

Statistics Norway



Statistisk sentralbyrå

Activity plan for 2008

Statistics Norway

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Statistics Norway

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Preface

The *Activity plan* for 2008 provides a concise overview of the activity plan for Statistics Norway for 2008. A separate budget publication illustrates the internal budget allocation for 2008.

The Activity plan for 2008 builds on guidelines in Report no. 1 to the Storting (2007-2008), and is based on *Strategy 2007*. EU legislative acts on statistics are also a crucial framework for the plan.

Activity plans have also been drawn up for the different departments.

Oslo, 15 April 2008

Frøydis Langmark
Chair of the Board

Øystein Olsen
Director General

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1. Prerequisites for the Activity plan for 2008

The Activity plan for 2008 is based on Statistics Norway's strategies and long-term plan (Statistics Norway's budget proposal for 2008), and is influenced by international requirements, particularly those resulting from the statistical collaboration with the EU through the EEA agreement.

1.1. Strategy and budget ceilings

Strategy 2007

Strategy 2007 is based on five main strategies:

- Statistics portray society
- Research of high quality
- Satisfied users and motivated respondents
- Cooperation to improve statistics
- Quality in every process

The review of prioritised areas in section 3 roughly follows the division into main strategies.

International collaboration

International statistics collaboration ensures greater comparability and entails requirements for content, scope and quality. New statistics must continuously be developed in order to meet the international requirements. This requires follow-up and man-hours in 2008.

Budget proposal for 2008-2011

The budget proposal for 2008-2011 was compiled in autumn 2006. Several of the prioritised areas of work in 2008 were referred to in the budget proposal for the first time, which was submitted to the Ministry of Finance at the end of November 2006.

Text of Report no. 1 to the Storting

The text of the national budget is compiled in May and June, and reference to the plans for 2008 is largely based on the budget proposal drawn up the previous autumn.

The government allocated NOK 621 million to Statistics Norway for 2008; around NOK 34 million more than in 2007. The increase is due to the transfer of statistics from Norges Bank. Correspondingly, user-financed assignments were reduced from NOK 185 million in 2007 to NOK 170 million in the budget for 2008. Special focus in financing in 2008 is electronic integration (NOK 6.5 million), the work on the new industry standard NACE (NOK 4.0 million), the Svalbard statistics (NOK 2.5 million), indicators for sustainable development (NOK 0.5 million) and the IT infrastructure/development (NOK 3.0 million).

Overall, the financial situation for 2008 is good. In addition to the allocations for government assignments, user-financed projects have also experienced strong growth in recent years. This has led to the number of employees increasing from more than 900 at the turn of the millennium to almost 1 000 in October 2007. With regard to premises, there is now almost no spare capacity in Oslo or Kongsvinger.

No preparations were made for a general budget cut for the departments. In order to release funds for the FOSS project, around NOK 3 million was collected from the departments. A provision of NOK 3 million relating to the IT infrastructure was also allocated to FOSS. FOSS must be considered in conjunction with the organisational changes carried out in relation to the IT function.

Growing demand for statistics

The need for new and improved statistics is steadily growing. There is consequently an ongoing need to modernise and streamline the statistics production. This forms the framework for the FOSS project (which stands for the improvement and standardisation of statistics production in Norwegian). This also means that a considerable part of new initiatives and projects in different areas must in future be made within existing financial frameworks, on the basis of

continued improvement in the productivity (estimated at almost 2 per cent per year in recent years). There is also a need to tighten the control of assignment revenues. Among other things, this entails management handling major projects, particularly where an increase in personnel is involved.

1.2. Reorganisation with effect from 1 January 2008

Changes were initiated in the organisation of Statistics Norway in the aftermath of Strategy 2007. It was decided in spring 2007 to change the structure of departments in Statistics Norway, which included increasing the number of statistics departments from three to four, with effect from 1 January 2008. Simultaneous to this, the Division for social and demographic research will also be transferred to the Research department. A number of changes were also agreed in relation to the structure of divisions, including a separate accounting statistics division and a division for energy statistics. In addition, short-term and structure statistics for the manufacturing industry will be merged into one division. Changes are also planned for the IT organisation.

1.3. Planning process and planning system

In addition to the Activity plan, a large part of the planning work consists of compiling departmental budgets, generating overviews of the budgeted man-years for various budget items, compiling project documents, entering data into the planning system and updating the product register.

Preparations are being made for adjustments in the planning system, partly based on an assessment of the planning system by a project group in the first half of 2007. Technical solutions in connection with plans and product overviews will be modernised. Amendments will also be made to the meeting plans, with fewer extensive departmental planning meetings.

2. Risk assessment 2008

The process to formalise risk management throughout the institution in line with finance regulation requirements began in 2006. The risk management will be partly linked to Statistics Norway's performance indicators, and will form part of the activity planning and strategic management.

The following are the four main risk assessments for Statistics Norway:

- one linked to the main goal of maintaining at least the same quality of the statistics production and dissemination as the previous year,
- one for the census to be conducted in 2011, but for which the planning has started,
- one for the financial administration and
- one for the FOSS project (improvement and standardisation of the statistics production).

In order to maintain the confidence in Statistics Norway, it is important to succeed in these areas.

2.1. Statistics production

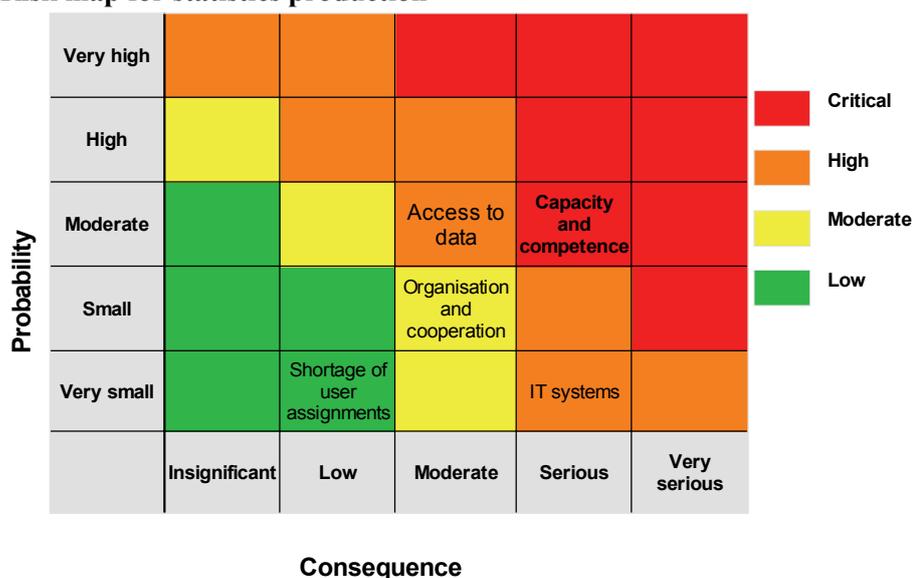
Objective To maintain ongoing production and dissemination of statistics with a quality that is at least equal to the current level.

- Critical success factors*
- Human resources: sufficient capacity and expertise
 - Functioning IT systems
 - Effective organisation/routines
 - Constructive cooperation
 - Sufficient financial resources

- Risks**
- Insufficient capacity in necessary expertise
 - Failure of IT systems
 - Lack of access to data, from registers or due to low response rate in surveys
 - Inexpedient organisation
 - Poor cooperation
 - Shortage of user-financed assignments

Assessment This was also assessed in the Activity plan for 2007, when capacity and expertise were considered to be critical, and IT systems and data access to be high. There is no change in the grading of risks from 2007, and these areas still require a great deal of attention. New initiatives that have been and will be implemented are detailed below. Reference is also made to the Activity plan for 2007.

Risk map for statistics production



Initiatives Follow-up of the new human resource strategy, including recruitment initiatives in universities and university colleges, and training new employees. Projects to produce statistics in a more uniform manner, which will also make Statistics Norway less vulnerable with regard to human resources, are being planned (see the reference to the FOSS project). Human resources and exploiting shared resources between the Nordic statistics agencies were both discussed at the Nordic chief statisticians' meeting in June 2007.

2.2. Census 2011

Objective Combine and present data for the next census that satisfies national and international requirements. The census shall be solely based on register data.

