Statement of Strategy - Progress Report 2015

Contents

	Page
Foreword	3
Introduction by the Director General	5
Progress on deliverables identified in the Statement of Strategy 2015 - 2017	7
Appendices:	
Appendix One - Reduction in Energy Usage Measures	21
Appendix Two - Organisational Chart	22
Appendix Three - Timeliness Monitor	23

Foreword

I was delighted earlier this year to have been appointed Government Chief Whip and Minister of State at the Department of the Taoiseach with responsibility for the CSO. I appreciate the CSO plays a number of vital roles; providing the data upon which significant decisions regarding the government of our country are based, recording the impact on our society of national and international policy developments and acting as our historic gatekeeper giving an impartial picture of the Ireland of the past.

I welcome the first report on the CSO's Statement of Strategy 2015-2017. The focus of the strategy is on delivering transformative change and meeting the changing needs of the customer. I am pleased to see that the CSO is progressing towards meeting the ambitious programme set out in the strategy and that progress is being made on all the key deliverables.

The CSO's work is crucial in informing debate and supporting decision making. Good quality statistics help people to understand the changes taking place in Ireland's economy and in our society. Over 2015 the CSO has maintained the core annual statistical programme and delivered a range of new statistical products to meet customer needs and increased legislative demands. I am pleased to see that the CSO has expanded the range of outputs to include statistics on Household Finance and Consumption, the Macroeconomic Imbalance Procedure Scoreboard, Environment Taxes, Ireland's System of Health Accounts, Volunteering and Wellbeing and Household and Family units.

The CSO was asked to play a key role in the successful implementation of the Civil Service Renewal Plan as it was assigned responsibility for delivering Action 25 – Introduction of an annual Employee Engagement Survey to involve staff at all levels in ongoing organizational improvement. The CSO conducted the first ever Civil Service wide employee engagement survey of approximately 39,000 Civil Servants in 2015. The results were published in January 2016 and will be used by the Civil Service Management Board to inform decisions in the delivery of the Civil Service Renewal Plan.

The CSO faced new challenges in 2015 with the publication of a new EU regulation, which significantly changes the role of all National Statistical Offices, with the agreement of a comprehensive action plan for the Office following a Peer Review conducted by Eurostat and from an expanded programme for the Irish Statistical System outlined by the National Statistics Board in their Strategy for Statistics 2015 – 2020. I am pleased to see that work has already begun in dealing with the challenges these developments create. A transformation framework has been created which encompasses a new model of statistical delivery, together with the organisational capability measures required, to bring about transformation in the CSO.

I am confident that CSO management and staff will meet these challenges with their usual professionalism and continue to provide an excellent service to their customers and respondents.

Regina Doherty

Regina Doherty, T.D.

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

September 2016

Introduction from the Director General

Welcome to the first progress report on the Statement of Strategy 2015-2017. This report details progress made in 2015 on the deliverables set out in the Statement of Strategy, which is fully aligned to our seven year strategy, CSO 2020, focusing on the provision of a continuous improvement in our service to our customers and positioning the CSO to meet the future requirements of official statistics.

The CSO has continued to focus on customer needs in 2015 and has developed an improved customer experience through exploiting advanced technologies. We have launched a new user friendly website which facilitates greater access and user interaction; we are using electronic releases with interactive Highcharts to improve communication and understanding of the data. In addition the CSO has expanded its suite of dissemination products, is developing expertise in infographics and has adopted a new data dissemination tool - the API (Application Programme Interface), which enhances user access to Statbank. The CSO publishes all its data in an open linked format through a mix of e-releases and the CSO Statbank. The use of Open Data makes statistics more widely available and encourages the reuse of published statistics.

I am also pleased to see that some of the CSO 2020 projects have come to fruition in 2015 and considerable progress has been made in others. For example, phase one of the National Accounts IT project, the development of the system to produce current price annual outputs, has been delivered in 2015 and will result in a more robust, flexible platform for the production of National Accounts statistics. The Engaging with the International Community project has also been completed and implementation of the recommendations has begun.

2015 was a seminal year for official statistics. A number of significant developments have taken place which will have a profound effect on the statistical system and the CSO into the future. A change in EU law which legally and significantly broadens the role of the CSO and that of its Director General was introduced (Regulation (EU) 2015/759 amending Regulation (EC) No 223/2009 on European Statistics). A Peer Review of the CSO conducted by Eurostat in 2015 as part of a programme of peer reviews of the National Statistical Institutes of all Member States, which assessed the level of compliance with the European Statistics Code of Practice was completed and an action plan to improve alignment agreed by the CSO. In addition the National Statistics Board published their Strategy for Statistics 2015 – 2020, which makes far-reaching recommendations for the development of the Irish Statistical System and the co-ordinating role of the CSO, was agreed and published. These changes will result in significant increased demands on the CSO. CSO has developed a plan for a new organisational structure to meet the increased demands caused by these changes. The CSO is currently developing a work programme, to allow us to meet these increased responsibilities in 2016 and beyond.

The ongoing commitment and adaptability of the staff of the CSO will be central to the overall achievement of our Statement of Strategy 2015-2017 corporate objectives and in meeting these new challenges. I have no doubt that they will meet these challenges with their usual professionalism and commitment.

