



An Phríomh-Oifig Staidrimh
Central Statistics Office



CENTRAL STATISTICS OFFICE

Statement of Strategy
2016-2019

www.cso.ie

Foreword



I welcome this ambitious Statement of Strategy. I believe it will enable the Central Statistics Office (CSO) to respond to, and indeed shape, the rapidly changing national and global environment of official statistics. This strategy positions the CSO to exploit the potential of the data revolution and to provide important information and insight to guide Ireland's future economic and social development.

The CSO's work is critical in informing debate and supporting decision-making in Ireland. Good quality statistics are vital for the functioning of the economy and society, and this is particularly so in the area of policy formation, development, and implementation.

The CSO's expanded remit in coordinating official statistics right across the public sector will greatly improve our capacity to exploit the wealth of data that is available across the system. This is an important new development and one which will greatly improve evidence-based policy making for the benefit of all our citizens.

I fully support the CSO in implementing this ambitious strategy and wish the Office success in meeting the many challenges and demands of the next three years.

Regina Doherty

Regina Doherty TD

*Government Chief Whip and Minister of State at the Department of the Taoiseach
December 2016*

Introduction



Welcome to the Statement of Strategy 2016-2019 which outlines the CSO's ambitions and sets out its strategic direction over the next three years. The actions outlined in this strategy are bold and far reaching, and will take time to implement.

The CSO operates in a very dynamic global environment. There is an exponential increase in the volume and nature of data available and technological change is an ever present feature of our world. Combined, these changes present new challenges, but importantly they also present new opportunities and possibilities.

This strategy is designed to fully exploit the potential of this data and technological revolution in order to deliver a broader range of high quality information on societal and economic change, and in so doing support the process of guiding Ireland's future development. In responding to this changing environment of official statistics we are building an innovative, agile and high performing organisation.

Whether you supply us with data, use statistics to make business or personal decisions, produce official statistics, or work for the CSO, I hope you will take the time to read this strategy and understand how we are planning to meet our customers' needs and position ourselves to address the many challenges that lie ahead.

Pádraig Dalton

Pádraig Dalton

*Director General
December 2016*

For information on CSO products and services visit our website www.cso.ie

For information on the CSO statistical work programme visit

<http://www.cso.ie/en/aboutus/governance/statisticalworkprogramme/>

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Who we are

OUR MANDATE

Our mandate is built on the Statistics Act 1993 and on EU Regulation 223/2009 and allows for;

- The collection, compilation, extraction and dissemination for statistical purposes of information relating to economic, social and general activities and conditions in the State
- The co-ordination of official statistics compiled by public authorities

OUR VALUES

- Independence, objectivity and integrity are core values
- We ensure absolute adherence to the legal guarantee of confidentiality and all activities comply with statistical and data protection legislation
- We drive innovation throughout all our business and organisational processes
- We are professional, reliable and trusted
- We have respect for our data providers and are committed to finding new ways to reduce the demands placed on them
- We constantly strive to provide excellent service to our customers
- We value our staff and strive to provide an environment in which staff meet their full potential and flourish at work

OUR MISSION

Provide high quality information, both for evidence-based decision-making and to support accountability

OUR INDEPENDENCE

The CSO is an independent Office and the Director General of the CSO has sole responsibility in relation to professional statistical matters

What we do

Data is the foundation of decision-making and the basis for accountability. Good policies start with good data. Our role is to provide independent information and knowledge for effective debate and decision-making across government, business and society. Good quality statistics help people to understand the changes taking place in Ireland's economy and in our society.

Turning data into information and knowledge for Ireland



DATA

INFORMATION

KNOWLEDGE

**INFORMED
DECISION-
MAKING**

creates

which generates

and leads to

The Statistics Act is the CSO's comprehensive mandate for compiling official statistics, providing strong safeguards for the independence of official statistics and the protection of confidential data, and underpinning the right to live in an informed society.

Our dynamic environment

We work in a dynamic global environment, driven by unprecedented growth in the volume and nature of data, where information and knowledge are amongst the world's most valuable resources. Official statistics make sense of this data for evidence-based decision-making.

Further challenges in our statistical environment include

- The broadened coordination role of the CSO and the Director General, under the amended EU framework legislation for official statistics
- The National Statistics Board's (NSB) vision for the creation of an integrated Irish Statistical System, as detailed in its Strategy for Statistics 2015-2020
- The increasing demand for statistics, at national, EU, and global levels
- Our role in providing information to ensure that citizens can live in an informed society while at the same time ensuring adherence to data protection legislation

Our aim is not only to respond to these powerful drivers for change but to continuously shape the environment in which we work.

