



An Phríomh Oifig Staidrimh
Central Statistics Office

Statement of Strategy Progress Report 2014

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Statement of Strategy - Progress Report 2014

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Foreword

I welcome this third and final report on the Statement of Strategy 2012-2014. At the end of the timeframe for the Statement of Strategy it is gratifying to see that so much progress has been made by the CSO.

Over the course of this strategy, statistical information has been more important than ever. It helps to guide decision making and to measure the social economic and environmental performance of our nation and provided the data to build and monitor our recovery.



There have been a large number of achievements and successes over the last three years but two, in particular, resonate with me. The publication of the Irish Statistical System Code of Practice (ISS CoP) was a hugely significant step along the road to developing the Irish Statistical System. The roll out and adoption of the ISS CoP will help public bodies to apply statistical quality and impartiality principles throughout the Irish Statistical System.

The second achievement which stood out for me was the development of the CSO 2020 strategy which will inform and guide the CSO's development and priorities over the coming years. Considerable progress has been made in the eight CSO projects which support the CSO 2020 strategy. The completion of these projects over the next few years will see the CSO fulfil its goals of being the trusted advisor on data issues, being highly influential in the international statistical system, meeting its goals on microdata access and building on the acceptance that the CSO produces accessible and impartial statistics.

I am pleased to see that the CSO's response to the challenges of the last few years has been to seek to continuously improve and develop their organisation, processes and people.

A handwritten signature in black ink, appearing to read 'Paul Kehoe'.

Paul Kehoe TD
Government Chief Whip and Minister of State at the Department of the Taoiseach

June 2015

Introduction from the Director General

When my predecessor, Gerry O'Hanlon, wrote the introduction to the Statement of Strategy 2012-2014, he focussed on the CSO's need to continue to deliver the core annual statistical programme with a strong focus on reducing costs and reducing burden. In addition his key priorities were to review the options for Census 2016 and to begin the process of transforming the system for household surveys. All of this was to be achieved despite an environment of reducing budgets and increasing demands.



I am pleased to report that the CSO has achieved its core objectives as set out in the sixth Statement of Strategy. We have maintained our core annual statistical programme and continued to develop new products to meet customer needs and legislative demands. In 2014 alone new releases such as Government Finance Statistics, Aviation Statistics, Domestic Building Energy Ratings, Suicide Statistics 2014, QNHS - Retirement Planning and QNHS Parental Involvement in Children's Education were published. Over the last three years the CSO has published 784 releases and 113 publications. These publications and releases have helped to inform policy development and meet the ever increasing demand for data from our customers and stakeholders.

The development of the CSO 2020 strategy, which builds on the goals and aims of the Statement of Strategy 2012-2014, was another valuable achievement over the last couple of years. The implementation of the eight CSO 2020 projects, which are the pillars on which the CSO 2020 strategy is built, continued throughout 2014. Significant progress has been made on all of the projects, for example phase one of the National Account IT project, to develop a system to produce current price annual outputs, has been completed and phase two is underway. The Continuous Personnel and Professional Development project was officially launched for all staff at AP/Statistician level and above in 2014 and the implementation phase, the cognitive, questionnaire and mode testing for the Household Survey Development project were completed in 2014. As the CSO 2020 projects are completed the vision of where the CSO will be by 2020 will be further realized.

The CSO is focused on developing people, processes and quality so that our customers will see an improvement in quality and timeliness, a range of new products and dissemination channels and a coherent Irish Statistical System. We will continue to build on the Statement of Strategy 2012-2014 and on CSO 2020 in the coming years. We have made great progress over the course of the 2012-2014 Statement of Strategy towards becoming the trusted advisor on data issues, in becoming highly influential within the international statistical system and in increasing the acceptance that we produce accessible and impartial statistics. This work is only possible because of the commitment and adaptability of our dedicated and professional staff.

A handwritten signature in black ink that reads "Pádraig Dalton". The signature is written in a cursive, flowing style.

Pádraig Dalton
Director General

June 2015

Progress on key priorities as identified in the Statement of Strategy 2012-2014

Goal 1: Meet Statistical Needs		2012	2013	2014
Deliverables	Output Measures			
Deliver core statistical outputs.	On-time publication in line with CSO Timeliness Monitor.	Ongoing. Progress reviewed weekly by the Senior Management Committee. The electronic release system was implemented for two releases in 2012 and will be rolled out in 2013.	Government Finance Statistics (Annual and Quarterly Series) were released for the first time in 2013 to coincide with CSO's assumption of responsibility for the Excessive Deficit Procedure Return.	Improved timeliness for releases such as the Quarterly National Accounts, Balance of International Payments, Industrial Stocks & Domestic Building Energy Ratings.
			A formal project co-sponsored by CSO and the Department of Health with the cooperation of the Health Service Executive was established in 2013 to enable reporting on health expenditure in accordance with the System of Health Accounts by 2014.	Updated quality reports were published in 2014 for Agricultural Prices- Inputs and Outputs, Agricultural Price Indices, Milk Statistics, Passenger Card Inquiry, Statistics of Port Traffic, Country of Residence, Consumer Price Index, Retail Sales Index, Business Demography, Census of Industrial Production, Annual Services, Innovation in Irish Enterprises, Household Travel Survey, Earnings and Labour Costs, Stillbirths Reports, Marriages Report and Prodcom.
			Substantial addition to Annual Accounts- constant price estimates of Value added Accounts for 38 sectors included with backdata to 1995	
Continue to develop scope and quality of our core outputs.		Releases: 255 in total (37 direct to web by sections; 91 web-only; 127 web & print).	Releases: 267 in total (59 web only, 64 web & print, 144 electronic)	Releases 267 in total (18 PDF, 249 electronic)
		Publications: 49 publications in total	Publications: 33 publications in total	Publications 31 (19 PDF, 12 electronic)

