

Statement of Strategy -Progress Report 2012

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Foreword

I welcome this first report on the Statement of Strategy 2012-2014, prepared by the Central Statistics Office. I was pleased to see that much progress has been made in 2012 on the ambitious targets set out in the Statement of Strategy.



In recent years major international events have had a significant impact on the statistical world. There has been an increased focus on official statistics and the outputs from the CSO are used to monitor economic activity and social change within our society. As the demand for statistics has grown, fuelled by the EU/IMF programme and increasing national demands, the complexity of the demands has also increased. Despite these pressures I am pleased to see that the CSO has continued to deliver in 2012, with 255 releases and 49 publications issuing last year. In addition there have been a number of new releases including a release on environmental indicators, job churn, the response of households to the economic downturn and recidivism statistics in the probation service. New modules such as the Pensions and Education module, modules on financial distress and a pilot SILC module on well being have also been introduced. It is pleasing to see that continuous improvement and development remains the response from the CSO to the challenges presented.

Throughout 2012 the CSO continued to work on the development of the Irish Statistical System, and I welcome the development of the Irish Statistical System Code of Practice (ISS CoP) which was submitted to the NSB towards the end of 2012. The adoption of the code will be a significant step forward in developing the Irish Statistical System and will form the basis for engagement with key producers of official statistics across the broader system. The ISS CoP will play an important role in helping to further enhance public trust and confidence in official statistics.

The CSO's greatest resource is its dedicated and committed staff. Their focus is on improving the processes, timeliness, quality and accessibility of our national statistics for all users while maximising the use of administrative data and reducing the burden on respondents. I have every confidence that they will continue to deliver an excellent service throughout the lifetime of this Statement of Strategy.

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

Introduction from the Director General

This is the CSO's first Annual Report on the Statement of Strategy 2012-2014 and my first as Director General of the CSO.

The environment in which the CSO operates has changed dramatically over the last number of years. The primary challenges we now face include an increased demand for statistics, an increase in the range, depth and complexity of the data requests, an increased level of scrutiny of Official Statistics, an increased availability of data and the expectation that creates and all of this at a time when resources are diminishing. As an organisation we have faced many of these challenges previously but never all at the same time.

In response to these challenges senior management in the CSO have spent a considerable amount of time since the autumn of 2012 developing a long term strategy for the CSO. CSO 2020 continues the work of the Statement of Strategy 2012-2014 and places service to our customers at the centre of the strategy while re-emphasising the importance of our core values which are focussed on maintaining independence, objectivity and confidentiality. The plan focuses on internal processes and innovation as well as on the organisation's capacity to adapt.

Notwithstanding the focus on CSO 2020 in 2012, considerable progress has been made across a range of other areas as is outlined within this document. My predecessor, Gerry O' Hanlon, identified two key projects when he launched the Statement of Strategy 2012-2014, namely, the review of options for Census 2016 and the complete transformation of our system for conducting household surveys. I am pleased to report that in 2012 the review of options for Census 2016 was completed and we received government agreement in principal to undertake a census in 2016. In relation to the transformation of the household surveys, the business case for the project was approved by the Senior Management Committee in September 2012 and was submitted to the Department of Public Expenditure and Reform in November.

The creation of a more integrated Irish Statistical System is a key action in Public Service Reform and in our Statement of Strategy 2012-2014. The Irish Statistical System Code of Practice (ISS CoP) was developed during 2012 and presented to the National Statistics Board. The ISS CoP will form the basis for engagement with key producers of official statistics across the public sector and provide the required framework to further enhance public trust and confidence in Official Statistics, regardless of the compiler. The ISS CoP will be launched in November 2013.



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The challenges facing the CSO are to continue to meet the demands of our broad range of users in the most efficient and cost effective manner possible, to reduce costs and reduce burden. The dedication, commitment and adaptability of the staff of the CSO has been in evidence throughout 2012 and I am confident that by working together we can meet the challenges in implementing the Statement of Strategy 2012-2014.

A handwritten signature in black ink, reading "Pádraig Dalton". The script is cursive and fluid, with the first name and last name clearly distinguishable.