- Critical success factors**
1. Sufficient good-quality dwelling addresses, i.e. unique addresses of a sufficient quantity.
 2. Sufficient good-quality housing data
 3. Sufficient good-quality employment data

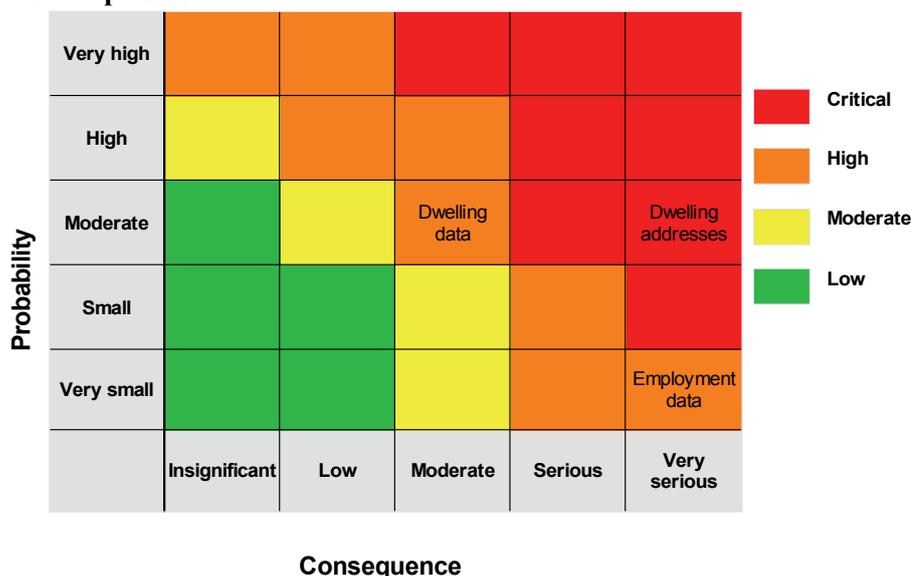
- Risks**
1. Insufficient quality of dwelling addresses
 2. Insufficient quality of housing data
 3. Insufficient quality of employment data

Assessment 1. *Quality of dwelling addresses.* Dwelling addresses are the key to enabling links between population registers and conducting a register-based census. A great deal of effort has been put into establishing unique dwelling addresses for everyone resident in Norway. Many areas have achieved this successfully, but

major shortcomings were evident, particularly in the cities such as Oslo and Bergen. In order to achieve the required quality of addresses, the project is dependent on external resources, particularly the Tax Directorate, local population registers, the Norwegian Mapping and Cadastre Authority, the local authorities and major housing owners. The probability of the quality of the addresses being insufficient is considered to be moderate. The consequences for the project can be extremely serious since it is impossible to base the census solely on registers. The risk is classified as critical.

2. *Quality of housing data.* The quality of housing data depends on the quality of the Ground Property, Address and Building Register (GAB) and the updating of this register. One weakness is that certain changes in housing data are seldom reported, e.g. changes in the number of rooms in a dwelling. Some housing data are not available, e.g. whether the dwelling has a mains water supply, but this is mainly of interest in international reporting. It also seems that there may be problems in obtaining data on heating systems. The quality of housing variables that require details of residents will depend on the quality of dwelling addresses. Overall, the probability of the quality of housing data being insufficient in relation to international requirements is moderate. The consequences are regarded as moderate, as it will be possible to improve the quality by estimating figures based on supplementary data. This is classified as a high risk.
3. *Employment data.* The central data source for employment data, NAV's Employer/employee register, is included in an assessment of integration with the tax authority's new register for salaries, tax and employers' national insurance contributions. A consultancy report was submitted to the Ministry of Trade and Industry at the end of 2007. The report appears to be positive to the integration, but has primarily considered data flows and not the detailed content in the data flows to any great extent. This has created some uncertainty, partly concerning whether crucial properties of the Employer/employee register will be continued, and partly in relation to whether the quality will be poorer during the period of alteration. Changes may take place around the same time as the census. On the other hand, integration and a stronger link to reporting to the tax authorities could contribute to a general improvement in the quality, and particularly in relation to deadline reports being met. The consequences are considered to be extremely serious, but based on the importance of the register, particularly for NAV and Statistics Norway, the probability is for the time being regarded as very small. This is classified as a high risk.

Risk map for Census 2011



- Initiatives*
1. Quality of dwelling addresses
 - a. The Ministry of Finance attends meetings in order to help influence forces outside Statistics Norway.
 - b. The Dwelling address project is followed up on an ongoing basis.
 - c. Separate initiatives are being implemented in order to increase the degree of coverage of dwelling addresses in Oslo and Bergen in 2008.
 - d. Work is underway for the use of dwelling numbers on change of address notices to be made mandatory in all municipalities.
 - e. The usefulness of dwelling numbers is being highlighted, e.g. to make it easier for fire engines and ambulances to find the right house.
 - f. In some cases, not having a unique address can have consequences for the residents, e.g. not being able to get telephone or broadband connections.
 - g. An internal project has been initiated in Statistics Norway for the integration of housing data and household data.
 2. Quality of housing data
 - a. The project and the responsible divisions in Statistics Norway follow up the Norwegian Mapping and Cadastre Authority, which in turn follows up the local authorities. The Mapping and Cadastre Authority has so far not had sufficient resources to follow up Statistics Norway's feedback on quality, but has indicated that this will be improved with the introduction of the Matrikkelen.
 - b. Some data that are difficult to collect can be estimated using data from sources other than registers, thus enabling international obligations to be met.
 - c. Most of the dwelling variables that cannot currently be created, require details of the residents in the dwelling. The quality here will depend on the quality of the dwelling addresses.
 3. Employment data
 - a. The division responsible in Statistics Norway closely follows up the further processing of the issue.
 - b. Statistics Norway is clear in its requirements when/if the issue goes to consultations.
 - c. The division responsible in Statistics Norway must plan back-up solutions if the proposal is implemented and there is a risk of a reduction in quality during a transition period.

2.3. Financial management

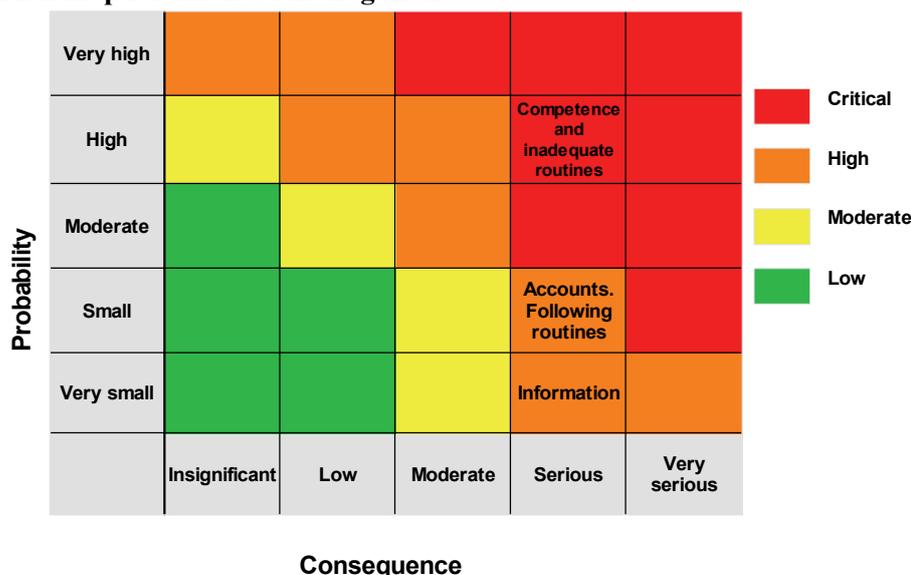
Objective Reliable and transparent financial management.

- Critical success factors*
- Effective organisation of the division
 - Financial management routines that are followed throughout Statistics Norway
 - Effective routines for following up the departments
 - High level of expertise among finance personnel
 - Sufficient staffing levels at all times for all tasks
 - The right information at the right time
 - New finance system

- Risks*
- Insufficient expertise
 - Insufficient staffing levels
 - Incorrect or incomplete accounts
 - Tasks are not carried out properly or not at all due to inadequate routines
 - Reporting deadlines are not met
 - Routines for financial management are not followed in the organisation
 - Tasks are not carried out properly due to a lack of information

- Assessment**
- The probability of insufficient expertise and staffing levels within budgeting and accounts is high. The consequences are serious and can lead to invoices not being paid on time, errors in the accounts, problems related to reconciliation and the closing of accounts. The risk is critical.
 - The probability of incorrect or incomplete accounts is slight. The consequences are serious and the risk is high.
 - The probability of inadequate routines is slight. The consequences are serious and the risk is high.
 - The probability of financial management routines not being followed in Statistics Norway is slight. The consequences are serious and the risk is high.
 - The probability of tasks not being carried out properly due to a lack of information is very slight. This applies to the financial reporting for example. The consequences are serious as incorrect decisions could be made based on information that is inaccurate. The risk is high.
- Initiatives**
- A new finance system, Agresso, was implemented on 1 January 2008. This has meant the end of some tasks and given rise to a reallocation of resources.
 - Up-to-date routines have been compiled for the financial management, and are being implemented.
 - Overviews have been drawn up of the distribution of tasks, which indicate any shortages of expertise and/or back-up capacity.
 - A new finance manager has been appointed.

Risk map for financial management



2.4. FOSS (improvement and standardisation of the statistics production)

Objective To improve the quality and efficiency in the statistics production by increasing the level of standardisation. Standardisation is also aimed at reducing the risk in the statistics production.