		Ongoing i.e. we put new national modules in the field in 2012 (pensions and education module, module on financial distress and a pilot SILC module on well being).	The CSO 2020 strategy document launched in 2013 identified the development of a comprehensive Quality Management Framework as a key project for the CSO over the next few years. In addition a 2020 project focused on customers and outputs has also been identified as a key activity for the organisation to address over the period 2014/2015.	An Editorial Board was established in 2014 to provide advice on the template and standards for e-releases, e-publications, print publications and to review standards and advise on dissemination policies. A new set of data management policies based on a data protection framework was developed in 2014 and will be piloted in 2015
Continue to develop scope and quality of our core outputs		Job Churn 2010 (Experimental Statistical Product); QNHS Response of Households to the Economic Downturn; Monthly Services Production Index; Business in Ireland and Recidivism (Re-offending) Statistics in the Probation Service releases were all published for the first time in 2012.		New products produced in 2014 included Government Finance Statistics, Aviation Statistics, Domestic Building Energy Ratings, Suicide Statistics, Retirement Planning (QNHS module), Parental Involvement in Children's Education (QNHS module)
		New Environment Indicators report published in 2012, S & U tables compiled at PYP and an Agricultural Farm Income Paper was delivered.		A release of scanned copies of Annual Reports of Marriages, Births and Deaths from 1864-1886, 1922-2000 inclusive was published.

.	Publication of all 2011 Census of Population and 2010 Census of Agriculture reports in 2012 reports in 2012 ¹ .	Achieved (3 volumes ² PDR, PSER ³ and Areas)	The Central Statistics Office has published a new accessible Census 2011 product, with the publication of Census 2011 Area Profiles for 350 areas across the country in 2013. These present an overview of census information for these areas in an easy to read format	The North South Census Report was released. The Irish EU Hypercubes were published to the Census Hub.
Review options for Census 2016.	Report by Q1/2012 on options for Census 2016.	Achieved government agreement in principal on holding a census in 2016 subject to necessary funding being available	Completed plans for the undertaking of a Census of Population in 2016 and started work on the estimation of associated costs.	Planning for the 2016 Census continued in 2014. CoP staff numbers were agreed with the Department of Public Reform. CoP IR issues on promotions and sourcing of staff commenced and the processing contract was awarded.
Identify and address new data needs arising from national and EU policies and from EU/IMF programme; and keep core statistical programme under continuous review.	Ongoing consultation with users to define impact of new data requirements in macroeconomic, business, environmental and social / household statistics.	Ongoing. Ongoing engagement with users on a formal and informal basis i.e. through co-ordinating groups i.e. the Enterprise Statistics Liaison Group), seminars, i.e. 4th Business Statistics Seminar Agriculture, government departments and agencies. The All-Island Tourism Statistics Liaison Group was formally launched in Belfast with UNWTO ⁴ in attendance	Ongoing engagement with users on a formal and informal basis through a range of initiatives including co-ordinating groups, seminars, press conferences, a variety of EU meetings, and engagement with Government departments and agencies.	Ongoing engagement with a variety of users on a formal and informal basis. Formal CSO 2020 project established to review Engagement with the International Statistical Community. A first set of outputs regarding International meetings, authorship of statistical papers and on compliance are being considered by the Senior Management Team.

¹ Detailed schedule in http://www.cso.ie/census/documents/Census_2011_publications_schedule.pdf

² PDR Principal Demographic Result

³ PSER Principal Socio Economic Results

⁴ UNWTO United Nations World Tourism Organisation

	<p>Identify actions arising from 'Beyond GDP' report on measurement of economic performance and social progress.</p>	<p>There is an increased emphasis on the 'Beyond GDP' agenda reflected in outputs Preparations started in 2012 for a QNHS⁵ module on 'subjective well-being' (along with some related topics). This is scheduled to go into the field in Quarter 3 of 2013.</p>	<p>Sets of questions on wellbeing have now been included in both our Quarterly National Household Survey (QNHS) and our survey on income and living conditions (EU-SILC). The results from the QNHS are being analysed and are expected to be published in a national release in June 2014. The EU-SILC results which were collected under EU legislation will be transmitted to Eurostat. We may in due course also publish these results nationally.</p>	<p>Results from the questions on wellbeing were compiled in mid-2014. It was then decided that the results from a series of questions on volunteering in the QNHS (conducted at the same time) should be analysed and included in the wellbeing release and cross-classified with the wellbeing data. This rather larger release should be ready in March/April of 2015. It was considered that this would add substance to the wellbeing release.</p>
	<p>Subject to cost, develop plans to meet new data needs in line with Goals 2 to 5.</p>	<p>The Senior Management Committee has begun preparing a long term strategic plan. The input of senior management colleagues at the level of Senior Statistician/PO was received in 2012. The strategic plan will set out CSO's strategic vision for 2020 with a particular focus on our customers. The first half of 2013 will be given over to devising the mechanisms to deliver the strategy. This will focus on internal processes and innovation as well as on the organisation's capability to adapt.</p>	<p>The Senior Management Committee finalised the long term strategic plan for CSO and launched it in 2013. Eight major projects were identified as being required to bring about the changes identified in the plan. Planning for all eight projects commenced in 2013.</p>	<p>Progress has been made on all eight projects throughout 2014.</p>

