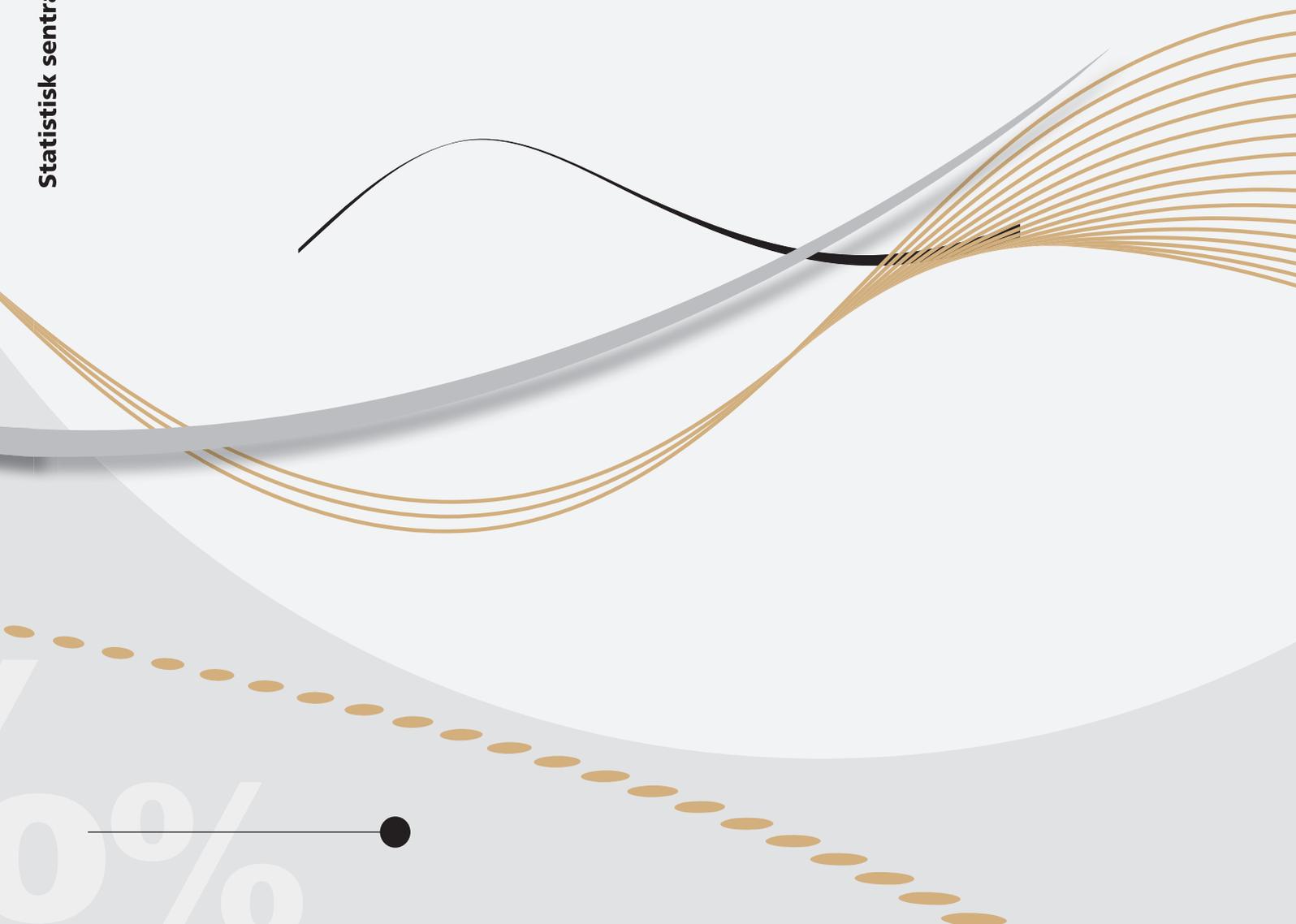


Activity plan for 2011
Initiatives and priorities



Activity plan for 2011

Initiatives and priorities

Preface

The *Activity plan for 2011* gives an overview of Statistics Norway's plans for activities in 2010. The publication includes a brief overview of risk assessments, which are presented in more detail in a separate publication. A publication dedicated to internal budget allocation has also been published.

The Activity plan is based on guidelines in Report no. 1 to the Storting (2010-2011), on Statistics Norway's budget proposal for 2011 and on *Strategy 2007*. EU directives on statistics are also pertinent to the plan.