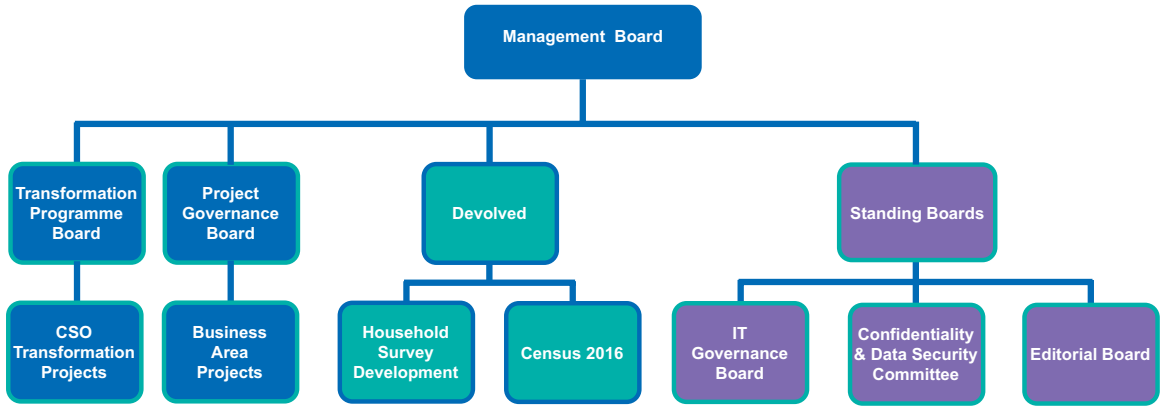
Pádraig Dalton

Pádraig Dalton
Director General

September 2016

Deliverable Identified in the Statement of Strategy 2015-2017	PROGRESS IN 2015
1. Meet the annual statistical work programme required under EU legislation.	
Action	**Progress in 2015**
Publish an annual statistical work programme.	In 2015 the CSO produced 315 releases and publications to meet the needs of the wider national and international community and the general public. The CSO developed new products covering areas such as Household Finance and Consumption, the macroeconomic imbalance procedure scoreboard, monthly unemployment and environment taxes. Work commenced on the development of the Statistical Work Programme and an Annual Publication Calendar in 2015. The Statistical Work Programme was published in Q1 2016.
2. Ensure Ireland has a professional, independent and high quality system of official statistics that provides our customers with the best possible information, in a manner that bears international scrutiny and meets the highest international standards.	
Action	**Progress in 2015**
Create a new division with responsibility for developing organisational capacity and performance	A Transformation and Performance division was created in 2015 to assist the Management Board in planning, delivery, measurement and review of CSO outputs and goals. The division is focused on aligning work to the CSO Statements of Strategy, CSO 2020, other CSO governance processes and strategies and Civil Service Reform Initiatives. The division reviewed these strategies and also the external drivers for change in 2015. 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.
Review corporate governance within the organisation	CSO updated its corporate governance arrangements in 2015. Increased workload, competing priorities and other developments meant that the Management Board decided that it was appropriate to establish new bodies to take on the oversight role. The CSO's Management Board devolved responsibility to various governance boards within the Office to administer the oversight role in a more structured and focussed manner. The governance boards assist with the delivery of the transformation programme with enhanced models/processes of statistical delivery and improved organisational capability.

	All of these governance boards report directly to the Management Board and the boards established in 2015 are detailed below. • *Transformation Programme Board* The Transformation Programme Board (TPB) was set up to ensure there is central coordination of all transformation activity across the Office. The TPB is responsible for the overall governance of the transformation programme in the CSO. The main drivers of the transformation programme are internal and external strategies set out in CSO 2020, the EU Peer Review report and CSO Action Plan, the CSO Statement of Strategy 2015-2017 and the National Statistics Board Strategy for Statistics 2015-2020. The TPB, supported by Transformation and Performance division, coordinates and guides all transformation projects so that each initiative is aligned to the overarching strategies and the CSO Business Operating Model. • *Project Governance Board* The CSO has a number of projects in operation throughout the Office. Until 2015, the Management Board fulfilled the role of oversight for the CSO 2020 projects and also the general business area projects. The more general business area projects such as the implementation of the Corporate Data Vault, the Tourism Transformation project, the Consumer Price Index-Electronic Data Capture and the National Accounts Project (phase two) amongst others, are handled through the Project Governance Board (PGB). • *Editorial Board* The Editorial Board was established in 2015 to advise on dissemination policies, to carry out periodic post hoc reviews of standards, to provide advice on the template and standards for electronic releases, e-publications, print publications and the use of visualisations and to develop a schedule and procedure for the creation and approval of significant new dissemination products. In addition there are a number of other government boards Household Survey Development Board, Census 2016, IT Governance Board and Confidentiality and Data Security Committee.



Civil Service Renewal Plan

The Civil Service Renewal Plan was published in 2015 and includes a key action to enhance governance arrangements in line with best practice by the introduction of a common governance standard. The CSO began work in 2015 to

- Document and publish our governance arrangements by the end of March 2016;
- Include in our governance arrangements the core elements identified in the standard, and communicate the standard to staff.

The CSO updated the Assignment of Responsibilities report as required under the Public Services Management Act 1997 and published the content to the new www.whodoeswhat.gov.ie website created by the Department of Public Expenditure and Reform. The adoption of the Civil Service Governance Standard during 2016 will further enhance governance in the CSO.

Develop a Corporate Governance Model to assist Heads of Division in managing their corporate responsibilities and to provide an indication to the Senior Management Committee of the effectiveness of devolved responsibility in the Office.	The CSO introduced a Corporate Governance Assurance Statement (CGAS) in 2015 to better support governance in the CSO. The CGAS was created to assist Heads of Division in managing their corporate responsibilities and to provide an indication to the Management Board of the effectiveness of devolved responsibility in the Office. There are six corporate management control areas and a declaration form for each Head of Division to acknowledge their responsibility for maintaining the system of internal control. The control areas are Corporate Governance, Quality Management and Assurance, Information Assurance and Security (Data Handling), Project Management/EU Contracts, Procurement Management and Staff Management. This approach provides assurance that the CSO can respond efficiently to significant business, operational and financial risks or changes, and provides the Head of Division with the opportunity to review their own internal controls and practices. As part of the process, Heads of Division identified areas they intend to improve over the next six months and progress on these items will be reviewed in June 2016 by the Management Board.
Set out the organisation's strategic aims for the next three years in a new Statement of Strategy 2015-2017	The CSO's new Statement of Strategy 2015-2017, which sets out the CSO's goals and aims, was published October 2015. This strategy is fully aligned to the CSO's strategy CSO 2020 and focuses on the provision of a continuous improvement in service to our customers and positioning CSO to meet future requirements of official statistics.
3. Build on its understanding of customer and user needs for data and develop relationships to jointly identify future requirements and channels of delivery. In particular we need to take account of our core customer needs.	
Action	**Progress in 2015**
Government and policy makers need to know how Ireland is performing, they need data to formulate policies to improve economic and social conditions, and need evidence to evaluate policy outcomes. The citizens of Ireland need objective, independent and impartial information to help them make better personal and business decisions. Eurostat and other international organisations need timely, high quality and harmonised data in order to provide internationally comparable data.	The CSO meets the needs of Government for quality statistical information, which is vital for the formation, implementation and monitoring of policy and programmes at national, regional and local levels. The Office serves the needs of the wider national and international community (media, researchers, students, businesses, representative organisations, the EU, international organisations, and the public generally) for impartial and relevant information on social and economic conditions. Particular attention is paid to the specialist needs of business and the research/academic community for more detailed and focused data. The CSO met the European and international requirements in 2015 and produced 315 releases and publications.