⁵ QNHS Quarterly National Household Survey

	Continue to review the core programme and contribute to the identification at EU level of statistics which are no longer needed.	Ongoing - the CSO is also working to influence new EU regulations.	Ongoing - the CSO is also working to influence new EU regulations. There are difficulties at EU level in reaching agreement on “negative priorities” and despite efforts on all sides EU driven demands continue to grow	The CSO has continued to engaging identifying negative priorities however reaching agreement across the broader EU system has been problematic
Complete the PIAAC (OECD Programme for the International Assessment of Adult Competencies) survey cycle.	Completion of data collection in Q1/2012.	Field work, data processing and weighting completed for PIAAC ⁶ . A response rate of 71% was achieved.	Final report published in October 2013	Completed 2013
	Publication of internationally comparable results on adult literacy and numeracy in Ireland, by OECD in 2013.	International comparisons will be provided June/July 2013 with final report to be published in October 2013.	The OECD has published a comprehensive international report outlining the findings of PIAAC across all participating countries	Completed 2013

⁶ PIAAC Programme for the International Assessments of Adult Competencies

Goal 2: Develop the Irish Statistical System		2012	2013	2014
Deliverables	Output measures			
Support Departmental Statistical Units, to meet policy-related statistical information needs.	Ongoing professional support by the CSO for statistical units.	Ongoing involvement with all departmental statistical units.	Ongoing involvement with all departmental statistical units.	<p>Ongoing involvement with all departmental statistical units.</p> <p>One of the CSO 2020 projects, Engagement with the broader Irish Statistical System established a Data Seminar programme in 2014 with the intention of influencing other government departments towards greater exploitation of existing data to inform development of policy. The project team also reviewed the existing arrangements for secondment of statisticians to identify potential areas for development.</p>

<p>Develop a code of practice and standards for the gathering and use of data for statistical purposes across the Public Service.</p>	<p>Preparation of Code of Practice and Data Standards by December 2012.</p>	<p>The first draft of a Code of Practice for the Irish Statistical System (ISS CoP) was delivered to the National Statistics Board by CSO in December 2012, for review and approval. ISS CoP will be launched on November 21, 2013 and will form the basis for engagement with key producers of official statistics around principles such as professional independence and quality standards and transparency.</p> <p>Once the Code is finalized it is envisaged that CSO will actively engage with key data producers in the public service. By the end of the Cypriot presidency the text of the Amendment of Regulation (EC) No 223/2009 other than the aspect dealing with Commitments on Confidence had been agreed. The final version of the amendment, when agreed, will inform ISSCOP.</p>	<p>The ISS CoP was formally launched in November 2013, see website www.isscop.ie. CSO plan to actively engage with the key data producers in the Public Service to agree a comprehensive list of Official Statistics. Compliance with the Code of Practice in the compilation of Official Statistics will be assessed over time.</p>	<p>Discussions were ongoing in 2014 with other government departments.</p> <p>An Administrative Data Seminar was held in 2014 and others are planned for 2015 with the intention of influencing other government departments towards greater exploitation of existing data to inform development of policy.</p> <p>A review of existing arrangements for secondment of statisticians to other public bodies commenced in 2014 with the aim of identifying potential areas for development.</p>
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	<p>Assistance to other public bodies in applying the statistical quality and impartiality principles of the European Statistics Code of Practice (ES CoP) for non-CSO European statistics.</p>	<p>The Statistician Liaison Group meets three times per year and is the primary forum for providing assistance. When the draft Code of Practice is finalised it will be the basis for assistance to other public bodies in applying the statistical quality and impartiality principles of ESCoP⁷.</p>	<p>The roll out and adoption of the ISSCoP will assist public bodies in applying the statistical quality and impartiality principles of ES CoP⁷.</p> <p>A Eurostat Peer Review of compliance with ES CoP for the production of European statistics is being conducted in 2014 and 2015. This process will highlight, both to CSO and to public sector organisations producing European statistics, further actions necessary to achieve greater alignment with the ES CoP.</p>	<p>The Statistician Liaison Group has expanded to include ISSCoP.</p> <p>The Eurostat Peer Review of Compliance with ES CoP has been scheduled for March 2015. Preparatory work for the visit has taken place throughout 2014</p>
	<p>Publication of standardised documentation on statistical quality for non-CSO statistics, via www.statcentral.ie website.</p>	<p>The Department of Education and Skills has published documentation on statistical quality and methodology via www.statcentral.ie. We expect there to be an increase in the creation of such reports by non-CSO bodies following the roll out of the Code of Practice.</p>		<p>It was decided to exclude the requirement for ONAs to produce Quality Reports as part of the rollout of ISSCoP, so this output no longer applies. The focus for ISSCoP is documented in the Annual Reports of the DG available on the ISSCoP website.</p>