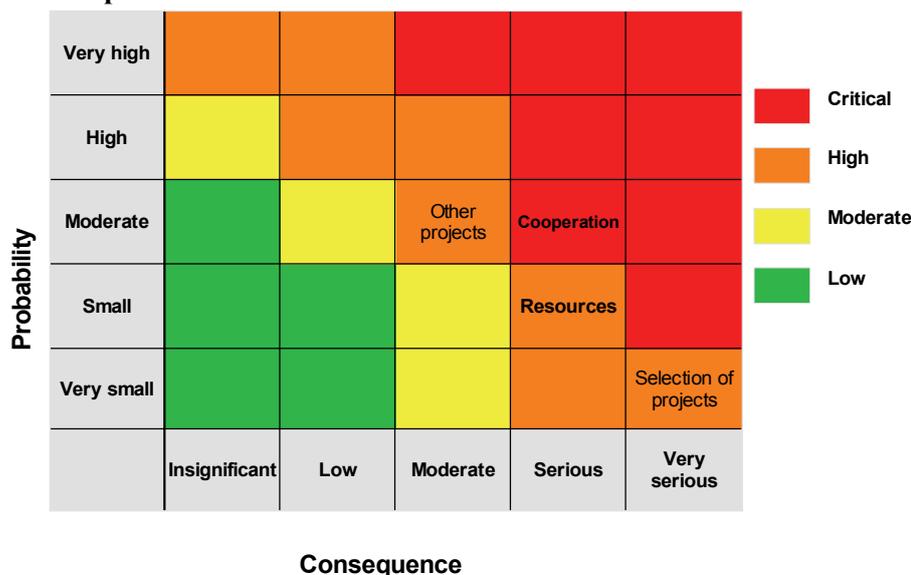
- Critical success factors**
4. Human resources: sufficient capacity and expertise
 5. A common understanding of what FOSS is and what it entails
 6. Agreement on what projects are the right ones to start with (in FOSS)
 7. Preventing the start-up of projects that complicate standardisation (outside FOSS)
 8. Effective organisation/routines
 9. Solid management foundation
 10. Effective collaboration
 11. Sufficient financial resources

- Risks*
- Lack of capacity in the expertise needed
 - Lack of financial resources
 - Disagreement on the prioritisation of the standardisation work
 - Start-up of projects outside FOSS that reduces the resources used in the standardisation work
 - Inexpedient organisation and unclear lines of authority
 - Poor collaboration conditions
 - Resistance within the organisation

Assess and prioritise the risks It is practical to assess the access to human and financial resources together. This also applies to the organisation and collaboration.

- *Resources.* FOSS is a prioritised project in Statistics Norway. The Department of management support has the necessary coordination capacity and there will probably be no difficulty in providing the project and sub-projects with sufficient expertise. Coordination and many of the sub-projects have their own financing, but around NOK 5 million has also been set aside to support FOSS in 2008. The probability of a reduction in expertise and access to resources is regarded as slight, but the consequences of shortages here can be serious. This area is classified as a high risk.
- *Organisation and collaboration.* Organising such a major multi-disciplinary project is a challenge, as is ensuring everyone's participation and having clear lines of authority. The introduction of standardised solutions will spell the end of special solutions for some users, which in some cases can result in objections from within the organisation to the changes being made. In autumn 2007, extensive information work was carried out, with discussions particularly in seminars about FOSS but also in many of the departments and divisions' own planning meetings. The probability of insufficient organisation and collaboration in the project is, however, regarded as moderate, and the consequences of failure in these areas are serious. This is classified as a critical risk.
- *Right choice of projects in FOSS.* The probability of disagreement on what projects to include in FOSS is considered as very slight, but the consequences are regarded as very serious. This is classified as a high risk.
- *Projects outside FOSS.* Other development projects that complicate the standardisation work may need to be initiated, partly due to conditions outside Statistics Norway that affect the statistics. The probability of such projects being initiated is considered to be moderate. The consequences are also regarded as moderate, which means that the risk is high.

Risk map for FOSS



- Initiatives*
- Continue the information work and discussions in all relevant parts of Statistics Norway
 - Information on the intranet
 - Organisation that ensures everyone’s participation: multi-disciplinary coordination group (FOSS as the main project), the Director Meeting (DM) or DM commission (the FOSS commission), such as the steering group, and adherence to the project handbook
 - Develop the project step-by-step (don’t do everything at once)
 - New resources provided as needed – not everything is distributed at once
 - Make a thorough assessment of the projects in Statistics Norway
 - Undertake a detailed review of the Activity plan for 2008 both with regard to relevant FOSS activities and projects that can constitute a risk to the standardisation work.

3. Priorities

3.1. Statistics portray society

The statistics shall be highly relevant, and the ongoing statistics production shall be carried out with

- maintained or improved timeliness
- at least the same level of punctuality as before
- the response rates remaining at the same level as before
- a high level of productivity

Census 2011 Improved coverage of dwelling numbers in multi-dwellings is a prerequisite for a successful census in 2011. The main challenge is to achieve satisfactory coverage in the cities of Oslo and Bergen. Statistics Norway received a separate allocation for this purpose in the revised state budget in 2007. When this work is completed in 2008, it will then be possible to conduct a census based on register data. The exception to this is data on highest education, which is not available for immigrants that arrived in Norway after the last survey in 1999.

The detailed review of the population and housing census identifiers based on international recommendations is continuing in 2008. A plan will be drawn up that

covers the period up to the census is conducted. The plan will specify the priorities of various quality improvement initiatives, and will include resource proposals and an overview of other necessary activities.

- Health statistics* In 2008, priority has been given to the efforts to establish official statistics on health personnel based on register data as a replacement for the form-based collecting. Controlling the quality of the statistics is an important task. Other important tasks in 2008 include continuing the collaboration with the Ministry of Health and Care Services and SINTEF Health Research for coordinated statistics on the specialist health service, and planning new statistics on accidents at work and occupational illnesses, which will include a new EU decree in the area.
- Consumer survey* Despite the large amount of resources used, the response rates in the Survey of consumer expenditure are low compared with other surveys. The survey will be evaluated in 2008, and the outcome will be presented in spring 2008. Initiatives are planned that are aimed at improving the management of interviewers and interview work and providing a more effective follow-up.
- Education statistics* Statistics Norway currently has statistics on pupils, students, exams and applicants at various levels and in various subjects, throughput, the population's education level and activities within adult education. In recent years, statistics have been produced that throw light on how resources such as money and personnel are used within the education system. Improving statistics on the economy of private educational institutions will be given priority within the education statistics in 2008.
- Labour market statistics* Employment data from registers can to an increasing extent replace form-based data in both structure and short-term statistics. This also applies to KOSTRA and StatRes. Initiating the use of register figures for statistics on employment within the specialist health service is a high priority in 2008. Using register data reduces the information requirement and enables better comparability between statistics and units, as well as providing the capability for links to data on salary totals. This further enables more details to be provided on those in employment (e.g. education and age). However, the requirements for details and alternative classifications entail more extensive controls and processing.
- In addition to the Labour force survey, an additional survey is planned for 2008 on the immigrants' adaptation to the labour market. This also entails developing methods to compensate for the high and skewed exclusion of this group in the Labour force survey. While the Labour force survey only covers resident immigrants, attempts will be made to improve the register statistics that cover persons on short-term stays. The self-employed will be included, and the potential for generating quarterly figures will be tested. The quality, which is a problem for statistics on this group of immigrants, will be analysed with micro-controls against the Norwegian Directorate of Immigration's register of work permits. Attempts will be made to improve the quality through contact with relevant register owners in connection with changes to regulations and administrative routines.
- Income statistics* The efforts to develop an all-encompassing register base for different types of households are an ongoing process aimed at ensuring good-quality data for current income statistics, analyses, models and Census 2011 (see above).
- The estimated value of a dwelling has a bearing on the household's income and wealth that are used in living condition analyses and income distribution studies. The tax value is used in Norway, which leads to an underestimation of the total housing stock and errors in the distribution analyses, since the ratio between tax value and market value is negative and varies considerably. Consequently, the new Luxembourg Wealth Study database, which Statistics Norway is co-financing, has indicated that figures for Norwegian households' net wealth cannot be used. In

2007, Statistics Norway tested out the potential for improving the value estimates by linking the tax value from tax returns to actual prices achieved in the sales statistics for dwellings. The work is demanding and has not resulted in any breakthrough, but will nevertheless be continued in 2008.

Work has been initiated to link data from the national insurance and pension funds for the public sector in order to create a basis for statistics and analyses of the effects of the pension system. There is a corresponding user need for the private sector but there is no suitable data basis for this at the moment. One potential source is a paid-up policy register managed by the authorities.

A new and extended data basis for LOTTE was established from the income statistics for 2005. This work will be evaluated and further developed in 2008.

Salary statistics

A key objective is to ensure that the current level of timeliness and quality in the salary statistics continues. In order to achieve this, the focus and collaboration on data collection via AltInn must be continued. 2008 will also be characterised by new and extended salary statistics reports in accordance with Eurostat decrees, including the planning of a new labour force cost survey in 2008.

National accounts

A key aim of the national accounts for the coming years is to introduce a new industry standard (NACE rev. 2). The work in 2008 will concentrate on the planning and adapting of the new standard in the national accounts system. The work of adapting figures according to the new standard will begin in the second half of 2009. Simultaneous to this, methods need to be devised in order to create consistent time series. In accordance with Eurostat's plans, the publishing of figures according to the new industry standard will begin in September 2011. The new industry standard will be followed up with a review of figures.

Another area of priority is the quality of the national accounts figures. Compared with many other countries, the Norwegian national accounts are subjected to a relatively high number of reviews from preliminary to final figures. The reviews are carried out with a view to considering initiatives to improve the quality of the figures that are used as input in the national accounts and the adaption of the figures that is carried out in the national accounts. The short-term statistics and the structure statistics are vital to the quality of both the quarterly and annual national accounts. It is therefore important to improve the quality description and strengthen the data review. Additionally, focus will be placed on using both the short-term and structure statistics more effectively and improving the flow of information. This will be given special priority in 2008.

The national accounts are continuing the efforts to introduce Eurostat's recommended methods for deflation. New methods have been introduced for general government, whereby direct output methods are used in order to determine the volume of health, care and education services and collective services are deflated with quality-adjusted cost price indices. With regard to private services, the new service price indices will be applied as they are completed (see the section on prices below).

The national accounts are continuing to develop and manage satellite accounts. Satellites have been established for the following areas: environmental accounts, health accounts and tourism. Consideration is also being given to establishing satellites for education and voluntary organisations. Further efforts will be made to improve the national accounts' figures for the public administration and services by using results from the StatRes project. The national accounts will also provide a framework for cross presentations of general government in StatRes.