Our data suppliers need to know that we seek only essential information, that we are continuing to minimise burden and that we treat their data in the strictest confidence.	**Confidentiality** A Data Office was established in the CSO in 2015. The role of the Data Office includes policy responsibility in relation to compliance with the Data Protection Act and the Statistics Act. The head of the Data Office assumed responsibility for interpreting those laws, advising on the necessary policies for the CSO, and is working with support and statistical areas to drive compliance, and providing training on/promoting awareness of CSO policies and in particular on confidentiality. A training programme on Statistical Confidentiality and on the Data Classification System was rolled out by the Data Office to 84% of office based staff in 2015. The remaining office based staff and the field staff will receive this training in 2016. **Burden Reduction** The Response Burden Barometer (RBB) for 2014 was published in 2015 and stated that the administrative burden placed on Irish enterprises and agricultural holdings by the CSO reduced by 26.4% since it was first measured in 2005, and when measured against the peak year of 2008, the RBB reduced by 38.8%. The CSO has taken a number of actions towards reducing burden. Amongst these actions are: • Increased use of administrative data (especially from the Revenue Commissioners), reducing the need to collect information from enterprises; • Reduction of sample sizes where possible; • Reduction of the level of detail collected on questionnaires across a number of surveys; • Introduction of short annual forms for small enterprises, with the more detailed forms being sent to the larger enterprises only; • Re-design of questionnaires to align as far as possible with Profit & Loss and Balance Sheet accounts entries; • Increased use of electronic rather than paper forms.
Improve Services to Customers and Statistical Outputs	**Website** The CSO launched a redesigned website in 2015 at www.cso.ie. The CSO has adapted the site for use on mobile platforms, simplified the navigation so that it is easier to find information and gave the site a more modern feel. New outputs have been released and over 300 releases and publications were published in 2015. See also points five and six below in this regard.

CSO 2020 Project to deliver recommendations on improving services to Customers, outputs and processes	Phase 1 of the Customers and Outputs project was completed in 2015. Significant research and development work was undertaken. A detailed set of recommendations around customer engagement have been developed and were presented to the Management Board in January 2016. The following outcomes have occurred; A formal proposal for the role of press officer in the CSO was submitted to senior management. • Actions arising from project recommendations are being assigned to operational areas for implementation across the Office; • Templates for software packages and guidance documents have been made available for use and their use is being promoted to ensure consistent branding across all outputs; • A central store for standard logos and document templates was developed; • Guidelines for writing for the media have been updated and promoted across the office; • A training course to complement these guidelines has been devised and was piloted and reviewed in Q3 and Q4 2015. Roll-out of this training will be arranged in 2016 in conjunction with the Learning & Development unit; • The Information unit has begun consultations with stakeholders to design a customer survey which will be carried out in 2016; • A separate Data Visualisation working group was established and has submitted an initial outline policy document to the Management Board.
4. Develop the Irish statistical system in line with the legislative powers of the Statistics Act 1993, the revision to the EU Regulation on European statistics (including the coordination of statistical activities of Other National Authorities), and the National Statistics Board Strategy 2015-2020.	
Action	**Progress in 2015**
Develop the Irish Statistical System	**Irish Statistical System Code of Practice (ISSCoP)** The ISSCoP was launched in November 2013 and this was a first step in formalisation of the coordinating role of the CSO within the Irish Statistical System. In 2015 there was considerable engagement between the CSO and Government Departments and Government Agencies in terms of building commitment to best practice in the production of Official Statistics as outlined under ISSCoP. This work took place through the Formal Statistician Liaison Group (FSLG). Significant momentum was achieved with twelve FSLG organisations signing ISSCoP Statements of Commitment and appointing their Statistical Coordinators under the Code.

As the CSO takes on the additional demands created by national and European developments in 2015, additional appropriate structures will be developed to formalise the coordinating role of the CSO.

National and European Developments in 2015

A number of significant developments took place in 2015 which will have a profound effect on the statistical system and the organisational restructure required to meet these challenges.

- **EU Regulation 2015/759**

  Director General

Regulation (EU) 2015/759 amending Regulation (EC) No 223/2009 on European Statistics was published. This is a significant change in EU law which legally broadens the role of the CSO and that of its Director General. Following the publication of EU Regulation, the Director General of the CSO now has responsibility for the coordination of the statistical activities of all national authorities that are responsible for the development, production and dissemination of European official statistics in Ireland. At present there are fourteen public sector bodies which produce European statistics. It is now the responsibility of the CSO to ensure that these bodies are adhering to the quality and methodological standards set out by the EU and detailed in the European Statistics Code of Practice (ESCoP).

- **Eurostat Peer Review**

A Peer Review of the Irish Statistical System, including the CSO and two of the Other National Authorities (ONA) producing European statistics, conducted by Eurostat as part of a programme of peer reviews of the National Statistical Institutes of all Member States assessing the level of compliance with the European Statistics Code of Practice took place in 2015. Following the review the CSO agreed an action plan to implement an agreed work programme to strengthen alignment with ESCoP.

- **National Statistics Board - Strategy for Statistics 2015-2020**

The agreement and publication of the new National Statistics Board's Strategy for Statistics 2015 – 2020 makes far-reaching recommendations for the development of the Irish Statistical System and the co-ordinating role of the CSO in building a world-class statistical system in Ireland. CSO began developing a new organisation structure to meet the requirements created by these developments in 2015. The development of a work programme, to allow CSO to meet these increased responsibilities and demands began in 2015 and will be further developed in 2016.

5. Develop a new dissemination strategy focused on meeting the need of our broad range of users, focusing on turning data and statistics into information and knowledge. We will develop new products and dissemination channels with a specific focus on the visualisation of official statistics.	
Action	**Progress in 2015**
Develop a new dissemination strategy	Work began in 2015 in the process of appointing a head of Communication and Dissemination. The successful candidate will develop and implement a comprehensive external communications strategy to build upon the overall awareness and reputation of the CSO and its activities, encompassing stakeholder management, social media, media relations, marketing, branding, public relations and digital data dissemination. The appointment will take place in Q2 2016.
Develop new products	New products in 2015 included Household Finance and Consumption, the Macroeconomic Imbalance Procedure Scoreboard, Monthly Unemployment, Environment Taxes, Ireland's System of Health Accounts, Volunteering and Wellbeing, Equality and Household and Family Units. The CSO also conducted the first ever Civil Service wide employee engagement survey of 39,000 Civil Servants as part of the Civil Service Renewal Action Plan. The results were published in January 2016 and will be used by the Civil Service Management Board to inform improvements in the Civil Service and delivery of the Reform Plan.
Turn data and statistics into information and knowledge	**Education** The CSO developed the Professional Diploma in Official Statistics for Policy Evaluation in conjunction with the IPA with the aim of improving the understanding and use of statistical data for policy evaluation and improved basis of decision making. It is targeted at decision-makers throughout the public service. Fifty people graduated from the programme in 2015 and 45 are registered for the 2015 - 2016 academic year. **The Census at School** 5,348 from an estimated 368,000 secondary school students completed the Phase 14 questionnaire of the CensusAtSchools survey between September 2014 and August 2015. The questionnaire covered a variety of topics ranging from how often students participated in family activities each week to the number of text messages they send daily. **John Hooper Medal** The fifth John Hooper Medal for Statistics was held in 2015. The winners went on to win first place in the world in the senior category of an international poster competition at the 60th International Statistics Institute World Statistics Congress in Brazil. **Seminars** A series of data seminars in Dublin Castle were arranged involving a mix of internal and external contributors with the intention of influencing other government departments towards greater exploitation of existing data to inform development of policy.