⁷ ESCoP European Statistics Code of Practice

<p>Assess the legislative environment for statistical data, to identify the scope for additional and greater uses of data and any necessary legislative changes.</p>	<p>Report on legislative environment for statistical data, identifying areas for potential change, by December 2012.</p>	<p>The CSO has been reviewing the current legislative environment around the production and use of official statistical information, and also considering the potential legislative impact of a pending amendment to EC Regulation 223/2009 on European Statistics. CSO are currently contributing to drafting of a memo to Government to underpin the development of National Data Infrastructure (NDI) for better Public Administration. The development of NDI, based on official identification for persons, businesses and buildings, will greatly enhance the value of data in administrative systems for statistical purposes.</p>	<p>The CSO continues to review the legislative environment for the production and use of Official Statistics. We will assess the impact of the amendment to EC Regulation 223/2009 on European Statistics once negotiations have been completed.</p>	<p>The amendment of EU Regulation 223/2009 was concluded in December 2014. An implementation plan arising from the amendments, including the enhanced co-ordination role for the head of the NSI, will be rolled out in 2015.</p>
	<p>Proposals for legislative change, if applicable, to be developed by June 2013.</p>	<p>It is envisaged an investigation of the legislative environment will take place subsequent to the launch of the Code of Practice and general agreement on the development of NDI for public administration purposes.</p>	<p>Developments on this issue must await the outcome of negotiations on the proposed amendments to EC Regulation 223/2009 on European Statistics.</p>	<p>The amendment of EU Regulation 223/2009 was concluded in December 2014. An implementation plan arising from the amendments, including the enhanced co-ordination role for the head of the NSI, will be rolled out in 2015.</p>

<p>Support an integrated approach to administrative data across the Public Service, including promotion of consistent approaches to identifiers, classifications and geo-spatial / postcode data in service planning and delivery.</p>	<p>Ongoing support and promotion of data standards across the Public Service, in conjunction with Department of Public Expenditure and Reform.</p>	<p>The CSO has had a number of meetings with the Department of Public Expenditure and Reform during 2012 to explore how the creation of an integrated statistical infrastructure might be advanced. The work being undertaken by CSO on the new statistical Code of Practice, the legislative review and engagement with relevant stakeholders are the initial elements of this overall strategy. The next stage of this strategy will be engagement with government departments and agencies, to secure the adoption of the principles of the Code of Practice.</p>	<p>The CSO has had further meetings with the Department of Public Expenditure and Reform in 2013. The Government decisions in relation to postcodes and a single public service identifier, made in 2013, are fundamental building blocks in this regard.</p>	<p>CSO continued to promote the concept of a National Data Infrastructure based on the three key pillars of persons, property and business.</p>
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Goal 3: Promote Awareness and Use of Statistics		2012	2013	2014
Deliverables	Output Measures			
Continue to improve the structure and format of statistical releases and tables on www.cso.ie .	New online delivery format for statistical releases and tables in place by end of 2012.	An electronic release template has been created , the first live release (Milk Statistics) on the system was produced in November 2012.	94% of releases have moved to the electronic release system. The remaining releases will move in 2014. Electronic Publications will be rolled out in 2014. First electronic publication in January.	The Electronic Release figure stands at 94% while the Electronic Publication figure has increased to 32%.
	Delivery of online thematic reports.	Thematic release on Agricultural Labour , the Census of Agriculture, Census 2011- Homeless Persons in Ireland, SILC –Thematic Report on Children, SILC –Thematic Report on the Elderly, HBS, HBS Volume 2 and Measuring Ireland’s Progress are all published online in 2012.	Thematic releases on the Effects on Households of the Economic Downturn Quarter 3 2012 and Regional Quality of Life in Ireland 2013 were published online in 2013.	Thematic releases on Women and Men 2013, Measuring Ireland’s Progress 2012, the Transport Omnibus and the Yearbook 2014 were all published in 2014. Women and Men 2013 included highcharts and highmaps and the Yearbook 2014 included infographics.
	Accessible commentary and greater visual presentation of statistical results.	Volume 1-10 of Census 2011 were published using a highly visual form. Interactive charts and maps were also published in partnership with the National Institute for Regional and Spatial Analysis.	This issue is under consideration as part of the CSO 2020 Customer and Outputs project.	Training on visualization was provided in 2014. A review of the use of visualization in other National Statistical Institutes was carried out.
		Key economic indicators available on site http://www.cso.ie/indicators/Maintable.aspx .		Internal CSO writing guidelines were updated for use by all staff involved in writing for statistical releases and related training will be provided in 2015.