Pádraig Dalton
Director General

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

Goal 1 Meet Statistical Needs		2012
Deliverables	Output Measures	
Deliver core statistical outputs.	<ul style="list-style-type: none"> On-time publication in line with CSO Timeliness Monitor. Continue to develop scope and quality of our core outputs. 	<ul style="list-style-type: none"> 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. Releases: 255 in total (37 direct to web by sections; 91 web-only; 127 web & print). Publications: 49 publications in total 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). 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.

	<ul style="list-style-type: none"> • Publication of all 2011 Census of Population and 2010 Census of Agriculture reports in 2012.¹ 	<ul style="list-style-type: none"> • New Environment Indicators report published in 2012, S & U tables compiled at PYP and an Agricultural Farm Income Paper was delivered. • Achieved (3 volumes ²PDR, PSER³ and Areas).
Review options for Census 2016.	<ul style="list-style-type: none"> • Report by Q1/2012 on options for Census 2016. 	<ul style="list-style-type: none"> • Achieved government agreement in principal on holding a census in 2016 subject to necessary funding being available.
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.	<ul style="list-style-type: none"> • Ongoing consultation with users to define impact of new data requirements in macroeconomic, business, environmental and social / household statistics. • Identify actions arising from Beyond GDP report on measurement of 	<ul style="list-style-type: none"> • 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 UNWTO⁴ in attendance. • There is an increased emphasis on the 'Beyond GDP' agenda

¹ Detailed schedule in <http://www.cso.ie/en/census/census2011reports/>

² PDR Principal Demographic Result

³ PSER Principal Socio Economic Results

⁴ UNWTO United Nations World Tourism Organisation

<p>economic performance and social progress.</p> <ul style="list-style-type: none"> • Subject to cost, develop plans to meet new data needs in line with Goals 2 to 5 of the Statement of Strategy 2012-2014. • Continue to review the core programme and contribute to the identification at EU level of statistics which are no longer needed. 	<p>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> <ul style="list-style-type: none"> • 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. • Ongoing- the CSO is also working to influence new EU regulations.
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⁵ QNHS Quarterly National Household Survey

<p>Complete the PIAAC (OECD Programme for the International Assessment of Adult Competencies) survey cycle.</p>	<ul style="list-style-type: none"> • Completion of data collection in Q1/2012. • Publication of internationally comparable results on adult literacy and numeracy in Ireland, by OECD in 2013. 	<ul style="list-style-type: none"> • Field work, data processing and weighting completed for PIACC⁶. A response rate of 71% was achieved. • International comparisons will be provided June/July 2013 with final report to be published in October 2013.
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⁶ PIACC Programme for the International Assessments of Adult Competencies

Goal 2 Develop the Irish Statistical System

2012

Deliverables	Output Measures	
Support Departmental Statistical Units, to meet policy-related statistical information needs.	<ul style="list-style-type: none"> Ongoing professional support by the CSO for statistical units. 	<ul style="list-style-type: none"> Ongoing involvement with all departmental statistical units.
Develop a code of practice and standards for the gathering and use of data for statistical purposes across the Public Service.	<ul style="list-style-type: none"> Preparation of Code of Practice and Data Standards by December 2012. 	<ul style="list-style-type: none"> 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. 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.

	<ul style="list-style-type: none"> • Assistance to other public bodies in applying the statistical quality and impartiality principles of the European Statistics Code of Practice for non-CSO statistics. • Publication of standardised documentation on statistical quality for non-CSO statistics, via www.statcentral.ie website. 	<ul style="list-style-type: none"> • 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. • 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.
Assess the legislative environment for statistical data, to identify the scope for additional and greater uses of data and any necessary legislative changes.	<ul style="list-style-type: none"> • Report on legislative environment for statistical data, identifying areas for potential change, by December 2012. 	<ul style="list-style-type: none"> • 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 <i>EC Regulation 223/2009 on European Statistics</i>. CSO are currently contributing to drafting of a memo to

⁷ ESCoP European Statistics Code of Practice

	<ul style="list-style-type: none"> Proposals for legislative change, if applicable, to be developed by June 2013. 	<p>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> <ul style="list-style-type: none"> 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>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>	<ul style="list-style-type: none"> Ongoing support and promotion of data standards across the Public Service, in conjunction with Department of Public Expenditure and Reform. 	<ul style="list-style-type: none"> 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.