	Secondment A review of existing arrangements for secondment of statisticians to other public bodies commenced in 2015 with the aim of identifying potential areas for development. **Press Conferences** The CSO hosted press conferences with the media covering National Accounts, Population Estimates, the Survey on Income and Living Conditions and the Quarterly National Household Survey. The conferences are held to facilitate the effective exchange of information between the CSO and the media and to increase awareness and use of the data available.

6. Publish all aggregate data in an Open Data format (free machine-readable format) which has the potential to make statistics more widely available and will encourage the re-use of published statistics.

Action	Progress in 2015
Publish data in Open Data format and develop dissemination tools	**Open Data** The CSO is leading the field in the development of Open Data (free machine readable format) for the dissemination of data on the CSO and Statbank websites. The CSO now publishes all its data in an open linked format through a mix of e-releases and the CSO Statbank. CSO's developments in the area of Open Data is recognized as a significant contribution to data.gov.ie. The use of Open Data makes statistics more widely available and encourages the reuse of published statistics. In addition, in 2015, the CSO expanded its suite of dissemination products, further developed expertise in infographics and adopted a new data dissemination tool the API (Application Programme Interface), which enhances user access to Statbank. The use of electronic releases with interactive Highcharts and the introduction of infographics helped to improve the communication of and understanding of the data. **Apps4Gaps** In 2015 the CSO promoted the use of this Open Data, by jointly organizing the "Apps4Gaps" competition. This competition aims at encouraging young people to develop ideas and create applications that will provide innovative and fresh ways of exploiting the Open Data freely available from Census 2011 that could benefit society in such areas as transport, housing, planning, education, communication, and health. The submissions offered some very engaging and fascinating usage of the open linked data provided by the National Open Data Portal data.gov.ie and the new application programme interface release by the CSO http://www.cso.ie/webserviceclient/. **Visualisation Strategy** During 2015 work began on a project to develop and design a visualisation strategy to make statistical outputs more informative to customers and to give more control to customers to customise what they wish to focus on. The CSO will continue to improve the range of statistical outputs and to place a greater emphasis on data visualisation in 2016 as outlined in the Public Sector ICT Strategy.

7. Develop a quality management framework which will include a system of metrics for data quality, metadata standards, and strong documentation to re-enforce public trust in the official statistics.	
Action	**Progress in 2015**
Development of a comprehensive Quality Management Framework (QMF)	The CSO 2020 Quality Management Framework project was established in 2014 to introduce a system to standardise, document and build robustness into our core processes of data collection, management, compilation, analysis and dissemination. The Management Committee established a new area within the Office with specific responsibility for implementation of the Quality Management Framework project team's recommendations in 2015. The Quality, Management, Support and Assurance (QMSA) Division was established with responsibility for overall strategic data management, documentation and metadata and enabling and ensuring the consistent implementation of the quality management framework in the CSO. The development of a Quality Management Framework is an extensive and long-term programme of activities, which will ensure that statistical production meets the highest standards as regards quality and efficiency, in the context of increasing and more formal scrutiny of official statistics at international and EU level. It will include a system of metrics for data quality and internal processes, metadata standards, strong documentation control and other important internal governance elements. In 2015 the CSO 2020 Quality Management Framework (QMF) project completed its work in developing and testing recommendations. The project proposals aim was for an office-wide approach to: • Designing quality in at the outset by focusing on good planning and survey design; • Controlling for quality during business operations by establishing standard key metrics, and an understanding of what "good quality" is. Standardisation around documentation and data management are central to this process also; • Putting in place a continuous improvement programme to review methodology & processes. In 2015 the project team • Developed a new set of data management policies, based on a data protection framework which were piloted in three statistical areas during 2015; • Developed draft section manuals based on a GSBPM (Generic Statistical Business Process Model) template in three areas; • Began testing a system of metadata storage and management following which an evaluation of its suitability will be carried out; • Completed process mapping in most sections.

8. Implement a programme of Modernisation	
Action	**Progress in 2015**
The greater use of secondary data sources, including administrative data and big data, to meet the demands of users in an efficient and effective manner and minimise the burden on respondents	**Administrative Data Centre** The ADC Division is responsible for the development, management and processing of administrative data (personal and enterprise based) to meet statistical demands, support evidence based policy making and contribute to reducing respondent burden. Part of their role involves the encouragement of the creation of agreements between the CSO and other Government departments to improve data cooperation and to research the uses of Big Data. **Memorandum of Understanding (MOU)** A Memorandum of Understanding is a formal agreements between the CSO and another Government Department or body which enhances data cooperation between the two parties to the agreement and helps to fulfill statistical requirements of European legislation, reduce administrative burden on business and meet national needs for statistics. The latest MoU was signed on 20th of May 2015 with the Department of Social Protection (Memorandum of Agreement between the CSO and the Department of Social Protection). The MoU continues an ongoing arrangement between the CSO and DSP, whereby the Survey on Income and Living Conditions (SILC) and Household Budget Survey (HBS) data collection units are granted access by DSP to the INFOSYS system. The full list of MOUs are available on the CSO website at http://www.cso.ie/en/aboutus/descriptionsandfunctions/memorandumsofunderstanding/. **Big Data** All National Statistical Institutes (NSIs) face the challenge of understanding the strategic impact of big data on official statistics but few have gained hands-on experience of working with these new data sources. Through its involvement in the United Nations Economic Commission for Europe (UNECE) High Level Group on Modernisation of Statistical Production and Services (HLG) the CSO is making an important contribution to international research and collaboration in the statistical use of big data. The CSO, together with the Irish Centre for High-End Computing (ICHEC), has provided the platform for a Sandbox - or research space - for the Big Data project sponsored by the HLG. The sandbox was tested by the CSO in 2015 and found to be viable. The sandbox is being used for research into big data by National Statistical Institutes and international organisations worldwide. It is also making an important contribution to research in the European Statistical System. The CSO is now a member of three task forces, (UNECE, Eurostat and UNSD) working on big data.