Our mission and strategic priorities —○

for 2016-2019



Our role as an influencer

We will continue to be a key influencer of developments in official statistics in Europe and globally through

- Providing leadership in exploiting the potential of secondary data sources, including Big Data
- Driving awareness of the statistical challenges of globalisation and contributing to the development of a broader range of meaningful indicators
- Leading modernisation programmes in the United Nations (UN) and the European Statistical System

How we will deliver

We are transforming how we work. Our modernisation programme encompasses a new integrated statistical business process model and the technological and organisational capability measures required to deliver our strategy. This model is built on the Generic Statistical Business Process Model (GSBPM) developed by the United Nations Economic Commission for Europe. It will operate across all business areas of the CSO. The aim of this is to improve the volume, timeliness and quality of our statistical products.

GSBPM - Generic Statistical Business Process Model

SPECIFY / DESIGN / BUILD

COLLECT / PROCESS / ANALYSE / DISSEMINATE

EVALUATE

The CSO will support the implementation of the new integrated statistical business process model by building capacity in our people, structures and performance. We will embrace the opportunities provided by the data and technological revolution to improve how we carry out our business and transform how we work.

Enabling delivery and building capacity



PEOPLE

Continue to develop the capacity, professionalism, and skills of our people to ensure the CSO can rely on a flexible, versatile and mobile workforce



PERFORMANCE

Further develop a culture of high performance, innovation and staff engagement



PROCESSES

Embed a standardised, cost-effective, efficient business statistical model to deliver consistent, high quality statistics



TECHNOLOGY

Build an adaptive data and services platform that enhances the collection and production process



ORGANISATIONAL STRUCTURES

Continue to develop the right organisational structures to support modernisation



QUALITY

Continue to meet the highest standards for quality, data protection and methodology, and exploit all available data sources

CSO

Statement of Strategy 2016-2019

Our strategic aims

1

Turn data and statistics into information and knowledge for all

Deliver timely, relevant and accurate statistical information

- Deliver on our extensive statistical work programme
- Provide greater insight from our statistical outputs through improved communications, including the use of visualisation and linkage to other statistical outputs
- Build in-house capacity to respond more efficiently to the data needs of users

Expand the range of our statistical products and services

- Publish an improved suite of outputs from Census 2016
- Expand and develop statistical outputs on energy and environmental accounts
- Develop our macro-economic statistics to provide additional information on the Irish domestic economy

Ensure the data is relevant and promote its use

- Proactively identify and meet customers needs
- Improve communication and accessibility of our statistical products and promote their use
- Further facilitate the use of microdata for statistical research purposes

2

Increase use of secondary data sources including administrative and Big Data

Increase the use of secondary data sources

- Continue to exploit administrative data in the production of official statistics
- Explore and exploit the potential of Big Data for the production of official statistics
- Use the National Data Infrastructure (NDI) to develop new and improved statistical products

3

Continue to build the capacity of our people

Build capacity of our people

- Promote a culture of continuous learning and professional development to ensure staff work to their full potential and actively contribute to deliver the CSO's goals
- Build a strategic HR function to fully align with the changing business needs of the CSO
- Implement an organisational-wide staff engagement and innovation programme
- Continue to create a positive working environment encouraging ongoing staff commitment to the organisation

4

Modernise our statistical processes and systems

Enhance the robustness of our statistical processes and systems

- Implement an ambitious programme of transformation of our statistical processes and systems based on the international standard of the Generic Statistical Business Process Model (GSBPM)
- Build an adaptive services platform that enables implementation of the GSBPM

Ensure the quality, integrity, protection and security of our data

- Implement a GSBPM based Quality Management Framework

5

Coordinate, oversee and assure the quality of all official statistics produced in Ireland

Lead the development of the Irish Statistical System and drive the development of the NDI

- Develop the Irish Statistical System in line with the NSB Strategy for Statistics 2015-2020
- Extend the programme of seconding statisticians to other departments to build a consistent, effective and coordinated analytical service for Government
- Drive the development of the NDI in cooperation with the Department of Public Expenditure and Reform, building towards a full legislation-backed information system to improve the scope and quality of administrative data
- Identify and execute pathfinder projects with government departments that deliver both value to policy or services and progress the evolution of the NDI

Coordinate national and European official statistics compiled in Ireland to meet national and EU obligations

- Develop the role of the CSO as coordinator of statistical activities across all producers of official statistics in Ireland in line with the Statistics Act 1993 and the revisions of the EU Regulation on European statistics