<p>Develop Open Data policy for all published statistics on www.cso.ie and www.statcentral.ie to maximise availability and use of statistical information.</p>	<p>Publish all CSO statistical tables on the StatBank section of www.cso.ie - full coverage by 2014.</p>	<p>All 2011 Census tables are now available on StatBank in Irish and English and a programme of migration is in place.</p>	<p>Continued to publish additional tables on StatBank in 2013 for a range of statistical domains including National Accounts, Balance of Payments, Agriculture and Short-term Business Statistics. Census 2006 data have now also been loaded to the StatBank which was a gap that remained following the lodging of the Census 2011 data in 2012.</p>	<p>Ongoing work on project to make all Stat Bank data available as linked open data.</p>
	<p>Monitor and promote Open Data uses of StatBank.</p>	<p>Significant progress was made in 2012 in publishing additional statistical tables on StatBank e.g. Census 2011, House Price Index, Job Churn. The audit of StatBank conducted in 2012 highlighted sections where there is potential to add tables. Discussions with these sections will lead to more statistical tables being loaded in 2013. Data for the Department of Health and The Health Research Board were loaded for hosting by the CSO through our Public Sector Statistics Network, this data is being checked by the respective data providers in advance of publication. Progress was made with DERI towards producing Census 2011 data as linked open data in 2013.</p>	<p>Continuing to work with other departments and agencies to publish data on the Public Sector Statistical Network adding the Private Residential Tenancies Board data to the network in 2013. Data for the Department of Health and the Health Research Board is close to publication and will be available in 2014.</p> <p>Continuing to work with other departments and agencies to publish data on the Public Sector Statistical Network adding the Private Residential Tenancies Board data to the network in 2013. Data for the Department of Health and the Health Research Board is close to publication and will be available in 2014.</p> <p>Census 2011 published as Linked Open Data on data.cso.ie</p>	<p>Continuing to work with other departments and agencies to publish data on the Public Sector Statistical Network. PRTB, HRB, NRA and Revenue added tables to the PSSN in 2014.</p> <p>Participating in the Public Sector Working Group on Open Government Partnership.</p>

Extend outreach programme to promote statistical awareness in education sector.	Annual Census@School project.	7,150 secondary school attendees completed the questionnaire and the results were published in October 2012	10,266 responses to the 2012/2013 CensusAtSchool questionnaire and the results published in October 2013. The apps4gaps competition was launched in October 2013 to promote the use of Census 2011 linked open data.	7,647 responses to the 2013/2014 CensusAtSchool questionnaire and the results were published in October 2014. apps4gaps competition first prize giving in October 2014 and competition launched for 2015. DPER joined as a sponsor
	John Hooper Medal, statistical poster competition at second level.	The second competition was held in 2012. 283 posters were announced and the competition is being held again in 2013 with Agriculture as the theme	253 posters were entered in the John Hooper Medal 2013 poster competition. The winners went on to represent Ireland in the International Statistical Literacy Poster Competition being placed 2nd in the senior age category and 3rd in the junior age category in this worldwide competition.	388 posters were entered in the John Hooper 2014 poster competition. Students had more time to enter the competition this year as the ISLP dates were not in play and the closing date was the end of the second term. The CSO had a stand at the BT Young Scientist Exhibition which improved the competitions visibility
	CSO sponsorship of Donal McCarthy Scholarship, postgraduate scholarship in statistics at UCC.	Central Statistics Office, Ireland has funded this scholarship to promote university research in the area of official statistics.	CSO and UCC worked to review how the scholarship could be used to encourage research in the area of official statistics and data analytics.	The scholarship was divided equally between two post graduate students for the academic year 2014/2015.
	Launch Professional Diploma on Official Statistics, with IPA	The Professional Diploma in Official Statistics for Policy Evaluation has been developed in conjunction with the IPA and is targeted at decision-makers throughout the public service	The Professional Diploma in Official Statistics for Policy Evaluation is being run by the IPA	The Professional Diploma in Official Statistics for Policy Evaluation was run again by the IPA in 2014. 27 people graduated in 2013, 36 graduated in 2014 and over 50 are registered for the 2014-2015 academic year.
Develop social media policy for promotion of official statistics.	Develop social media policy in 2012. Implement policy by end of 2012.	Draft policy created and will be finalised in 2013. CSO Facebook set up. 5,600 subscribers on our twitter feed	Draft Social Media Policy is under consideration by SMC. CSO's Facebook page has been revised and relaunched. Review of its use will take place in June 2014. 8,617 subscribe on our twitter feed.	Policy planned to be included in overall communication strategy in 2015. YouTube continues to develop as an information/training tool. Facebook is being used mainly as a promotion tool for events and competitions. We have 10,500 twitter followers.

Conduct regular seminars on the use of statistical information in government, business and society.	Annual programme of seminars and conferences.	Successful BOP seminar and 4th Annual Business Seminar (Agriculture) held in 2012	Successful Eurostat Seminar held in 2013 on Global Value Chains and Economic Globalisation.	A number of successful seminars were held in 2014 including the 3rd Administrative Data Seminar, the Voorburg Group on Service Statistics Conference Meeting and a UN Economic Commission for Europe Conference on the Management of Statistical Information Systems
	Statistical briefings for key external organisations.	Presentations made in the Oireachtas and in 8 Government departments	Seven Oireachtas Briefings in 2013 on issues such as Labour Market, Employment and Earnings and Macro Economics	The Oireachtas Library and Research Service and the CSO have agreed to review and decide how best to structure and organise Oireachtas briefings during 2015.
	Conduct seminars across Ireland on Census 2011 results.	A number of seminars were held for users in Local Developments groups attended by representatives from 25 different local development groups across the country. In addition seminars/presentation were provided for TCD and DIT	The Census dissemination programme was completed in December 2012 including a range of user seminars. Ongoing support has been provided by our Census Enquiries section throughout 2013 including the delivery of further user events and presentations to a range of local authorities, government departments and agencies.	Census continues to give presentations on census results as requested, which in 2014 included presentations in Trinity College Dublin, DIT, AIRO, UCD, and the Oireachtas, among others.