Embed enterprise architecture as a discipline in ICT	A consultancy company was engaged in 2015 and worked with the CSO to address issues such as defining the enterprise architecture description, architecture principles, portfolio lifecycle management, research process, decision making process. A framework has been identified and the scale and principles defined. The CSO will pilot this in 2016.
Introduce more efficient data collection models (e.g. computer assisted telephone interviewing, web based data collection)	**Household Surveys** In 2015 the CSO signed a contract with Southwestern Services for telephone interviewing on the Quarterly National Household Survey, following a public tendering process. Southwestern Services began live testing telephone interviewing in June and will complete a number of additional test phases before the first Labour Market estimates from the new environment are produced from Q1 2017. Once the call-centre is fully operational about 80% of the interviews on the QNHS survey will be conducted over the phone while the remainder will continue to be collected by CSO field staff. The long-term goal of this project is to provide CSO with more flexibility and additional capacity in the household survey area to meet emerging user needs for increased information in the area of social statistics. **Web Based Data Collection-Tourism PCI and CPI Electronic Data Capture** The CSO worked to develop electronic data capture in relation to Tourism PCI and in relation to CPI Electronic Data Capture. IT solutions for mobile data collection platforms were defined and tenders released for an IT solution in 2015. The CSO has selected a suitable supplier and engagement began in 2015.
Exploit geographical information systems (including Eircodes)	**Household Surveys** The Household Survey Collection Unit (HSCU) sampling section made use of GIS systems in the selection and management of household samples distributed to the Field Interviewers in 2015. The HSCU sampling team use ESRI ArcGIS software to construct maps for distribution to Field Interviewers. The sampling team is also investigating methods of distributing maps in an electronic format and hopes to move away from paper based mapping in the long term. The development of a new HSCU Mapping Application allows for statisticians, field staff management and field coordinators to view and manage the allocation of survey work between interviewers via a standard web interface. Using this tool the details of all HSCU sampling areas and associated dwelling units can be accurately visualised and interviewer work allocations can be quickly and easily constructed via its point and click functionality. All household samples distributed to the field since 2012 are also distributed with GPS Coordinates for each household, ensuring that the Interviewer can navigate to the dwelling in the most efficient manner via a SatNav device. The new Labour Force Survey Sample has been distributed with EirCodes and the EirCode is now presented as part of the household address validation within the LFS survey.

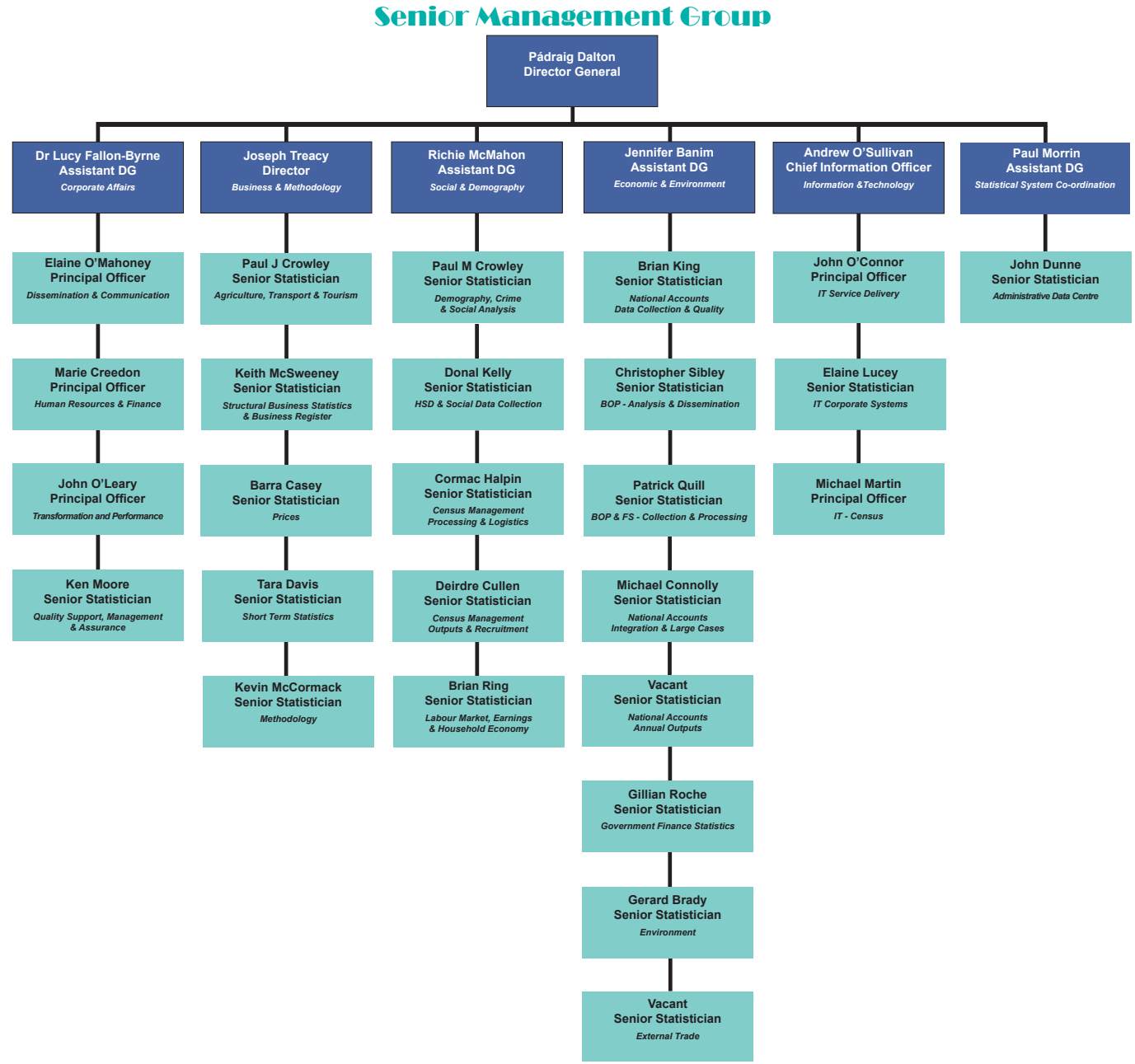
Embed business process review using the Lean Six Sigma methodology as a culture rather than a programme of work	A Lean Six Sigma culture is being developed in the Office as part of the Process Mapping project which began in 2015. This entails each business area being process mapped and documented and provides clarity to the staff concerned as how their business processes operate. It allows them to assess the performance of each process and to identify process metrics. The project is facilitated by Lean practitioners using the DMAIC principles to provide staff with the necessary tools to improve the performance of their processes.
Embed statistical modernisation process models and roll out of staff development instruments (including Continuous Professional and Personal Development and a skills register)	**Generic Statistical Business Process Model** A new business process model based on the International Statistical model of the Generic Statistical Business Process Model (GSBPM) was devised in the CSO in 2015. The CSO began mapping of all statistical processes using the standard of the GSBPM template in 2015 and this work will continue in 2016. This statistical model is a basis for the identification of capacity building to deliver quality statistical production. **Continuous Professional and Personal Development (CPPD)** The Continuous Professional Development project's primary aim is to further develop a culture and expectation of continuous improvement in capability and performance. To achieve this, the CSO has introduced Continuous Professional and Personal Development in the organisation. CPPD was officially launched in the CSO for all staff at Assistant Principal/Statistician and upward in 2014. **Skills Register** The CSO designed, researched and issued a skills matrix questionnaire to all staff in the CSO and analysis of the results of this survey are underway. A Skills Register was completed in 2015.
9. Conduct a Census of Population in 2016 and produce and publish all reports to the agreed time frame.	
Action	**Progress in 2015**
Conduct the 2016 Census of Population	Census 2016 will be held on the 24th of April 2016. Extensive planning work continued throughout 2015 to ensure the successful delivery of the Census on the agreed date. The project is on schedule and all key delivery milestones in relation to IT, staffing and procurement were met in 2015.
10. Encourage the use of our data by providing researchers with efficient access to microdata subject to legal and confidentiality provisions, (including the introduction of a secure remote access system).	
Action	**Progress in 2015**
Develop a remote access system for researchers	The provision of access to research microdata files is an important service the CSO provides to a range of users, including those involved in policy development and evaluation and the research community. The CSO is developing a remote access system for users. In 2015 high level design documents for the new system were agreed. Work commenced in 2015 on a management portal. This work is being undertaken in-house and will act as the hub or nexus for CSO staff to share all information about the administration of research projects. It will enable central management of the CSO Researcher environment.

