

CENTRAL STATISTICS OFFICE

# STATEMENT OF STRATEGY

2025 – 2028



## FOREWORD



**I welcome the publication of the 2025-2028 CSO Statement of Strategy which sets out the aims, priorities and strategic direction for the CSO over the next three years.**

It is important that we live in an informed society, supported by reliable, independently produced statistics that accurately describe Ireland's economy, its society, its environment, and its people. The role of the CSO is to provide statistics, produced using international best-practice methodology, that support evidence-informed decision making and discussion across all parts of Irish society.

The CSO is leading developments within the Irish statistical system through its role in coordinating the National Data Infrastructure (NDI). In this capacity, the CSO drives and supports continued development of data standards, skills and services across the Civil and Public Service that will improve the range and quality of information available for all parts of the policy development process.

An important development for the CSO in the next three years will be Census 2027 where the public will have the option to

complete their census form online for the first time. Census 2027 will provide invaluable information at local and national level for planning healthcare, education, transport, housing and other services.

In 2026, the CSO will play a significant role in Ireland's presidency of the EU by chairing the Working Party on Statistics with responsibility for collating Member States' amendments to EU statistical legislation. During Ireland's EU presidency, the CSO will host a high-level strategic meeting of the Directors General of the European Statistical System to discuss the future direction of European statistics and how official statistics can remain relevant and trusted.

I am confident that the CSO will deliver on its ambitious strategy with characteristic dedication and expertise, underpinned by the core organisational values outlined in this Statement of Strategy. I wish the CSO well in this endeavour.

**Mary Butler**

*Government Chief Whip and Minister of State  
at the Department of the Taoiseach*

**September 2025**

# INTRODUCTION



**As Director General, I am pleased to present the Statement of Strategy for the Central Statistics Office for the next three years. The Strategy is in line with our longer term CSO 2030 vision document and outlines the importance of our mission to describe Ireland and its people, society, economy and environment. It reiterates our vision of Independent Insight for All and sets out our position within the National Statistical System and the international statistical community.**

We are committed to being innovative and embracing change while delivering our core work programme and ensuring that we maintain the highest quality in our statistical outputs. While recognising the key role of our primary data collection in ensuring representativeness and enriching our data, this Strategy builds on the opportunities that new data sources bring to meet expanding information needs. The use of administrative data continues to be prioritised, allowing the CSO to deliver improved insights while remaining committed to reducing the burden on data providers.

The CSO's leadership role in the wider National Statistical System has evolved and the importance of data in all parts of decision-making processes is increasingly understood. The Strategy reflects how the CSO can help to drive improvements in the quality of data across the Civil and Public Service by providing support on

statistical and data standards, skills and services.

The lifetime of this strategy will see important developments for the CSO. Census 2027, for the first time in Ireland's history, will offer an online response option. In 2026, under Ireland's Presidency of the European Union, the CSO will chair the EU Council's deliberations on statistical legislation. The next three years will see an increasing focus on sustainability and environmental insights, as well as an ambitious Social Statistics Programme, which includes a Gender Based Violence survey and a comprehensive National Disability Survey.

The CSO's people are its strength, and their continued commitment to CSO values ensures that we remain a trusted voice. Their focus on providing excellent service ensures that the CSO is well placed to meet the challenges of the coming years.

A handwritten signature in blue ink, reading 'Jennifer Banim'.

**Jennifer Banim**

*Director General, Central Statistics Office.*

## OUR MISSION

We describe Ireland and its place in the world. We use international standards to produce key, trustworthy data and insights about our society, our economy, and our environment, for use by households, communities, businesses, decision makers, public services and researchers.

**We ask you less.** We prioritise the use of administrative data and other new data sources, and data linkage, to improve insights and reduce respondent burden and costs.

**We tell you more.** We use innovative approaches and tools to analyse, describe and explain the information we produce. We work collaboratively with our users to provide accessible statistics and services that meet their needs and that help to inform decision-making and public discussion.

**We promote sustainable excellence.** We support and promote high performance and achievement among our people. We use technology effectively to make our work more efficient and responsive. We critically review our processes to ensure the quality of the statistics we produce.

## OUR MANDATE

Our legal mandate is built on the Statistics Act 1993 and on EU Regulation 223/2009 and provides for us to:

- **Collect, compile, extract and disseminate** independent and objective information for statistical purposes relating to social, economic and general activities and conditions of the state.
- **Coordinate and support public authorities** in the compilation of official statistics that inform decision making by Irish society, businesses and policy makers.
- **Produce official statistics** that meet international standards, ensuring that information on Ireland is comparable globally.



## OUR VISION

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# INDEPENDENT INSIGHT FOR ALL

## OUR VALUES

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**Our values**, lived by **our people**, are central to how we deliver official statistics for Ireland

**Independence:** We are objective, impartial and always act with integrity.

**Trustworthiness:** We are honest and transparent. We comply with international statistical standards and deliver high quality products and services in an ethical manner.