Goal 4 Increase Efficiency		2012	2013	2014
Deliverables	Output Measures			
Rolling programme of business process reviews, using Lean Six Sigma and other methodologies.	Implement annual rolling programme of business process reviews.	Ongoing- 2012 included	Ongoing-2013 included	Ongoing throughout 2014
		LSS completed for Vital Statistics, Trade Statistics SILC and the Business Register Project amongst others. The LSS programme has been paused pending the update of the Corporate Strategy.	A contract for training staff in Lean Six Sigma methodologies was put in place. Two further projects will commence in 2014.	A contract for training staff in Lean Six Sigma methodologies was put in place. Two further projects will commence in 2014.
		Business information systems developed for PIAAC being rolled out	The planning for the Business Process Improvement Programme for 2014/15 commenced in 2013 and is being finalized.	Training in Business Process Improvement tools and techniques provided to all grades from Statistician/ Assistant Principal upwards
		Demographic processing re-engineered which improved the publication time lines by 8 weeks in 2012		
		Quality review of methodology & outputs for WP ⁸ , MIP ⁹ , LCU ¹⁰ common treatment		DEFINE Analysis carried out in all divisions where potential BPI projects were identified as input into determining annual BPI Programme for the period 2015-2017.
		Quality review of methodology & outputs for WPI, MIP, LCU on revisions/transfer pricing/ common treatment		DEFINE Analysis carried out in all divisions where potential BPI projects were identified as input into determining annual BPI Programme for the period 2015-2017.

⁸ WPI Wholesale Price Index

⁹ MIP Monthly Industrial Production Inquiry

¹⁰LCU Large Case Unit

	Measure impacts on improved timeliness and cost of statistical production.	Extending the range of internal and external metrics, to support performance budgeting and process improvement. A time recording system is in place for the calculation of resources expended in the delivery of EU Statistical contracts; additionally a project to introduce a Time Input recording system for Structural Business Statistics Division will be undertaken in 2013.	This is a core objective of our Quality Management Framework project which is part of the overall CSO 2020 strategy. Metrics are being developed on an ongoing basis to provide improved management information. Metrics also form a core part of the Business Process Improvement projects which are being conducted in accordance with the Lean Six Sigma methodology.	Process mapping has been completed in a large number of sections in the Cork and Ardee Road offices. Nine enhancements to the existing Work Support System have been identified and IT development will begin in 2015. Metrics are being developed on an ongoing basis to provide improved management information.
Transform household surveys system to meet future data needs on social issues.	Transformation plan, with costed options, by Q1/2012.	Business case for the Transformation Project was agreed by SMC in September 2012 and submitted to DPER ¹¹ in November	Implementation of the Household Survey Development Project got underway in 2013. A number of key project milestones were achieved during the year.	The project is in the implementation phase: the cognitive, questionnaire and mode testing were all completed in 2014. The field testing will begin in 2015. A preferred bidder has been selected following the tendering process for the transformation Project.
	New survey system in place from Q3/2014.	An implementation plan has been developed and the project has moved to a more detailed planning phase	The project was further developed in 2013	A pilot HBS was conducted in 2014 to prepare for the 2015 HBS go live
Develop and implement HR Strategy.	Prepare unified HR Strategy by Q1/2012.	Workforce Plan prioritised over this in 2012. HR needs will be developed in the second version of the Workforce Plan and in actions to deliver the 7 year Corporate Strategy	The Workforce Plan was updated to take account of retirements, other staff changes and needs and project staffing requirements for the period up to 2015	Aspects of the workforce plan were reviewed.

¹¹ DPER Department of Public Expenditure and Reform

	Implement HR policies to support the skills and competencies needed by a modern statistical service.	Published the Learning and Development Strategy and developed a staff Skills Register in 2012	CSO developed a skills register for all staff for the first time in 2013. It was completed by all staff in 2013 A Continual Personal and Professional Development (CPPD) pilot exercise involving 30 staff at AP/Statistician level commenced in June 2013.	The CPPD process was expanded to all AP/ Statisticians and higher grades in 2014. PO IT competition and Statistician competition were completed. Senior Statistician competition organised. TLAC processes were supported.
	Meet ECF targets for phased staff reduction	Employment Control Framework target was achieved in 2012. Balancing budget and staff numbers with demands for statistical information continues to be a serious challenge.	Employment Control Framework target was achieved in 2013. Balancing budget and staff numbers with demands for statistical information continues to be a serious challenge.	Employment Control Framework target was achieved in 2014.
	Ongoing implementation of IT Strategy 2010-2012, in line with CSO business improvement priorities.	The IT Strategy identified 9 Primary Action areas each of which gave rise to secondary actions - 54 in all. Of the secondary actions 18 have been completed. A further 19 actions are ongoing as projects with varying completion dates.	Progress continued in 2013 on the 19 projects prioritized in the strategy, of those ten were completed and the balance are at an advanced stage.	An IT Governance Board was established. Progress continued on the IT Strategy 2010-2012.
	Prepare updated IT strategy in 2012, to ensure continued alignment with future CSO requirements.	An IT Peer Review is taking place in early 2013 which will inform the development of the new IT strategy.	The external IT Peer Review Group which consisted of experts from Norway, New Zealand and Ireland, made recommendations on the strategic directions of IT. These are being considered in the development of the next IT Strategy.	The CSO's new IT Strategy was published in June 2014.