	A tender for the physical infrastructure to provide the researcher network environment incorporating virtual desktops was finalised and issued in December 2015.
11. Engage constructively at the international level to ensure the CSO is highly influential in shaping the modernisation and development of Official statistics at the global level.	
Engage with the International Statistical Community	The vast majority of official statistics are compiled in accordance with EU legislation and statistics are increasingly being used to monitor outcomes in key policy areas. The CSO completed a project in 2015 which was designed to maximise the CSO's ability to influence future developments in statistical requirements and governance at EU level and to ensure that international participation contributes to statistical development in the CSO. Implementation of project proposals commenced in 2015 and will continue in 2016. They include: *(a) International Meetings - Standards and Behaviours* • A database was built in Lotus Notes to store or link to all relevant documentation – background papers, position papers etc and is undergoing final validations. This database will be launched in 2016 and will facilitate information sharing and better monitoring. • Each directorate is now required to submit quarterly reports to the Management Board on international engagement. The first of these quarterly reports was collected in Q3 2015. *(b) Authorship of Statistical Papers* • The Statistical Methodology Division (SMD) began examining the volume and value to the CSO of CSO staff involvement in publishing statistical papers. *(c) Compliance, Benchmarking and Validation* • The CSO has begun developing twice yearly compliance reporting to the Management Board based on electronic transmission.

Appendix 1 Reduction in Energy Usage Measures

Deliverables	Output Measures	2015
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.	Reduce energy usage in the Cork and Dublin offices	• In relation to the CSO's energy reduction programme, the SEAI reported in Dec 2015 that the CSO had made a 21.9% saving in energy usage by the end of 2014. (Cork, Rathmines & Swords buildings combined) • Under each building's "Optimising Power at Work" campaign in conjunction with OPW, energy reduction was also achieved. • In relation to the Cork building, our energy usage (i.e. electricity and gas) had decreased by 24.1% by the end of 2015 (since the base year of 2008). When comparing 2014 to 2015, there was a net decrease of 1.43%. • The Rathmines building energy usage decreased by 11.4% by the end of 2015 (base year of 2008). • Swords building energy usage decreased by 12.9% (base year of 2010).

Appendix 2 Organisational Chart



Appendix 3 Timeliness Monitor

The latest Timeliness Monitor is available on the CSO website at http://www.cso.ie/en/aboutus/dissemination/timelinessmonitor2016/

Timeliness Monitor 2016

General Statistical and Thematic Reports Publication	Frequency	Current Timeliness		CSO Target	International Standard	Source of International Standards
		Edition	Published			
Displayed by Month of Publication						
Statistical Yearbook	Annual	2015	October 2015	October	n/r	n/r
Ireland North and South	Occasional	2011	June 2014	n/r	n/r	n/r
Response Burden Barometer	Annual	2015	September 2016	52 Weeks	n/r	n/r
Thematic Reports						
Census 2011 Homeless Persons in Ireland	Occasional	2011	6th September 2012	n/r	n/r	n/r
Survey on Income and Living Conditions (SILC) - Thematic Report on Children	Occasional	2004 - 2010	6th September 2012	n/r	n/r	n/r
Survey on Income and Living Conditions (SILC) - Thematic Report on the Elderly	Occasional	2004, 2009, 2010 revised and 2011	August 2013	n/r	n/r	n/r
Household Budget Survey	Five-Yearly	2009/10	March 2012	n/r	n/r	n/r
Household Budget Survey - Volume 2	Five-Yearly	2009/10	October 2012	n/r	n/r	n/r
Measuring Ireland's Progress	Annual	2014	69 Weeks	56 Weeks	n/r	n/r
Women and Men in Ireland	Annual	2013	July 2014	February	n/r	n/r
Business in Ireland	Annual	2012	December 2014	96 weeks	n/r	
Children and Young People in Ireland	Occasional	2008	June 2008	n/r	n/r	n/r
Regional Quality of Life	Occasional	2013	May 2013	April	n/r	n/r
Equality in Ireland	Occasional	2007	November 2007	n/r	n/r	n/r
Ageing in Ireland	Occasional	2007	August 2007	n/r	n/r	n/r
Census of Agriculture	Decennial	2010	December 2012	130 weeks	130 weeks	EU Regulation 1165/2008
Agriculture Labour Input	Occasional	2010	October 2012	n/r	n/r	EU Regulation 1165/2008

