITSIP
<i>ECB</i>	European Central Bank
<i>ESA</i>	European System of National Accounts
<i>ESRI</i>	The Economic and Social Research Institute
<i>Eurostat</i>	The EU Statistical Office (the statistical service of the European Commission)
<i>EU-SILC</i>	EU Survey on Income and Living Conditions

Term	Explanation
<i>FATS</i>	Foreign affiliate trade statistics
<i>FSS</i>	Farm Structures Survey
<i>GNI</i>	Gross National Income
<i>GRO</i>	General Register Office
<i>HBS</i>	Household Budget Survey
<i>HR</i>	Human Resources
<i>ICD</i>	International Classification of Diseases
<i>ICT</i>	Information and Communication Technologies
<i>IFSRA</i>	Irish Financial Services Regulatory Authority
<i>IMF</i>	International Monetary Fund
<i>IT</i>	Information Technology
<i>ITSIP</i>	Information Technology Strategic Implementation Programme
<i>KPI</i>	Key Performance Indicator
<i>LBP</i>	Local Business Plan for the implementation of the Statement of Strategy
<i>MIF</i>	Management Information Framework
<i>N/R</i>	Not recorded
<i>NACE</i>	<i>Nomenclature statistique des Activites economiques dans la Communaute Europeenne.</i> The EU classification of economic activities
<i>NES</i>	National Employment Survey
<i>NSB</i>	National Statistics Board
<i>OCR</i>	Optical Character Recognition

Term	Explanation
PMDS	Performance Management and Development System. This is an initiative introduced under SMI creating a framework linking the goals and objectives set out in each Department's/Office's Statement of Strategy and the contribution of individual staff. This framework is designed to facilitate the management of the work performance of each individual staff member as well as their career and development needs.
PPSN	Personal Public Service Number
Prodcom	The EU-wide harmonised classification of products produced by the industrial sector (directly linked to the external trade commodity classification) specified in Council Regulation (EEC) 3924/91
QNHS	Quarterly National Household Survey
REACH	REACH is an initiative introduced under SMI aimed at radically improving the quality of service to personal and business users of the Public Service
SAPS	Small Area Population Statistics (from the Census of Population)
SGSES	Steering Group on Social and Equality Statistics
SMD	Statistical Methods and Developments Division of the CSO
SMI	Strategic Management Initiative in the Irish public service
SP	Sustaining Progress, 2003-2005 (the nationally agreed framework for national development)
SPAR	Statistical Potential of Administrative Records
WPI	Wholesale Price Index
XBRL	eXtensible Business Reporting Language