A weakness of the Norwegian national accounts is that the *financial accounts* – i.e. the part of the *institutional sector accounts* that shows the sectors' financial

balances, financial transactions and revaluations – has never been fully developed or integrated with the current national accounts. More expertise in the field, including on the basis of the transfer of the statistics department in Norges Bank at the start of 2007, provides good opportunities for developing the Norwegian national accounts into a more uniform system. This will partly be carried out by using and developing various forms of securities statistics. One of the goals in 2008 is to establish systems for using the data from the Norwegian Registry of Securities in the balance of payments. Fully integrated and consistent financial accounts are planned in Norway, with completion within the next 2-3 years.

Accounting statistics for enterprises

The work relating to the new accounting legislation and adaptation to international standards (IFRS) continues for non-financial enterprises. Preparations are being made for extensive freedom to choose how the accounts are submitted, and entail giving priority to collaborating on accounts information.

Financial enterprises will also have the opportunity to use international accounting standards (IFRS) in their company accounts within the next few years. The legislation on the financial market will also be updated. This means that the reporting routines for insurance companies, pension enterprises, banks and other credit institutions must be reorganised. Efforts to establish new reporting routines and database solutions for pension funds and insurance companies were initiated in 2007. As from autumn 2008, preparations for a new technical solution will also be started for account reporting for banks and finance enterprises.

Foreign trade

Major changes have been made in this area, including through the UT project. The challenges connected to population delimitations for the non-financial sector are still immense, but the situation will improve as the quality improves in the Shareholder register and Currency register.

Since business and industry is organised across country borders, there is a need to map multi-national companies' behaviour and adaptations. New EU requirements (FATS, FDI) and changes in administrative data sources entail extensive development in order to cover the data needs connected to foreign-controlled enterprises' business in Norway and Norwegian-controlled enterprises abroad. It became apparent in summer 2007 that the efforts to integrate Statistics Norway's need for data for outgoing FDI and FATS in the Tax Directorate's new internal pricing form (which will replace the international reporting from 2007) were not successful. A project was therefore initiated in August/September for an alternative data collection of outgoing FDI and FATS, which is based on all data being collected by Statistics Norway from the statistics year 2007.

Prices and price indices

The focus on price statistics covers a number of key areas – the consumer price index, manufacturer prices for goods and services etc. With regard to the national accounts, price indices are needed for fixed price calculations. Coordination is still important and the Price project is therefore being continued. In order to keep up with the development in international trade, the work related to price indices for export and import has been given priority. Priority has also been given to research and development in a number of focus areas. Efforts to introduce a new industry standard will also affect industry-based price statistics.

An application (ISEE) is being developed for producing indices among other things. It has been adapted for standard forms connected to validation and error control, editing, aggregation and estimating uncertainty. The application shall in the long term act as a key tool for index work.

Extensive work is being undertaken to develop new producer price statistics for *services*. By the start of 2008, eight price indices had been published and this work is being continued in a number of other areas.

Plans have been made to publish three new price indices in 2008: storage, business consultancy and accounts, audit and tax consultancy.

An increasing emphasis will be placed on mapping markets/industries, including contact with trade organisations and large enterprises. An in-depth insight into the markets and enterprises' price models is crucial to the formulation of effective data collection and choice of statistical methods in measuring prices.

The *consumer price index* is a comprehensive and complex system of price surveys. The index is based on a number of sources, e.g. bar code data from the large grocery chains, register data on cars, pharmacy goods and alcoholic goods from the state-owned liquor stores. Data collections from around 2 000 establishments and data on rent from 2 000 tenants each month are also included. Kindergarten tariffs and tariffs for home help services are obtained by means of KOSTRA. A number of sub-surveys will also be conducted, which among other things will map prices of air travel, power supplies to households, use of public transport etc.

ISEE has not yet been applied to data from the consumer price index. The application that is currently used to control, audit and calculate the consumer price index is a streamlined production system with modules that handle data from many different sources and in various formats. In 2008, the use of ISEE will be considered for some of the smaller sub-surveys that are included in the consumer price index. The coordination will be considered as a part of the FOSS project.

The projects aimed at improving selected service areas in the consumer price index will be continued in 2008. A new data collection method was introduced in 2007 and improvements were made to the calculation method for air travel. Efforts to clarify possible improvements in the calculation of the dwelling component will continue in 2008.

As from 2008, the consumer price index and the producer price index will be organised in the same division. The aim is to harmonise the methods where it would be expedient to do so, giving priority to areas that are crucial to the national accounts.

The crucial quality control efforts will be continued. Some areas that are characterised by a continual fall in prices over many years, e.g. technology products, will be given priority in 2008.

Statistics for the public sector

KOSTRA has existed in its present form since 1999, with major developments taking place with regard to both content and technology in subsequent years. Publication has also been extended extensively. Consideration will be given to whether a full or part review should be carried out of the technological and content solutions in 2008.

StatRes is a system for developing and disseminating statistics on public sector activity. The project is carried out in collaboration with the Ministry of Government Administration and Reform, which also finances parts of the work. The system was launched and published for the first time in autumn 2007. During the launch, statistics and indicators for the public administration as a whole and for the pilot areas of specialist health services, child welfare and universities and university colleges were included. *StatRes* has been continued as a project in 2008, although parts will gradually be phased over to current statistics.

Statistics and indicators for the pilot areas will be further developed in 2008, and new areas will also be phased in. Relevant sectors include law and order and communication.

Statistics and indicators in StatRes are mainly based on data from different sources, both internally and externally, and thus also to a certain degree different production systems. Efforts to develop a uniform IT/production system for StatRes will be initiated in 2008. Consideration will be given to coordinating the content and technological solutions in KOSTRA.

Coordinating the structure statistics

A comparative overview of the production plans in the structure statistics is being devised, and will form the basis of coordination initiatives in 2008 aimed at increasing efficiency. The manufacturing statistics will be developed in 2008 by initiating the collection of raw material input distributed by goods. The scope will be expanded over a few years until the entire manufacturing industry is covered. The change in organisation on 1 January 2008 will improve the coordination linked to preparing and disseminating all manufacturing statistics, and the users will have a more user-friendly overview of all manufacturing statistics through a subject page for the area as from 2008.

Service statistics

It is crucial that all the work on the new service price indices is completed in order to satisfy the requirements of the handbook for price and volume targets and the short-term decree. In addition to the focus on price statistics, product distribution surveys will also be conducted in 2008 within retailing and business services. The introduction of a new industry standard includes requirements for calculating volumes for petrol stations. Plans have also been made to make the product statistics more detailed for this industry, by including figures for biofuel for example.

Statistics on R&D and innovations

With regard to the government's notice on innovation in spring 2008, it was important to obtain the most up-to-date data material on the innovation activity in industry. The publishing of the R&D and innovation survey for 2006, for which all results will be available in the first quarter of 2008, will also include a separate analysis of innovation by region (commissioned by the Ministry of Local Government and Regional Development).

The work on satellite accounts for R&D is being continued in 2008. Participation in international methods and statistics work will continue until next year, and a major Nordic project will be concluded.

Developing the transport and communication statistics

The efforts to make the transport and communication statistics all-encompassing will be given a high priority in 2008. The users of the statistics have given strong indications that the statistics have shortcomings in several areas.

A new survey will be conducted of *small goods vehicles*, which in particular will also throw light on transport in the towns. A new statistics system will also be devised for calculating *vehicle kilometres* based on electronic data from periodic vehicle controls. This will improve the basis of calculation for emissions to air.

Work is planned to start in 2008 on a major *flow of goods survey* for both land-based transport and sea transport. Efforts will also be made to improve the statistical basis for passenger transport and the transport of goods within air transport and for domestic car ferries.

The initiative to establish the new *public transport statistics* in accordance with central user requirements will be completed, with the emphasis on publishing regional figures (urban areas) and establishing a robust and effective collection and production system.

All goods and passenger transport are aggregated and presented in the *Domestic transport services* statistics system. This is the most used source of statistics in reports by the authorities (e.g. the national transport plan). The calculations in

some areas are inaccurate, mainly as a result of weaknesses in the primary statistics. Key projects will be carried out in 2008 to improve this.

Primary industry statistics According to the EEA agreement, Norway has a duty to comply with the EU provisions in the structure statistics for *agriculture*. Eurostat's proposal for future structure surveys includes a full census in 2010, supplemented by a sample-based survey of environment-related conditions in 2011. In Norway, a large part of the necessary data can be obtained from administrative registers, while the remainder must be collected from questionnaires. A minimum of one man-year will be set aside for further preparations in 2008, but efforts will be intensified considerably in 2009.

Environment and energy Statistics with a particular relevance to the climate problems will be given a high priority in 2008, with the statistics on emissions to air forming a key part of this. The emission calculations are based on data from a range of statistics in Statistics Norway. In line with the recommendations from the UN evaluation in 2007, work related to quality control and documentation will be stepped up. The database solution for preparing energy data will be improved. Transport emissions are generating a great deal of interest and the improvements to the transport statistics will also be used in the emission calculations. The link to financial statistics through the NAMEA accounts shows the correlation between added value and emission in the individual industries, and forms a basis for initiatives in the different sectors. The emission calculations and energy data will be further adapted for research and analysis. The international collaboration is important, and will be given a high priority.

The waste statistics are important for the climate calculations. This consideration will be given priority together with the increased focus on the statistics on hazardous waste.