**Confidentiality:** We apply the highest standards of confidentiality and respect for data privacy.

**Excellence in Public Service:** We use our expertise to deliver an efficient, value for money, quality public service.

**Leading Change:** We are ambitious, innovative, adaptive and work in a collaborative manner to improve processes and products. We are engaged with our stakeholders and help others to serve the public.



# OUR STRATEGIC GOALS

2025 – 2028



TURN DATA AND STATISTICS INTO  
INFORMATION AND KNOWLEDGE FOR ALL



BE DATA LEADERS IN THE CIVIL AND PUBLIC SERVICE



CONTINUALLY  
EVOLVE  
OUR  
PROCESSES  
AND SYSTEMS



CONTINUOUSLY  
BUILD  
THE CAPACITY  
OF OUR  
ORGANISATION



STRENGTHEN  
AND DEVELOP  
OUR DATA  
INFRASTRUCTURE

## Turn data and statistics into information and knowledge for all

We will deliver high quality, accessible statistics that provide information to describe Ireland's people, society, economy and environment.

### To do this we will

- Continue to deliver statistics that meet international requirements and standards, ensuring that Irish official statistics are internationally comparable.
- Actively engage with our stakeholders to identify and support delivery of their priority information needs.
- Maximise the relevance of our statistics to ensure they provide insight on the key evolving issues of interest to Irish society, businesses and policy makers.
- Make statistics accessible to all users through improved communication channels and interactive tools.
- Adhere to the UN Fundamental Principles of Official Statistics and the European Statistical Code of Practice.



## Be data leaders in the Civil and Public Service

We will drive progress of the National Data Infrastructure to ensure that Civil and Public Service data are of a standard that enables their integration and use across all stages of decision making and policy development.

### To do this we will

- Provide support and advice for the Civil and Public Service on the development of data standards, skills and services.
- Support the Civil and Public Service in its use of data to respond to policy, planning and strategy development needs.
- Increase the number of Public Sector Bodies reviewed for the Irish Statistical System Code of Practice (ISSCOP) certification, which provides assurance that official statistics produced by these bodies are compiled in accordance with sound statistical and data management principles.
- Establish a network of Data Service Coordinators to lead the development and integration of high-quality thematic data from all primary and secondary data sources, ensuring the delivery of efficient, impactful, and trusted national data services.
- Facilitate the use of appropriately governed and anonymised microdata for decision makers and the broader research community.
- Support the development and implementation of the broader Public Service Data Strategy.





## Strengthen and develop our data infrastructure

We will continue to improve and streamline CSO surveys while expanding our use of new and secondary data sources.



### To do this we will

- Maximise the use of our data resources and skills to enhance our provision of relevant information to the Civil and Public Service by implementing the CSO Data Strategy.
- Continue to evolve our secondary data collection to complement primary data collection and to reduce respondent burden and ensure that CSO remains relevant by using new data sources to meet emerging information needs.
- Identify, explore and increase the use of administrative, privately held and publicly available data sources for the production of official statistics and data services, in collaboration with data suppliers and users.
- Develop our provision of statistical and data services to the Civil and Public Service through dedicated data infrastructure teams, our broader support areas, and our statistical domain experts.
- Develop data engineering, focusing on building data spines to facilitate efficient linkage and integration of datasets and to support delivery of virtual data room projects across various domains.

## Continually evolve our processes and systems

We will provide secure and resilient technical platforms and support the use of modern statistical, analytical, governance, and operational tools and processes.



### To do this we will

- Embed digital to transform our statistical services by making it as easy as possible to provide data to CSO in a way that suits and to engage effortlessly with our outputs through the use of accessible and informative tools.
- Improve support for collaboration in the CSO's modern working environment.
- Strengthen the cyber resilience capability and maturity of CSO's people, processes and systems through robust policies, awareness and governance.
- Further develop an end-to-end service model to support the acquisition, processing, governance and protection of the data held by the CSO, including the adoption of modern statistical and technological methods and tools.
- Further develop the CSO's geospatial skills and tools to facilitate the delivery of more granular data and insights.
- Introduce the ethical use of artificial intelligence and machine learning to the benefit of the users of our statistics and our staff.
- Consolidate our quality developments, which are grounded in solid methodology and techniques, within the statistical production lifecycle.

# Continuously build the capacity of our organisation

We will prioritise a high performing culture of excellence and innovation in all aspects of how we work.



## To do this we will

- Recruit, develop and continually invest in highly skilled staff who are the bedrock of delivering the world class statistical outputs and services we provide.
- Promote and develop data literacy and statistical expertise across the CSO and the National Statistical System more broadly.
- Provide robust and sustainable corporate, environmental and governance support.
- Encourage dynamic staff engagement, continuously strengthened by a commitment to equity, diversity and inclusion across our organisation.
- Demonstrate value for money in the definition, management, delivery, dissemination and communication of our work programme, always embracing our obligations under the Official Languages Act.

**This Statement of Strategy informs and complements other strategic developments across the CSO, including:**

- Data Strategy
  - Le Chéile People Strategy
  - Quality Strategy
  - Technology Strategy
  - Communication Strategy
  - AI Strategy
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