Goal 3 Promote Awareness and Use of Statistics

2012

Deliverables	Output Measures	
Continue to improve the structure and format of statistical releases and tables on www.cso.ie .	<ul style="list-style-type: none"> • New online delivery format for statistical releases and tables in place by end of 2012. • Delivery of online thematic reports. • Accessible commentary and greater visual presentation of statistical results. 	<ul style="list-style-type: none"> • An electronic release template has been created; the first live release (Milk Statistics) on the system was produced in November 2012. • 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. • Volumes 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. • Key economic indicators available on site http://www.cso.ie/indicators/Maintable.aspx
Develop Open Data policy for all published statistics on www.cso.ie and www.statcentral.ie , to maximise availability and use of statistical information.	<ul style="list-style-type: none"> • Publish all CSO statistical tables on the StatBank section of www.cso.ie – full coverage by 2014. • Monitor and promote Open Data uses of StatBank. 	<ul style="list-style-type: none"> • All 2011 Census tables are now available on StatBank in Irish and English and a programme of migration is in place. • 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.

<p>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>Promote and extend the use of statistical data in economic and social research.</p>	<ul style="list-style-type: none"> • Develop online system for secure remote access for research purposes, during 2012. • Develop external partnership for research use of data. 	<ul style="list-style-type: none"> • Pilot scheme tested in 2012 which will be rolled out in 2013. • Ongoing support of researchers through the Officer of Statistics process. Remote access option piloted with some researchers in 2012.
<p>Extend outreach programme to promote statistical awareness in education sector.</p>	<ul style="list-style-type: none"> • Annual Census@School project. • John Hooper Medal, statistical poster competition at second level. • CSO sponsorship of Donal McCarthy Scholarship, postgraduate scholarship in statistics at UCC. • Launch Professional Diploma on 	<ul style="list-style-type: none"> • 7,150 secondary school attendees completed the questionnaire and the results were published in October 2012. • The second competition was held in 2012. 283 posters were received and the competition is being held again in 2013 with Agriculture as the theme. • Central Statistics Office, Ireland has funded this scholarship to promote university research in the area of official statistics. • The Professional Diploma in Official

	Official Statistics, with IPA.	Statistics for Policy Evaluation has been developed in conjunction with the IPA and is targeted at decision-makers throughout the public service.
Develop social media policy for promotion of official statistics.	<ul style="list-style-type: none"> • Develop social media policy in 2012. • Implement policy by end of 2012. 	<ul style="list-style-type: none"> • Draft policy created and will be finalised in 2013. CSO Facebook set up. 5,600 subscribers on our twitter feed.
Conduct regular seminars on the use of statistical information in government, business and society.	<ul style="list-style-type: none"> • Annual programme of seminars and conferences. • Statistical briefings for key external organisations. • Conduct seminars across Ireland on Census 2011 results. 	<ul style="list-style-type: none"> • Successful BOP seminar and 4th Annual Business Seminar (Agriculture) held in 2012 • Presentations made in the Oireachtas and in 8 Government departments • 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.

Goal 4 Increase Efficiency

2012

Deliverables	Output Measures
Rolling programme of business process reviews, using Lean Six Sigma and other methodologies.	<ul style="list-style-type: none"> • Implement annual rolling programme of business process reviews. • Measure impacts on improved timeliness and cost of statistical production.
	<ul style="list-style-type: none"> • Ongoing- 2012 included • 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. • Business information systems developed for PIACC being rolled out. • Demographic processing re-engineered which improved the publication time lines by 8 weeks in 2012. • Quality review of methodology & outputs for WPI⁸, MIP⁹, LCU¹⁰ on revisions/transfer pricing/common treatment. • Extending the range of internal and external metrics, to support performance budgeting and process improvement. A time