The strengthening of the energy statistics by establishing a separate division will be visible through a number of initiatives and work in new projects, including a wider focus on the Oslo group's work (ref. section 3.4). It is particularly important to ensure consistency between the energy statistics, environmental statistics and national accounts. In the system that shows access to and consumption of energy, there is a need to strengthen the statistics basis for the consumption aspect.

A new survey on energy consumption in the service industries/buildings is planned. The project will also provide data on energy consumption in public sector activities, as a follow-up to the StatRes pilot on energy.

Statistics for Svalbard In connection with the range of application for the statistics legislation being extended to include Svalbard from 1 January 2007, there is a need to strengthen the statistics basis for the area. NOK 2.5 million has been earmarked to develop statistics for Svalbard.

3.2. Research of high quality

Tax analyses The tax models have been updated with an expanded data basis, and must be usable by central government. Service to users shall be maintained. An operative version of tax models with behaviour effects on job offers is to be completed. The development of a LOTTE AS model for estimates of proceeds from business taxation is well underway.

Public finances Analyses of public welfare systems shall continue in 2008. Focus will be on the demographic conditions' significance for the effect of policy changes and in particular how changes in immigration affect the sustainability in the welfare systems. A study shall be made of the interaction between welfare schemes and personal taxes for changes in job offers and income distribution.

<i>Macro-economic models and analyses</i>	The macro models have been updated and the service to users will continue. The analyses of economic trends and the effect of national and international events on the Norwegian economy will be analysed using the models. The model development will partly focus on analyses of households' adaptation and partly on how changes in R&D affect the economy.
<i>Micro-econometric analyses</i>	Econometric studies based on Statistics Norway's microdata will continue in 2008. Focus will be on analyses in connection with StatRes, price indices (including housing prices), and the economic effects of ICT and education. Analyses of finance-related education problems will continue.
<i>Resource and environmental economics</i>	Studies of households' adaptation of energy consumption both in the short and long term will continue to be given priority. A study will also be carried out of the quota market for CO ₂ emissions in Norway and the EU, with the main focus on how allocation rules affect the quota market and the relationship between the quota market and the power market. Routines for links between environmental conditions and the macro models will be updated and quality assured.
<i>Analyses of demographic trends</i>	Priority will be given to developing expertise and analyses of mortality trends in 2008. A stronger focus on mortality research is crucial to population projections and for Statistics Norway's role as a supplier of statistics and analyses in connection with the pension reform. A new population projection will be published in May 2008.
<i>Living conditions research</i>	Analyses of the family and household structure, family relations and the relationship between family and working life will continue. Both survey and register data will be used. The first results from the Life cycle, generation and gender survey (LOGG) will be published. Analyses of living conditions among immigrants will be continued using various data sources.
<i>Statistical methods</i>	A large part of the research activity in 2008 will be in the form of collaboration projects in the EU's 7 th framework programme. The research activity also concentrates on studies of imputation methods, detailed statistics, prediction-based estimates and variance estimates.
<i>Analysis of effects of ICT</i>	In 2007, Statistics Norway took part in a project initiated by Eurostat that linked financial data on industry to information on ICT use in order to measure any effects of using ICT on productivity, profitability and employment growth. Since then, the Ministry of Government Administration and Reform has invited Statistics Norway to develop a system for measuring the effects of ICT. To this end, Statistics Norway will initiate a project in 2008 that will use existing data for analysis and model development.

3.3. Satisfied users and motivated respondents

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The following points will be clarified in the first half of 2008:

- Define the principles for organisation, navigation, searches and naming
- Devise templates, flowcharts and page templates for the main areas of the service
- Create a subject map, structure and meta information that describes Statistics Norway's publishing activity
- Devise a profile handbook, guidelines for the graphic design of electronic media.

The work will be intensified in 2008, and the launch is planned for 2009.

Microdata services for research

The demand for microdata for use in research is increasing. This applies to both linked microdata from administrative registers and individual data from our interview surveys. Anonymised survey data are mainly distributed to students and

research workers via the Norwegian Social Science Data Services (NSD). In recent years, there has also been an increase in requests for access to de-identified microdata from registers for research purposes. Such data can be supplied by Statistics Norway in accordance with stringent rules aimed at safeguarding confidentiality. One condition is that the individual register owner needs to approve any supply of data to the individual project. Another is that the data shall be deleted when the project is concluded, which prevents reuse of adapted data and control of research results. Many of the requests from research environments also require a great deal of work to clarify the order and adapt the data. All of these factors combined mean that microdata deliveries can be time-consuming. The aim of the project is to continue the work already carried out in developing a suitable infrastructure for microdata services in Statistics Norway.

One of the aims of the work in 2008 is to change the conditions for supplying microdata that prevent the necessary flexibility, and to establish extraction files – a data warehouse – where individual data are adapted for speedy extraction. The technical solutions should be standardised across different statistics areas, in line with FOSS guidelines. Statistics Norway will initially use resources within existing frameworks. Subsequently, it will also be appropriate to apply to the Research Council of Norway for additional support to develop the service.

*Digitalisation of Statistics
Norway's publications*

Statistics Norway has initiated efforts to digitalise its approximate 15 000 publications into an electronically retrievable format. The project will take a number of years and will be concluded well before Statistics Norway's anniversary year (2014). The main part of the digitalisation will take place from 2009 to 2012.

The main objectives for 2008 are to:

- Digitalise approx. 1 000 publications
- Establish a registration system and detailed production plan
- Clarify the division of labour and work processes internally
- Decide on external sub-suppliers
- Establish a close collaboration with the National Library and other relevant institutions.

*Data collection and
response burden*

The main objectives in data collection are to:

- Reduce the response burden
- Organise the collection methods according to the respondents' needs
- Motivate the respondents by highlighting the purpose of the statistics and the benefits of contributing to the data collection
- Strengthen the efforts aimed at optimum use of information that is already available
- Further develop an effective response and guidance service

The goal of having all new surveys user tested will be achieved in 2008. The "Quality indicators for data collection" project will be continued and extended to include several surveys. In this connection, the control information on the data collection work will be compiled and made more readily accessible, including for the respondents.

Initiatives to improve the coordination of samples for industry will be tested and implemented, including the rolling out of participation, the assessment of cut-off limits and a review of sample sizes.

The organisation of the response service in the *Division for data processing*, including the work processes and not least the flow of information between respondents and the response service will be improved in 2008.

The System for interview surveys (SIV) will be implemented in 2008. In conjunction with this, and in relation to any review of KOSTRA and the

procurements in the new AltInn II, the number of form tools in Statistics Norway will also be coordinated/reduced.

New, alternative or supplementary data sources for the statistics production are considered on an ongoing basis. Specialist systems in different sectors are considered in collaboration with the statistics divisions with a view to retrieving information directly via AltInn. In the transport sector, the efforts to use *electronic data from the commercial vehicle industry* will continue. With regard to public transport, Statistics Norway will follow the development of *electronic ticketing systems* with a view to automated data reporting. Statistics Norway will also closely follow how new technologies are used in the different sectors, such as tracking technology (RFID), data from tolls (AUTOPASS) etc. This work also entails the follow-up of the general access to information from the Internet.

3.4. Cooperation to improve statistics

National collaboration

Collaboration with register owners

The register forum in Norway was established in 2004. Participants are the senior executives in the major register services. The forum is aimed at discussing issues of a fundamental and strategic significance. Statistics Norway regards the forum as crucial to ensuring register interaction and optimising the conditions for reuse of data, and will initiate the reactivation of the forum in 2008.

Statistics Norway works actively with several other government departments to increase the efficiency and coordinate the reporting to the public authorities.

There is an active collaboration between the associated registers in the Central Coordinating Register for Legal Entities. A more practical division of labour was defined in 2007 between the Brønnøysund registers, NAV, the Employer/employee register and Statistics Norway, linked to control responsibility for occupations, unit handling for small enterprises in the private sector and the quality assurance of the structure and distribution of employees in small multi-establishment enterprises. The proposals will be implemented in 2008, and entail Statistics Norway being able to place more emphasis on macro-oriented quality work and less on dealing with individual units. Possibilities were also defined for involving the Tax Directorate in the efforts aimed at quality assuring the industry codes.

Collaboration on official statistics

The Statistics Council aims to help improve quality by coordinating Norwegian official statistics. The number of members will increase from 18 to 24 in 2008. With regard to the institutions that are the partners in the European statistics collaboration, a mapping process will be carried out in relation to the European guidelines on statistics (Code of practice). Reference is also made to section 3.5.

Electronic integration

Statistics Norway shall actively participate in the development of AltInn II. Internal organisation, responsibilities and roles in the work entailed in AltInn and Idun will be clarified. Both Statistics Norway's IT and statistics activity will take a more active role in AltInn's specialist system collections and in direct contact with key suppliers.

Statistics Norway's participation in the e-administration collaboration will be strengthened. More extensive and clearer requirements for integration internally in the administration are expected, and Statistics Norway will carry out further efforts to adapt its own data processing and IT architecture to the common requirements for the public sector. Statistics Norway particularly takes part in the work aimed at content standardisation and architecture design.

Statistics Norway also takes part in the projects in NHD and the Tax Directorate aimed at integrating and simplifying the reporting of salary and personnel details, which took off in 2007. A corresponding collaboration is also planned with the

Norwegian Post and Telecommunications Authority in relation to the data basis for ICT statistics reported via AltInn.