	Upgrade the National Accounts IT compilation system.	A dedicated team has been created for the development of this project. Work on the use of the Metadata application and the migration to a SAS environment will commence in early 2013.	Progressing in line with project expectations. A number of processes have been rewritten in SAS and the associated data is now held in the DMS (the office wide database) and a new Aggregate Database. All processing related to the Annual NIE publication will be carried out by the new system by end of 2014	Development of the system to produce current price annual outputs has been completed. The constant price modules are almost complete. Initial training of users on the new technologies has taken place and user testing has commenced.
Implement shared services solutions where available and appropriate to CSO needs.	Migrate payroll to Civil Service central system by end-2012.	Baselining of work, systems and resources completed. Awaiting PER decision on approach and timing	CSO Payroll Services are scheduled to transfer to a shared services provider by 2015.	Plans continued in 2014 to facilitate the scheduled transfer to shared services by Q2 2015.
	Migrate to central Civil Service financial management system by end-2013.	Awaiting D/PER timeline	Timeline for transfer not finalised by D/PER	Timeline for transfer not finalised by D/PER

	<p>Migrate to HR shared service in line with D/PER implementation timetable.</p>	<p>The CSO will transition its transactional HR processes to the HRSS¹² in March 2013. CSO is in the first tranche of Departments/Offices moving to HR shared services and has invested significant resources in supporting this key project. HR resources in the first half of 2013 will primarily focus on achieving a successful transition; thereafter HR will need to redefine its retained HR roles. The CSO will implement financial shared services in line with central plans/timelines.</p>	<p>HR administration services transferred to PeoplePoint in April 2013</p>	<p>A service management agreement was signed with PeoplePoint in 2014</p> <p>CSO are testing a customer complaints process for PeoplePoint.</p>
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¹²HRSSC Human Resources Shared Services Centre

Goal 5: Reduce Burden		2012	2013	2014
Deliverables	Output Measures			
Evaluate options and impacts for all new statistical requirements – household and business.	Evaluation built into survey planning process for all household and business sector surveys.	The transformation programme will involve the complete redesign of the household survey structure within the CSO and the target is the creation of a more cost efficient system delivering a wider range of information for the CSO's customers.	<p>This is a core activity for all new initiatives with a particular focus on learning from international experience.</p> <p>A new organizational structure for the Household Survey Collection Unit has been identified as part of the Household Survey Development Project. This new structure will ensure more effective planning and delivery of the household survey.</p>	<p>Work on redesigning the CSO's program of household surveys continued during 2014, including the redesign and testing of the new Labour Force Survey questionnaire, the finalisation of the request for tender for a call-centre partner, the development of new IT tools to facilitate the move to a new household survey environment and ongoing dialogue with the field force around the implications of the new environment.</p> <p>A formal request for tender was issued in September 2014, detailing the CSO's requirements for a call-centre to handle repeat Labour Force Survey interviews. The tender was written with the help of an experienced external consultant and contained strict criteria around response rates, data quality and security.</p>

				<p>During 2014 CSO staff began development work on two new software applications (Case Management System (CMS) & Household Survey Management (HSM) system) designed internally, to modernise and improve the way household surveys are managed by the CSO. The CMS will provide a better way of managing the assignment of interviews to field staff. The Household Survey Management system will provide HQ staff with better tools for the management of field staff including more up-to-date management information, in particular around attendance and work patterns.</p> <p>The redesign of the Labour Force Survey questionnaire was completed during the year, and in November 2014 CSO carried out the first of a series of tests with the new questionnaire using a mix of face-to-face and telephone interviewing.</p>
	<p>For all new statistical requirements, identify scope for use of existing sources, statistical or administrative, in place of new data collection.</p>	<p>Exploitation of new data sources being considered i.e. mobile phone data for tourism statistics. Ongoing. Electronic responses to the Monthly Services Enquiry is at 65%.</p>	<p>Our Administrative Data Centre plays a central role in this activity and are driving a range of new initiatives to integrate multiple data sources to create new outputs.</p> <p>All new demands for information are assessed in the context of all available data sources.</p>	<p>Initial investigations were undertaken in relation to a new method of estimating under coverage in the Person Activity Register. This work was presented at national and international forums. Further work is planned.</p>