⁸ WPI Wholesale Price Index

⁹ MIP Monthly Industrial Production Inquiry

¹⁰ LCU Large Case Unit

		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.
Transform household surveys system to meet future data needs on social issues.	<ul style="list-style-type: none"> Transformation plan, with costed options, by Q1/2012. New survey system in place from Q3/2014. 	<ul style="list-style-type: none"> Business case for the Transformation Project was agreed by SMC in September 2012 and submitted to D/PER¹¹ in November. An implementation plan has been developed and the project has moved to a more detailed planning phase.
Develop and implement HR Strategy.	<ul style="list-style-type: none"> Prepare unified HR Strategy by Q1/2012. Implement HR policies to support the skills and competencies needed by a modern statistical service. Meet Employment Control Framework 	<ul style="list-style-type: none"> 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. Published the Learning and Development Strategy and developed a staff Skills Register in 2012. Employment Control

¹¹ DPER Department of Public Expenditure and Reform

	(ECF) targets for phased staff reduction.	Framework target was achieved in 2012. Balancing budget and staff numbers with demands for statistical information continues to be a serious challenge.
Implement IT Strategy.	<ul style="list-style-type: none"> • Ongoing implementation of IT Strategy 2010-2012, in line with CSO business improvement priorities. • Prepare updated IT strategy in 2012, to ensure continued alignment with future CSO requirements. • Upgrade the National Accounts IT compilation system. 	<ul style="list-style-type: none"> • 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. • An IT Peer Review is taking place in early 2013 which will inform the development of the new IT strategy. • 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.
Implement shared services solutions where available and appropriate to CSO needs.	<ul style="list-style-type: none"> • Migrate payroll to Civil Service central system by end-2012. • Migrate to central Civil Service financial management system by end-2013. 	<ul style="list-style-type: none"> • Baselining of work, systems and resources completed. Awaiting D/PER decision on approach and timing. • Awaiting Department of Public Expenditure and Reform timeline.

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- Migrate to HR shared service in line with Department of Public Expenditure and Reform implementation timetable.
 - The CSO will transition its transactional HR processes to the HRSSC¹² 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.
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¹² HRSSC Human Resources Shared Services Centre

Goal 5 Reduce Burden

2012

Deliverables	Output Measures	
Evaluate options and impacts for all new statistical requirements – household and business.	<ul style="list-style-type: none"> • Evaluation built into survey planning process for all household and business sector surveys. • For all new statistical requirements, identify scope for use of existing sources, statistical or administrative, in place of new data collection. 	<ul style="list-style-type: none"> • 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. • 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%. • 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.
Meet the 2007-2012 burden reduction target on business of 25%.	<ul style="list-style-type: none"> • Annual publication of CSO Response Burden Barometer for business statistics. • Ongoing action programme to 	<ul style="list-style-type: none"> • Response Barometer for 2011 published 23 August 2012. • Action is ongoing to continue to

	manage and reduce response burden.	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.
	<ul style="list-style-type: none"> Review of Intrastat burden reduction options, in co-ordination with Eurostat. 	<ul style="list-style-type: none"> CSO and VIMA¹³ have agreed to undertake a joint response burden survey to measure qualitative and quantitative issues regarding Intrastat trade data.
Continue to re-balance statistical data sources from traditional paper towards e-forms and re-use of existing data.	<ul style="list-style-type: none"> Number of surveys providing e-forms option. Numbers / percentage of respondents using e-forms option. Number of survey returns based on re-use of existing data, rather than on 	<ul style="list-style-type: none"> The number of survey where CSO provides an eForm option increased from 7 to 14 during 2012. 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. Just under 20,000 eForm returns were received from our

¹³ VIMA Office within the Revenue Commissioners dealing with source data for trade statistics

	<p>direct collection.</p> <ul style="list-style-type: none">• Include internet-based collection in review of options for Census 2016	<p>data providers during 2012.</p> <ul style="list-style-type: none">• Because of budgetary constraints it will not be possible for the CSO to test the internet option in 2013 and 2014.
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