Collaboration on data for financial enterprises

The collaboration between the Financial Supervisory Authority of Norway, Norges Bank and Statistics Norway related to obtaining reports from financial enterprises dates back many years. This collaboration is still ongoing but the format changed after the responsibility for the database and for producing supervisory and accounts data for banks and financial enterprises was transferred from Norges Bank to Statistics Norway in 2007. A corresponding integration is underway in relation to the data from insurance companies. Statistics Norway publishes official statistics on financial enterprises based on this data. The Financial Supervisory Authority of Norway obtains information linked to capital requirement rules for all types of financial institutions.

International collaboration

EEA collaboration

A new 5-year European statistics collaboration programme for 2008 to 2012 will produce guidelines for Norwegian statistics and mean increased costs in connection with implementing the new Protocol 30, the EEA agreement. Among other things, this will require participation in the programme to modernise the European industry and trade statistics (the MEETS programme) from 2008. As from 2008, Protocol 30 will also require Statistics Norway to ensure on an ongoing basis that four national experts are allocated to Eurostat.

The follow-up of the European guidelines on statistics (Code of Practice) will require some definitive measures as a result of the review of Statistics Norway (Peer Review) in June 2006 and the review of external statistics producers.

A number of existing EU legislative acts will still need follow-up, including with regard to short-term statistics. New legislative acts that will require input in 2008, particularly relate to:

- The European system for integrated statistics on social care
- Statistics on migration and international protection
- Statistics on structure and activity linked to enterprises with foreign ownership interests

Some legislative acts are also in the process of being adopted and may require input in 2008:

- Statistics on education and lifelong learning
- Changes in decrees on national accounts
- Statistics on public health, health and safety at the workplace (working environment)
- Quarterly statistics on vacant posts

Statistics Norway will continue to play an active role in human resource development at a European level, particularly with regard to holding and taking part in courses.

Other international collaboration

Efforts aimed at other international bodies such as the UN, OECD, IMF, ILO and at the Nordic level are being followed up with regard to data deliveries and meeting participation. Norway is responsible for coordinating the Nordic statistics collaboration in 2008.

Oslo group for energy statistics

The group was set up by the UN's statistics commission and its main task is to review the UN's energy statistics manuals. The need for consistency between energy statistics, national accounts, environmental statistics and energy planning are central to this work. Statistics Norway's international involvement in the Oslo group aims to help improve the quality of national statistics products. The manual reviews will be completed in 2010.

<i>International Comparison Program (ICP) - Friends of the Chair (FOC)</i>	The UN Statistics Commission has asked the director general of Statistics Norway to take responsibility for an evaluation of the international ICP survey (on buying power parities) conducted in 2005. The work is divided into two phases, with phase 1 concluding at the end of 2007 and phase 2 continuing into 2008.
International development collaboration <i>Institution-building and cooperation</i>	Efforts linked to institution-building and cooperation with sister organisations within statistics production and social planning will be continued. This applies to Norway's present cooperation with developing countries, particularly in Africa, and to an increasing extent in countries with transitional economies. The collaboration with these organisations and with international players includes methods and analyses in areas such as a uniform household survey system, poverty analyses, national accounts and macro models. Focus will be given to coordination between different players, including the Nordic countries, but also with other European countries and international organisations.
<i>Development commission</i>	In 2007, Statistics Norway was assigned to the secretariat of a government-appointed commission (<i>development commission</i>), which was set up to identify the aspects of Norwegian policies with the greatest practical and fundamental significance for combating poverty in developing countries. A final report with recommendations from the commission's work will be available in September 2008.

3.5. Quality in every process

Ongoing production	The main objectives for the ongoing statistics production are as follows: <ul style="list-style-type: none"> - High level of activity - Maintain or improve timeliness - At least the same level of punctuality as before - The response rates remaining the same as before
Follow-up of the EU's Code of Practice	Statistics Norway was evaluated in 2007 in relation to the EU's guidelines on statistics - Code of Practice (peer review). The evaluation resulted in a list of initiatives in the areas of quality and dissemination, which will be followed up.
FOSS	<p>Strategy 2007 states that Statistics Norway shall endeavour to make improvements in both the work processes and products. The statistics shall be based on the best methods available and subject to systematic quality controls in relation to processes and products. The IT strategy 2007 underpins this by outlining a target solution in which the IT systems form a uniform and integrated statistics system.</p> <p>In order to follow up the strategies, a general project has been established for the improvement and standardisation of the statistics production (FOSS). FOSS is made up of various projects within three main areas:</p> <ul style="list-style-type: none"> • Developing standardised work processes, methods and systems • Developing and executing systematic quality measurements and controls • Organisation and human resource development to underpin the above <p>The objective is improvements in quality and efficiency, and to reduce the risk in the statistics production. Increasing the standardisation will also entail improving documentation and simplifying training, as well as helping to facilitate the rotation of employees.</p> <p>The Department of management support coordinates FOSS. In order to support this work, a coordination group has been appointed, with participants from different departments. The coordination work includes the general planning and follow-up, adapting frameworks such as overviews of work processes, and reporting to the steering group, which is headed by the director general (the FOSS commission).</p>

The work related to FOSS is aimed at constructing a thorough analysis of work processes, taking into account comparability and cohesion (activity architecture/model).

Key standardisation projects grouped by production process are as follows:

- Planning and developing
 - Review of guidelines and handbooks
- Collecting data
 - Coordination of samples for industry (see 3.3)
 - System for interview surveys (see 3.3)
- Preparing and analysing data
 - Integrated system for editing and estimating (ISEE)
- Dissemination
 - Microdata for research workers (see 3.3)
- Infrastructure
 - Coordinated metadata systems

The ISEE project will be extended to include statistics from all departments in 2008 (e.g. indices and salary statistics). The emphasis is on documentation and how the data material in all statistics is scrutinised and analysed. Consideration shall also be given to whether ISEE should contain standardised applications for more processes aimed at processing data and analysis.

The meta databases in relation to the data collection shall be coordinated. A common entry to Statistics Norway's meta data systems will be developed. The evaluation in relation to the EU's guidelines indicated that meta data is one of the areas in which Statistics Norway has the potential to improve. On this basis, an extra effort will be made within the documentation work in 2008. All publishing variables shall be documented and quality assured in Vardok during 2008.

Statistics Norway's quality system will be developed as an integrated part of the work processes and the systems that support these, and contribute to a systematic and regular control of the statistics production.

The main tasks in this area are:

- Establishing quality indicators and measurements
- Self-assessment and mapping

The work carried out on statistical methods plays a central role in all quality work. Statistical method support and advice will to a large extent take place within the frameworks of FOSS. Plans have been made to publish a handbook on variance estimation and on statistical methods in the statistics production in general.

More detailed descriptions of the objectives and content in FOSS will be provided in project documents both for the project as a whole and for several of the sub-projects, in addition to the departmental activity plans.

Administration of statistical populations

Comparability studies of the three statistical basic populations will continue in 2008 in order to ensure the best possible basis for preparing official statistics. Comparability at micro level is given special focus in order to safeguard the quality in register-based statistics and to ensure that future censuses can be conducted without a separate data collection.

Efforts to enable registers to be used to obtain information on households by formal and actual address will continue in 2008. Sources to be used are the right of occupation register, Norway Post's address register, the Norwegian State Educational Loan Fund, NAV etc.

A needs assessment in relation to the inclusion of working conditions as a fourth population register will be given priority in 2008.

The efforts to receive and prepare digital property maps as part of the cadastral delivery also makes it natural to undertake a review of how map data in general can best be organised for the statistics production.

New industry standard The recoding work for all relevant units in Statistics Norway's Register of Business Enterprises will be completed on 1 January 2008. The new codes will be quality assured in 2008.

Plans of action will be drawn up for the individual statistics in accordance with a template suggested by the work group for introducing the new industry standard in Statistics Norway's statistics. Previously approved publishing plans in line with the new industry standard will be adhered to. Important elements include back calculations of time series, drawing samples, adapting the production routines and how the statistics should be presented (degree of detail, number of DC articles etc.). Follow-up of the plans of action will be undertaken in the line.

The distribution of responsibility for industries (Appendix B in *Statistics Norway's organisation and management. February 2008*), based on the new industry standard, has been reviewed and clarified with the affected divisions. However, the "old" areas of responsibility for the structure statistics for the statistics year 2007 can be followed, with the new areas of responsibility being adopted as from the production of the structure statistics for 2008.

Geographic information systems – GIS A GIS is a computer-based system for handling geographically reported data, maps of different scales and variants, as well as objects that can be located by means of map references (coordinates). Proper use of a GIS can underpin the main objectives of Statistics Norway's strategy, and strengthen the development of statistics in several key areas. In principle, Statistics Norway holds large volumes of data that are suitable for geographic analysis, good access to map data via the digital agreement in Norway, and some advanced user environments.

The GIS topic affects a number of units in Statistics Norway. The aim is therefore to devise an overall geodata plan for Statistics Norway. The best way to establish such a plan is by dividing GIS into sub-topics and organising the work in 2008 into a small number of individual projects. Important guidelines are as follows:

- Statistics Norway does not have a carefully considered administration routine for GIS data. It is natural for such an administration routine to be based on the other population administration being developed by Statistics Norway. New opportunities arise when introducing a new cadastre in which digital property maps are integrated with GAB data.
- There is potential for more extensive use of GIS directly in the statistics production and analysis. The delimiting of communities and calculating of population numbers in the communities play a key role but statistical descriptions of land types and land use are also important. Projects aimed at using GIS in this way in 2008 should be considered in conjunction with this so that we can develop and spread expertise and create a basis for a coordinated advancement in the use of GIS in the statistics production.
- The technological level linked to GIS in Statistics Norway is high in certain areas, but there is still a long way to go before Statistics Norway has totally adapted to international standards for the exchange and presentation of geographic data and metadata (Web Map Services, Web Feature Services, etc.). It will fall to the Department of IT and data collection to initiate a project linked to this.