Economic Statistics						
Publication	Frequency	Current Timeliness		CSO Target	International Standard	Source of International Standards
		Edition	Published Within			
Economic Statistics						
Balance of International Payments	Quarter	Q2 2016	76 Days	85 Days	90 Days	Eurostat, ECB requirements
Quarterly International Investment Position and External Debt	Quarter	Q2 2016	76 Days	85 Days	90 Days	IMF requirement
Resident Holdings of Foreign Portfolio Securities	Annual	2014	61 Weeks	30 Weeks	39 Weeks	IMF requirement
Foreign Direct Investment	Annual	2014	43 Weeks	39 weeks	44 Weeks	Eurostat requirement
International Trade in Services	Annual	2014	50 Weeks	34 Weeks	39 Weeks	Eurostat requirement
Government Finance Statistics - First Estimates	Annual	2015	16 weeks	16 Weeks	13 Weeks	
Government Finance Statistics - Final Results	Annual	2014	41 weeks	42 weeks		
Government Finance Statistics	Quarter	Q1 2016	104 Days	113 Days		
Macroeconomic Scoreboard	Annual	2014	47 Weeks	48 Weeks	n/r	n/r
Assets and Liabilities of the Financial Sector	Annual	2014	75 Weeks	52 Weeks	n/r	n/r
Systems of Health Accounts	Annual	2014	78 Weeks	78 Weeks	78 Weeks	Regulation (EC) No 1338/2008
Annual National Accounts						
National Income and Expenditure: Summary Results	Annual	2015	28 Weeks	26 Weeks	n/r	n/r
National Income and Expenditure: Publication	Annual	2013	49 Weeks	35 Weeks	39 Weeks	ESA transmission program demands for certain annual data after 9 months
Government Income and Expenditure 2015	Annual	2015	28 Weeks	28 Weeks		
Quarterly National Accounts	Quarter	Q2 2016	76 Days	70 Days	70 Days	EU regulation requires 70 day transmission
Gross Value for Foreign - owned multinational Enterprises and other Sectors	Annual	2014	40 Weeks	30 Weeks		
Institutional Sector Accounts						
Financial	Annual	2014	44 Weeks	43 Weeks	39 weeks	
Non Financial	Quarter	Q4 2015	105 Days	105 Days	105 Days	

County Income & Regional GDP	Annual	2013	112 Weeks	108 Weeks	108 Weeks	EU regulations requires 104 weeks for transmission
Supply & Use Tables	Annual	2012	153 Weeks	161 Weeks	156 weeks	EU regulations requires 156 weeks for transmission
Estimates of the Capital Stock of Fixed Assets	Annual	2014	47 Weeks	52 weeks	104 weeks	EU regulations requires 104 weeks for transmission
Output & Value Added Activity	Annual	2011	151 Weeks	91 weeks	91 weeks	EU regulations requires 104 weeks for transmission
External Trade						
Goods Exports and Imports	Month	Jul 2016	46 Days	45 Days	70 Days	Eurostat
Environmental Statistics						
Material Flow Accounts	Annual	2013	110 Weeks	78 Weeks	104 Weeks	EU Regulation No 691/2011
Environmental Accounts Air Emissions	Annual	2013	121 Weeks	78 Weeks	91 weeks	EU Regulation No 691/2011
Environmental Taxes	Annual	2015	27 Weeks	30 Weeks	91 Weeks	EU regulation (691)
Domestic Building Energy Ratings	Quarter	Q2 2016	14 Days	30 Days	n/r	n/r
Non-Domestic Building Energy Ratings	Quarter	Q2 2016	28 Days	30 Days	n/r	n/r
Environmental Indicators Ireland	Biennial	2014	21 Weeks	13 Weeks	n/r	n/r
Sustainable Development Indicators	Biennial	2015	9 Weeks	13 Weeks	n/r	n/r
Social and Demographic Statistics						
Publication	Frequency	Current Timeliness: Edition	Current Timeliness: Published Within	CSO Target	International Standard	Source of International Standards
Labour Market						
Live Register	Month	Aug 2016	6 Days	6 Days	10 Days	Eurostat
Quarterly National Household Survey	Quarter	Q2 2016	51 Days	56 Days	84 Days	Eurostat
EU-SILC	Annual	2014	47 Weeks	48 Weeks	48 weeks	Eurostat
Industrial Disputes	Quarter	Q2 2016	49 Days	56 Days	90 Days	Eurostat

Foreign Nationals: PPSN Allocations, Employment and Social Welfare Activity	Annual	2014	47 Weeks	60 Weeks		
Monthly Unemployment	Month	Aug 2016	4 Days	4 Days	n/r	Eurostat
Education						
QNHS - Educational Attainment	Occasional	2011	24 weeks	22 weeks from end of Q2	n/r	n/r
Vital Statistics						
Irish Babies Names	Annual	2015	22 Weeks	26 Weeks	n/r	n/r
Vital Statistics Release	Quarter	Q1 2016	22 Weeks	26 Weeks	26 weeks	Eurostat
Vital Statistics Yearly summary	Annual	2015	22 Weeks	26 Weeks		
Annual Report on Vital Statistics	Annual	2013	101 Weeks	104 weeks	104 weeks	Eurostat
Marriages & Civil Partnerships	Annual	2015	106 Days	91 Days	n/r	
Earnings & Labour Costs						
Preliminary	Quarter	Q2 2016	56 Days	56 Days	75 Days	Eurostat
Earnings & Labour Costs Annual Data	Annual	2015	26 Weeks	30 Weeks	n/r	Eurostat
Crime and Criminal Justice						
Recorded Crime	Quarter	Q1 2016	90 Days	90 Days	n/r	Eurostat
Garda Recorded Crime Statistics	Annual	2013	99 Weeks	70 weeks	104 weeks	Eurostat
Business Statistics						
Publication	Frequency	Current Timeliness: Edition	Current Timeliness: Published Within	CSO Target	International Standard	Source of International Standards
Short Term						
Production & Turnover	Month	Jul 2016	36 Days	35 Days	41 Days	Eurostat release calendar
Retail Sales Index	Month	Jul 2016	29 Days	28 Days	38 Days	Eurostat release calendar
Monthly Service Index	Month	Jul 2016	33 Days	35 Days	n/r	n/r
Industrial Stocks	Quarter	Q2 2016	69 Days	70 Days	n/r	n/r

Capital Assets in Industry	Quarter	Q2 2016	69 Days	70 Days	n/r	n/r
Production in Construction Index	Quarter	Q2 2016	71 Days	75 Days	60 Days	Eurostat release calendar
Planning Permissions	Quarter	Q2 2016	75 Days	80 Days	90 Days	Eurostat standard dissemination target
Prices						
Consumer Price Index (CPI)	Month	Aug 2016	30 Days	30 Days	30 Days	Harmonised Indices of Consumer Prices (HICP) published by Eurostat each month
Residential Property Price Index	Month	Jun 2016	29 Days	30 Days	Q+85	Impending EU Legislation
Services Producer Price Index	Quarter	Q2 2016	78 Days	84 Days	112 Days	STS Legislation
Wholesale Price Index (WPI)	Month	Jul 2016	22 Days	22 Days	35 Days	STS Legislation
Comparative Price Levels for Food, Beverages & Tobacco	3 Yearly	2015	25 Weeks	n/r	n/r	n/r
Structural Business Statistics						
Annual Services Inquiry	Annual	2012	78 weeks	84 weeks	91 weeks	Eurostat
Business Expenditure on Research & Development	Biennial	2014	76 Weeks	70 Weeks	90 Weeks	Eurostat
Building and Construction Inquiry	Annual	2011	82 weeks	76 weeks	91 weeks	Eurostat
Business in Ireland	Annual	2012	102 Weeks	95 Weeks	n/r	
Census of Industrial Production	Annual	2012	78 Weeks	76 Weeks	91 Weeks	Eurostat
Census of Industrial Production - Local Units, Regional and County Data	Annual	2012	80 Weeks	80 Weeks	91 Weeks	
Industrial Production, Distribution and Services Provisional Data	Annual	2013	45 weeks	48 weeks	48 weeks	
Innovation in Irish Enterprises (previously known as Community Innovation Survey)	Biennial	2012-2014	82 Weeks	78 Weeks	90 weeks	
Information Society Statistics - Enterprises	Annual	2015	50 Weeks	50 Weeks	50 Weeks	Eurostat
Information Society Statistics - Households	Annual	2015	37 Weeks	39 weeks	39 weeks	Eurostat
Irish Industrial Production by Sector previously known as Prodcom	Annual	2015	30 Weeks	28 Weeks	28 Weeks	