		Expanding the use of administrative data where possible i.e. NES supplementary analysis for 2009/2010 on Public Private differentials was published in 2012. The 2010 data was successfully constructed from a Revenue P35 file.		CSO is working with UNECE partners on projects to explore the potential use for statistical products of new data sources. Products include mobile phone data, smartmeter data, social media data, web scraping etc. The NES unit has been involved in a big data project that will replace the requirement to undertake a enterprise survey and, as a result, reduce response burden
Meet the 2007-2012 burden reduction target on business of 25%.	Annual publication of CSO Response Burden Barometer for business statistics.	Response Barometer for 2012 published in 2013.	Response Barometer for 2012 published in 2013.	Response Barometer for 2013 published in 2014.
	Ongoing action programme to manage and reduce response burden.	Action is ongoing to continue to reduce burden in business and agricultural surveys. The latest Annual Response Burden Barometer showed that the burden on business had reduced by 19.3% since 2005 and by 28% since 2010.	It showed that burden on businesses had reduced by 23.13% since 2005 and by 33% since 2008. Full suite of monthly, quarterly and annual single forms introduced by Large Cases Unit. Significant reduction in burden of statistical reporting.	It showed that burden on businesses reduced by 18.9% since it was first measured in 2005 and when measured against the peak year of 2008 it has reduced by 32.4%. There was a rise of 9.6% in the burden between 2012 and 2013 which can largely be attributed to the Farm Structure Survey.
	Review of Intrastat burden reduction options, in co-ordination with Eurostat.	CSO and VIMA ¹³ have agreed to undertake a joint response burden survey to measure qualitative and quantitative issues regarding Intrastat trade data.	The inaugural Intrastat Response Burden Survey was conducted by VIMA and CSO in July 2013.	The second Intrastat Response Burden Survey was conducted in July 2014.

¹³VIMA VIES, Mutual Assistance

Continue to re-balance statistical data sources from traditional paper towards e-forms and re-use of existing data.	Number of surveys providing e-forms option.	The number of survey where CSO provides an eForm option increased from 7 to 14 during 2012.	Full suite of monthly, quarterly and annual single forms introduced by Large Cases Unit to facilitate end- to-end electronic filing, data capture and processing.	The number of surveys providing an eForm has risen to 22.
	Numbers / percentage of respondents using e-forms option.	New eForms were introduced for the Business Expenditure on R&D Survey, Annual Services Inquiry, Census of Industrial Production, International Sourcing Survey, Quarterly Assets Inquiry, Quarterly Accounts Inquiry & Quarterly Survey of Construction. There are plans to increase the availability of eForms for other surveys during 2013.	New eform additions for Monthly Census of Industrial Inquiry, Census of Industrial Production, Building Inquiry, Waste Survey and Revenue VIMA Survey.	New eForm additions for Irish Health Survey, Monthly Industrial Inquiry, Nat Acc Oil&Gas, Nat Acc ICT and ASI inserts. New development of HTML eForms in ICT, Quarterly Assets Inquiry, Quarterly Accounts Inquiry & Quarterly Survey of Construction.
	Number of survey returns based on re-use of existing data, rather than on direct collection.	Just under 20,000 eForm returns were received from our data providers during 2012.	Over 32,000 eforms were returned in the last year	38,000 eforms returned in 2014
	Include internet-based collection in review of options for Census 2016 (Goal 1).	Because of budgetary constraints it will not be possible for the CSO to test the internet option in 2013 and 2014	Planning and development of new implementation model for the undertaking of a Census of Population requires early planning and research. Due to the budgetary situation it was not possible to support the necessary research and development work required in 2012 – 2014 to facilitate the implementation of an internet response option for Census 2016.	The 2016 Census will use the same model as the last Census.

Appendix 1 Reduction in Energy Usage Measures

Reduce Energy Usage		2012	2013	2014
Deliverables	Output Measures			
<p>The CSO has been engaged in an energy awareness campaign in conjunction with OPW since 2008. We are also engaged with the SEAI to report annually on our energy performance (S.I. 542 of 2009) We are committed to the Government objective to improve public sector energy efficiency by 33% in 2020.</p>	<p>Reduce energy usage in the Cork office</p>		<p>Among the actions undertaken in 2013 to improve energy performance was the introduction of a desktop power management system to shut down PC's every night.</p> <p>This action has lead to a decrease of -7.3% in electricity usage in the Cork building for 2013 compared to 2012.</p> <p>At the end of 2013, energy usage has decreased by -19.1% and CO₂ production has decreased by -21.7% compared to 2008.</p>	<p>The CSO has been engaged in an energy awareness campaign in conjunction with OPW since 2008. Under the terms of SI 542 of 2009 we reported our energy usage for the period 2009-2013 to the SEAI by the May 2014 deadline.</p> <p>Since the base year of 2009 to end of 2013, the SEAI have calculated that we have achieved a reduction of 15.6% in energy usage in our three buildings combined (Cork, Rathmines & Swords)</p> <p>We are committed to the Government's National Energy Efficiency Plan 2014 to improve public sector energy efficiency by 33% by 2020 and to report annually under the terms of SI 426 of 2014.</p> <p>The number of copiers/printers in each building has been reduced following the full roll out of a managed print service with new more energy efficient equipment.</p> <p>Continued focus on energy management and reduction (since 2008, there has been a reduction of 23% in energy usage in the CSO's largest building in Cork)</p>
	<p>Reduce energy usage in the Dublin offices</p>		<p>At Ardee House electricity usage for 2013 decreased by -1.7% compared to 2012</p> <p>At the end of 2013, energy usage has decreased by -3.7% and CO₂ has decreased by -9.2% compared to 2008.</p>	

Senior Management Group