A governing body for the GIS work will be established from within the Director Meeting.

IT infrastructure The monitoring solutions will gradually be developed in order to ensure that performance and uptime are in line with service level agreements. Another key task is to ensure that the solutions provide sufficient capacity at all times.

New work processes have now been established and documented, but extensive follow-up will be required in order to safeguard compliance.

The following deliveries of infrastructure solutions and services are planned for 2008:

- The “One data centre” project has been in a mapping phase in 2007. However, a project group has been set up to work actively with relocation. The relocation will be carried out gradually and in stages. New solutions will only normally be established in Kongsvinger. However, a major relocation operation should be expected over a long weekend.
- The rolling out of Windows XP to all remaining clients continues.
- Work aimed at more functional and secure solutions for using the Internet continue. Delivery is planned for 2008.
- Consideration is being given to establishing configuration management and an associated configuration database (equipment database).
- Robust solutions are still in focus. We have continued the focus on making the solutions gradually more tolerant of faults.
- Plans are being devised for the virtualisation of Statistics Norway’s infrastructure. Many of the servers will gradually be moved to a virtual environment. This is one of the stages of the “One data centre” project. Many small servers will be replaced in this way by fewer and more powerful servers. This will create more streamlined operating conditions.
- Efforts to replace the Unix production environment with Linux continue. However, some of the software suppliers’ product offers for our new environment will be delayed. The transition to Linux is not expected to be completed until 2009.

3.6. Administration and management

Financial management
New finance system

A new finance system (Agresso) was implemented in Statistics Norway on 1 January 2008 in collaboration with the Government Agency for Financial Management. The old finance system (Formula) will be in operation until the accounts for 2007 have been closed and approved by the Ministry of Finance and the Office of the Auditor General of Norway. All historical data will be stored in accordance with the finance regulations.

In connection with the introduction of a new finance system, some tasks will no longer be necessary and new work processes and routines will be put into practice. This will require a certain amount of reorganisation of tasks within the finance area.

The Department of administrative affairs will implement a new budget module in 2008. This will have consequences for the budget work in the departments.

One of the main objectives in 2008 is to implement the Agresso finance system in Statistics Norway.

Standardised work processes, methods and routines

New and updated work processes and routines for financial management and accounting were completed in 2007 and implemented in 2008. Controls will be undertaken in order to ensure that routines are being adhered to. Deviations will be reported throughout the year. The necessary human resource development will be

carried out as needed, and improvements will be made on an ongoing basis. The implementation of standardised work processes and effective financial management includes the evaluation of a centralised finance consultant function in 2008.

The aim is to standardise work processes and routines in the finance administration throughout Statistics Norway.

*Planning system – follow-up
of review project*

The system owner responsibility for the planning system was transferred to the Department of management support at the start of the process for compiling the Activity plan for 2008.

The user interface for the planning system (product register/man-hours) will be reprogrammed to a new solution based on tools that Statistics Norway already has extensive experience with. The reprogramming will also be based on a requirements specification compiled in autumn 2007, including a possible new/improved interface with other systems, particularly SAP, the advance release calendar and About the statistics. The objective is less repeating of tasks and/or better quality.

The new solution for the planning system will be followed up by updated guidelines and instructions for different parts of the planning system and training offers to the degree these are necessary.

**Human resources and
recruitment**

Continuing the work involved in the implementation of the human resource strategy will be the most important key challenge within the area of human resources and recruitment. In addition, the development work will be strengthened by building a separate human resource unit in the Department of administrative affairs.

A new management development programme is being devised, and will begin in 2008. In order to ensure future human resources, the profiling of Statistics Norway at universities and university colleges will be continued.

Collaboration with other statistics agencies and international organisations will be strengthened.

Statistics Norway's internal training offer and development programmes are being continued and strengthened. Human resource planning schemes will also be tested.

Responsibility for the external course activity will be continued in the new human resource unit.

4. Resources

4.1. Budget

This section illustrates the budget divided into different items. The internal budget distribution is presented in an annual budget publication, which is released in the *Plans and reports* series.

In section 1620 of the national budget, the total for Statistics Norway equates to NOK 621 million for 2008. This amount is split as follows between the different items:

Item 01	NOK 440.8 million
Item 21	NOK 170.0 million
Item 45	NOK 10.2 million

Total operating budget in 2008 Statistics Norway's total operating revenues for 2008 are budgeted at NOK 623 574 million (government appropriations and user-financed revenues). In addition, there is an investment budget of NOK 10.2 million.

For items 01 and 21 in total, a negative operating result of NOK 10.486 million is budgeted for 2008.

Government assignments – item 01 The appropriation for 2008 is NOK 440.8 million. This is NOK 47.5 million more than the appropriation for 2007. The increase is mainly due to the fact that revenues relating to the transfer of financial statistics from Norges Bank were included in item 21 in 2007, but in item 01 for 2008.

Budgeted expenses for the item total NOK 440.7 million, i.e. a positive operating profit of NOK 98 000 has been budgeted for. An application has also been made for a transfer of funds from 2007 to 2008 in the sum of NOK 19 666 million.

User-financed assignments The income requirement for user-financed assignments for 2008 equates to NOK 170 million. In the 2008 budget, Statistics Norway has the authority to exceed the item of expenditure against a corresponding additional income.

Statistics Norway's budget for 2008 for user-financed income is NOK 182 774 million. This is a reduction of around NOK 11 million compared to budgeted revenues for 2007. This is mainly due to the fact that revenues and costs that relate to financial statistics from Norges Bank were included in item 21 in 2007, but in item 01 in 2008.

The item is budgeted with a deficit of NOK 10 584 million.

Transferred funds from 2007 to 2008 equate to NOK 34 538 million, which Statistics Norway seeks to transfer. The large amount for transfer is related to the accrual of payments received and expenditure. In line with the cash principle, the accounts will show expenses and revenues that are paid in the financial year. The accounts do not take account of the obligations linked to the payments received.

The user-financed assignments represent approximately 33 per cent of Statistics Norway's total budget.

Investments The appropriation for this item is NOK 10.2 million. The budget ceiling is NOK 1.7 million higher than in 2007. In addition, there are transferred funds from 2007 to 2008 of NOK 2 488 million, which Statistics Norway seeks to transfer. Budgeted expenses for this item total NOK 10.2 million.

Operating budget 2008 – total for items 01 and 21. (NOK 1 000)

	Accounts 2006	Rev. budget 2007	Accounts 2007	Budget 2008
Government appropriations	371 700	393 300	396 600	440 800
Assignment revenues	173 327	193 824	220 566	182 774
Wage reimbursements	8 200	0	5 900	
Refunds	13 288	0	15 739	
Total revenues and refunds	566 515	587 124	638 805	623 574
Wage costs	384 069	415 266	437 518	435 725
Goods and services	163 903	174 793	186 761	198 335
Total expenditures	547 972	590 059	624 278	634 060
Operating result	18 543	-2 935	14 527	-10 486
Brought forward from previous year	20 820	39 676	39 676	54 203
Carried forward to next year	39 363	36 741	54 203	43 717

Government assignments, item 01. (NOK 1 000)

	Accounts 2006	Rev. budget 2007	Accounts 2007	Budget 2008
Government appropriations	371 700	393 300	396 600	440 800
Wage reimbursements	8 200	0	5 900	
Refunds	13 288	0	15 739	
Total revenues and refunds	393 188	393 300	418 239	440 800
Wage costs	277 125	278 695	298 488	311 939
Goods and services	114 919	114 545	116 358	128 763
Total expenditures	392 044	393 240	414 846	440 702
Operating result	1 144	60	3 394	98
Brought forward from previous year	14 816	16 272	16 272	19 666
Carried forward to next year	15 960	16 332	19 666	19 764

User-financed assignments, item 21. (NOK 1 000)

	Accounts 2006	Rev. budget 2007	Accounts 2007	Budget 2008
Appropriations	150 000	185 000	206 000	170 000
Additional income	23 327	8 824	14 566	12 774
Assignment revenues	173 327	193 824	220 566	182 774
Total revenues	173 327	193 824	220 566	182 774
Wage costs	106 943	136 571	139 030	123 786
Goods and services	48 984	60 248	70 402	69 572
Total expenditures	155 927	196 819	209 433	193 358
Operating result	17 400	-2 995	11 134	-10 584
Brought forward from previous year	6 004	23 404	23 404	34 538
Carried forward to next year	23 404	20 409	34 538	23 954

Major acquisitions, item 45. (NOK 1 000)

	Accounts 2006	Rev. budget 2007	Accounts 2007	Budget 2008
Government appropriations	9 300	8 500	8 500	10 200
Total expenditures	15 957	8 500	6 390	12 688
Operating result	-6 657	0	2 110	-2 488
Brought forward from previous year	7 035	378	378	2 488
Carried forward to next year	378	378	2 488	0

4.2. Personnel

No. of employees Statistics Norway had 998 employees at the beginning of 2008 compared with 967 in 2007. The increase is mainly due to the transfer of statistics assignments from Norges Bank to Statistics Norway.

A total of 612 of the employees are based in Oslo, and 386 in Kongsvinger. Statistics Norway also employs 235 interviewers, who work with questionnaire surveys; 104 work centrally and the rest are decentralised in various locations throughout Norway.