Job Churn Statistics	Annual	2013	50 Weeks	60 weeks		
Business Demography	Annual	2014	79 Weeks	78 weeks	78 weeks	SBS Regulation
Enterprise Statistics on Financial Sector	Annual	2012	96 weeks	100 weeks	78 Weeks	
Outward Foreign Affiliates Statistics (OFATS)	Annual	2014	81 Weeks	87 Weeks	87 Weeks	
Access to Finance	Occasional	2014	61 Weeks		n/r	n/r
Transport						
Transport Statistics	Annual	2014	50 Weeks	49 weeks	39 weeks	DRDNI
Road Freight Inquiry	Annual	2015	30 Weeks	32 weeks	43 weeks	Office of National Statisics
Statistics of Port Traffic	Annual	2015	27 Weeks	26 weeks	37 Weeks	Office of National Statisics
Vehicle Licensing	Month	Aug 2016	8 Days	10 Days	n/r	n/r
Aviation Statistics	Annual	2015	22 Weeks	26 Weeks	26 weeks	
Tourism & Travel						
Overseas Travel	Month	Jul 2016	33 Days	30 Days	n/r	
Tourism & Travel	Quarter	Q2 2016	63 Days	100 Days	180 Days	
Household Travel Survey	Quarter	Q1 2016	132 Days	120 Days	180 Days	EU Regulation No. 692/2011
Census of Population						
Publication	Frequency	Current Timeliness: Edition	Current Timeliness: Published	CSO Target	International Standard	Source of International Standards
Census of Population - Preliminary Results 2016	Five Yearly	Thursday, July 14, 2016	Thursday, July 14, 2016	n/r	n/r	n/r
Census - This is Ireland Part 1, Highlights from Census 2011	Five Yearly	29-Mar-12	29-Mar-12	n/r	n/r	n/r
Census - Population Classified by Area	Five Yearly	26-Apr-12	26-Apr-12	n/r	n/r	n/r
Census - Profile 1 - Town and County	Five Yearly	26-Apr-12	26-Apr-12	n/r	n/r	n/r
Census - Profile 2 - Older and Younger	Five Yearly	24-May-12	24-May-12	n/r	n/r	n/r
Census -This is Ireland Part 2	Five Yearly	28-Jun-12	28-Jun-12	n/r	n/r	n/r
Census - Profile 3 - At Work	Five Yearly	26-Jul-12	26-Jul-12	n/r	n/r	n/r

Census - Profile 4 - The Roof over our Heads	Five Yearly	30-Aug-12	30-Aug-12	n/r	n/r	n/r
Census - Homeless persons in Ireland, a special Census 2011 report	Five Yearly	6-Sep-12	6-Sep-12	n/r	n/r	n/r
Census - Profile 5 - Households and Families	Five Yearly	20-Sep-12	20-Sep-12	n/r	n/r	n/r
Census - Profile 6 - Migration and Diversity	Five Yearly	4-Oct-12	4-Oct-12	n/r	n/r	n/r
Census - Profile 7 - Irish Travellers and Ethnicity and Religion - Ethnic and Cultural background in Ireland	Five Yearly	18-Oct-12	18-Oct-12	n/r	n/r	n/r
Census - Profile 8 - Our Bill of Health - Health, Disability & Carers in Ireland	Five Yearly	1-Nov-12	1-Nov-12	n/r	n/r	n/r
Census - Profile 9 - What we know - A study of Education, Skills and the Irish Language	Five Yearly	22-Nov-12	22-Nov-12	n/r	n/r	n/r
Census - Profile 10 - Door to Door - Commuting in Ireland	Five Yearly	13-Dec-12	13-Dec-12	n/r	n/r	n/r
Census - Small Area Population Statisitcs	Five Yearly	31-Jul-12	31-Jul-12	n/r	n/r	n/r
Population and Migration Estimates	Annual	2016	16 Weeks	17 Weeks	n/r	n/r
Agricultural Statistics						
Publication	Frequency	Current Timeliness: Edition	Current Timeliness: Published Within	CSO Target	International Standard	Source of International Standards
Agriculture						
Farm Structure Survey		2013	December 2015			
June Crops and Livestock Survey						
Provisional	Annual	2016	10 Weeks	15 Weeks	15 Weeks	EU Regulations 1165/2008 & 543/2009
Final	Annual	2015	41 Weeks	48 Weeks	15 Weeks	EU Regulations 1165/2008 & 543/2009
Census of Agriculture	Decennial	2010	89 weeks	130 weeks	130 weeks	EU Regulation 1166/2008
Area, Yield and Production of Crop	Annual	2015	12 Weeks	22 Weeks	39 Weeks	EU Regulation 543/2009
December Livestock Survey	Annual	2015	9 Weeks	7 weeks	7 weeks	EU Regulation 1165/2008

June Pig Survey	Annual	2016	10 Weeks	11 weeks	11 weeks	EU Regulation 1165/2008
Milk Statistics	Month	Jul 2016	31 Days	31 Days	60 Days	EU Directive 96/16/ EC
Prices						
Agriculture Prices: Preliminary Estimates	Annual	2015	(-) 51 Days	(-61) Days	(-61) Days	
Agricultural Price Indices	Month	Jul 2016	46 Days	48 Days	49 Days	
Slaughterings	Month	Jul 2016	25 Days	28 Days	60 Days	EU Regulation 1165/2008
Agriculture Output, Input, Income						
Advance Estimates	Annual	2015	(-) 21 Days	(-) 20 days	(-) 15 days	EU Regulation 138/2004
Preliminary Estimates	Annual	2015	64 Days	74 days	31 days	EU Regulation 138/2004
Final Estimates	Annual	2015	26 Weeks	26 Weeks	39 Weeks	EU Regulation 138/2004
Regional Accounts for Agriculture	Annual	2014	40 Weeks	43 Weeks		
Supply Balances						
Meat	Annual	2015	30 Weeks	52 Weeks	n/r	
Milk	Annual	2011	28 Weeks	26 weeks	n/r	