Staff turnover in Statistics Norway increased in 2007. A total of 72 employees left in 2007. This corresponds to 7 per cent, compared with 5 per cent in 2006. Sixty-five of the employees that left in 2007 had a higher university degree. Statistics Norway recruited 113 new members of staff in 2007, of which 78 per cent had a higher university degree.

No. of man-years A total of 965 man-years is planned for 2008 compared with 956 for 2007. Planned man-years in relation to user-financed assignments in 2008 are 259 compared with 296 in 2007. Correspondingly, the planned man-years for government assignments increased from 660 to 706.

Budgeted man-years, by financing and department. 2008. Main categories

Department	Total man-years	Total man-years	Gov. assignments		User-fin. assignments ¹	
	2008	2007	2008	2007	2008	2007
Total	964.9	956.3	706.3	660.1	258.6	296.3
100 Dept. of management support ²	48.2	47.4	23.4	22.7	24.8	24.7
200 Dept. of economics, energy and environment	125.6		94.5		31.1	
900 Dept. of national accounts and financial statistics	124.3	{230.7	114.7	{165.8	9.6	{65.0
300 Dept. of social statistics ³	140.6	155.9	85.5	89.1	55.1	66.8
400 Dept. of industry statistics	164.2	179.6	140.3	149.5	23.9	30.1
500 Research department	94.0	84.0	53.0	47.0	41.0	37.0
600 Dept. of administrative affairs	59.4	55.4	40.4	37.6	19.0	17.8
700 Dept. of communication	55.5	55.4	51.5	50.6	4.0	4.8
800 Dept. of IT and data collection ³	153.1	147.9	103.0	97.8	50.1	50.1

¹ Man-years financed by overheads are also included in user assignments.

² For user-financed assignments in the *Division for development cooperation* (140), short-term assignments are charged to the individual divisions and departments. Additionally, two man-years were omitted for 2006. They have been entered here.

³ Employees on paid maternity leave are included for 2008.

Men and women Women hold the majority of lower positions, and men are in the majority in academic and managerial positions. The proportion of women holding a middle position is 59 per cent.

At the start of 2008, Statistics Norway had 52 managers; 17 women and 35 men. The share of women is 33 per cent, as in the previous year. The average age of managers is 51.

At the start of 2008, 48 per cent of employees held a higher university degree, while 18 per cent held a university college qualification or a standard degree. Thirty-nine per cent of the women and 61 per cent of the men hold a higher university degree. Forty-nine per cent of the employees with a higher education have been employed in Statistics Norway for less than five years.

A total of 156 employees work part-time, and 70 of these work less than 80 per cent. The majority of part-time members of staff are women.

Absence due to illness In 2007, the average absence due to illness was 5.3 per cent, compared with 4.3 per cent in 2006. Statistics Norway will continue its efforts to improve the health, safety and environment for employees in 2008. In order to prevent health problems, importance is attached to ergonomics in the workplace. The follow-up of employees on sick leave and groups/individuals at risk of being on sick leave will be given priority. Training offers during working hours will continue in Oslo and Kongsvinger.

Management and planning systems in Statistics Norway

Statistics Norway is accountable to the Ministry of Finance and is headed by a Board of Directors and the Director General. The Board is appointed by the Ministry of Finance. The Chair of the Board is Frøydis Langmark of the Cancer Registry of Norway.

Work and composition of the Board

The duties of the Board are described in the Statistics Act of 16 June 1989. The Board shall consider and determine Statistics Norway's strategic plans, budget proposals, annual activity plans and annual reports, at the suggestion of the Director General. The Board shall present these matters to the Ministry of Finance. Furthermore, the Board shall oversee the development of statistics in Norway and the activity in Statistics Norway. The Director General shall submit all matters to the Board that are of significance to statistics in Norway and the activity in Statistics Norway.

The Board was made up as follows at the start of 2008:

Frøydis Langmark (Director), Chair
Professor Lars Erik Borge, Deputy chairman
Professor Einar Hope
Ida Helliesen (Director of finance)
Eilef A. Meland (Associate professor)
Tor Borgenvik (Chief municipal executive)
Solveig Nygårdseter (Adviser)

Deputy Board members:

Anne Britt Djuve (Researcher)
Randi Punsvik (Legal director)
Eirik Pedersen (Managing director)
Ole Bjørn Røste (Associate professor)
Bjørn Mathisen (Adviser)

Director General's responsibilities and duties

The Director General has professional responsibility for the activity in Statistics Norway. Pursuant to the Statistics Act, the Director General shall compile and submit to the Board proposals for the long-term programme, annual budget proposals, annual activity plans and annual reports. He shall also ensure that the work programme laid down is executed in as practical and cost-effective manner as possible.

The Director General heads Statistics Norway in collaboration with the departmental managers. The departmental managers are Torstein Bye, Johan-Kristian Tønder, Nils Håvard Lund, Anna Rømo, Ådne Cappelen (Director of research), Hans Viggo Sæbø, Cecilie Wilberg (Director of administration), Anne Skranefjell and Rune Gløersen.

Organisasjon

The most important aspects of Statistics Norway's organisation and management structure are presented in the document entitled *Statistics Norway's organisation and management*, which is updated at least once a year.

There are six civil service organisations represented in Statistics Norway. The relationship to the civil service organisations is safeguarded in accordance with

paragraph 1 of the National wage agreement in Norway and a separate adaptation agreement.

Internal committees

The Director General makes decisions of an executive and fundamental nature in the Director Meeting, which meets on a weekly basis. The fixed members in the meeting of the Director Meeting are the Director General, the Deputy Director General, the Director of administration and head of the Department of management support. Professional matters are discussed in the Director Forum, which is held about once a fortnight. A broader participation is possible in the Director Forum than the Director Meeting.

The *Working Environment and Liaison Committee* is a joint committee between Statistics Norway's management and the civil servant organisations. The committee is headed by the Director General. The cooperation between the management and the civil servant organisations is mainly safeguarded through this committee, which holds 8-10 meetings a year. Work related to gender equality is carried out by a separate committee, which is subordinate to the Working Environment and Liaison Committee. Working environment issues that apply throughout Statistics Norway, cf. § 24, point 2 of the Working Environment Act, are dealt with by the Working Environment and Liaison Committee. Other environmental issues are dealt with by the Working Environment Committee. Where the head safety delegates are participants and the company health service is an observer at the Working Environment and Liaison Committee, this then acts as the Working Environment Committee.

The *Safety Committee* is an advisory body on safety issues, including conditions surrounding confidentiality, integrity and accessibility. The committee can also initiate, establish and follow up preventive safety measures.

The *IT Council* ensures that the IT activity in Statistics Norway is carried out and developed in line with the relevant strategy, and also has responsibility for developing new strategies when required.

The *IT Committee* is a forum for managing and following up priorities within all IT-related areas.

The *Committee for Statistics Standards* regulates the work in statistics standards. The committee draws up annual reports on the standards work, and contributes to the work by determining the content of statistics standards and drawing up plans for the work during the planning period.

The *Confidentiality Committee* was set up to assess the publishing activity in relation to § 2-6 of the Statistics Act, and also has extra duties in connection with the approval of institutions that can apply for access to micro data.

Work on the activity plan

The work on the forthcoming year's activity plan begins with the management drawing up priorities for the planning work based on provisional budgets.

After the priorities have been discussed in the departments and in the Board, a draft activity plan is drawn up, which also gives details of budget prerequisites and what documents and updates will be drawn up in connection with the planning. The management considers proposals for departmental plans in separate meetings. Separate planning meetings are also held for major multi-disciplinary projects or areas.

When the departments' proposals for activity plans have been discussed, the budget is balanced in early December. The final activity plan is subsequently completed.

The Activity plan for 2008 was drawn up in accordance with the new organisation that was undertaken with effect from 1 January 2008. Ref. the organisation chart in Appendix C.

Activity plan for each department

Activity plans are drawn up for each department. In addition to the plan, a project document is compiled for major projects and for projects that cover more than one department.

Products and product register

A separate planning system and a product register are important tools for planning and follow up. All products are given a number, and the planned man-hours per product are entered in the system. The product register is used for both target figures and historical figures. The register includes details of man-hour consumption, timeliness, response rates, response burden, data sources, availability, context and relevance. The product register is an important prerequisite for managing targets and results in Statistics Norway.

Budget

All departments compile a budget proposal on the basis of the provisional budget ceilings that are specified in the draft activity plan. Section 3 on resources shows the budget for 2008 both as a whole and divided into government assignments and user-financed assignments. The overview also includes accounting data. An overview of the internal budget distribution is also issued annually.

Staff appraisal interviews and job evaluations

Staff appraisal interviews are held once a year, normally in connection with the drawing up of the activity plan. A list of areas to be discussed during staff appraisal interviews is available. A job evaluation form has been drawn up for all positions. The job evaluations are updated as required, such as in connection with local wage settlements.

Follow-up of activity plans

Activity plans are followed up periodically in the individual divisions and departments, and in connection with the finalising of the accounts. All employees' man-hour consumption distributed by product is registered throughout the year. The product register is also kept up to date. The follow-up of activity plans is based on reports related to the product register, departmental and product accounts, publication overviews and a review of the annual report.

Strategies

A new long-term plan or strategic plan is devised for Statistics Norway roughly every five years. A new strategy (Strategy 2007) and sub-strategies are now available. The strategies have been issued as separate publications and are available on the intranet and on ssb.no.

As of 1 July 2008