More detailed activity plans for each of Statistics Norway's departments are also available.

Oslo, 1 March 2011

Frøydis Langmark
Chair of the Board

Hans Henrik Scheel
Director General

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1. Activities in 2011 – prerequisites and goals

1.1. Strategy and budget ceilings

Strategy Statistics Norway's strategy is based on five main strategies:

- Statistics reflect society
- Research of high quality
- Satisfied users and motivated respondents
- Cooperation to improve statistics
- Quality at every stage

The following review of prioritised areas roughly follows the division of the main strategies.

International cooperation International cooperation in statistics aims to ensure greater comparability between statistics. Such cooperation imposes requirements on the content, scope and quality of statistics. New statistics must be developed or existing statistics must be adapted on an ongoing basis in order to meet these requirements. This will influence the direction of our activities and require follow-up and action in 2011.

Budgetary framework Statistics Norway's budget proposal for 2011 was submitted to the Ministry of Finance in November 2009. The strategy and budget proposal for the next four years constitute Statistics Norway's long-term programme. An extract of the text in Proposition no. 1 to the Storting (2010-2011) is given in Appendix B.

The national budget for 2011 allocates NOK 503.4 million to Statistics Norway. This is NOK 18 million more than the appropriation for 2010. Special focus areas that continue to receive financing in 2011 are the Population and housing census 2011 (NOK 4 million), Agricultural census 2010 (NOK 4.5 million) and Use of time survey (NOK 1.8 million). Previously earmarked funds for globalisation and Svalbard statistics are included in the budgetary framework. New initiatives in 2011 are the EDAG project (NOK 2 million), IT development (NOK 5 million) and a special survey on immigrants' level of education (NOK 8 million).

Great demand for statistics In order to meet the steadily growing demand for statistics, the statistics production is being modernised and streamlined on an ongoing basis, particularly by means of standardisation initiatives. As a result of increased productivity, several new initiatives and projects in different areas in 2011 and beyond will be included within the existing financial frameworks.

1.2. Goals for activities in 2011

Ongoing activities The goals for ongoing activities are set out in the letter of award from the Ministry of Finance.

- The topicality is measured as the number of weeks after the end of the survey period.
Monthly statistics – 3.2 weeks or better
Quarterly statistics – minimum of 8.2 weeks
Annual statistics – better than 38.3 weeks
- The timeliness measures deviations from pre-announced publishing dates.
The deviation should be less than 10 per cent.
- Goals for response rates
Surveys with requirement to respond: minimum of 95 per cent
Surveys that are voluntary: better than 74 per cent

- Goal for response burden
The response burden shall be less than 103 man-years for surveys aimed at industry.
- Goal for electronic reporting
The share shall be higher than 63 per cent.

- Development tasks* All parts of the organisation undertake major development tasks and many of the initiatives are spread over a number of years. Key goals in 2011 are:
- Complete the work on a new industry standard (NACE) with implementation in the national accounts, with first publication in November.
 - Continue the initiative aimed at electronic data collection by using services in Altinn II. Use of paper questionnaires will be further reduced.
 - Launch of the new ssb.no on 27 November.
 - Quality assure the data basis and conduct the register-based Population and housing census 2011, with a census date of 19 November.
 - Collect and disseminate the election results from the municipal and county elections in 2011.
 - Complete the Agricultural census 2010, including quality assurance, dissemination and analysis.
 - Complete the Use of time survey and publish in the fourth quarter of 2011.
 - A proposal for developing electronic dialogue with employers (EDAG) shall be ready for processing before the 2012 budget. Project management documentation shall be drawn up by June 2011.
 - Increase the number of Statistics Norway's research works that are published in scientific journals.

1.3. Planning process and the planning system

The planning system is being reorganised. A new version of the product register will be available in autumn 2011, and will have interfaces with a number of other systems in Statistics Norway.

- Service agreements and portfolio management* Service agreements between IT and the subject area departments were implemented in 2010. The system for portfolio management is now an integrated part of the planning process, and covers all development tasks of a certain size.

- Recruiting and retaining skilled employees* Execution of the approved plans for 2011 is dependent on having skilled employees who are adaptable. Targeted and systematic efforts are therefore being made to develop the right skill-set among employees in order to meet the requirements of a changing environment with new user needs.

1.4. Risk assessments 2011

Risk assessments are presented in a separate publication. Risk assessments have been made for the following areas:

- Production of statistics
- IT
- Financial management
- Purchasing
- Security
- Some key projects and examples of statistics:
 - New ssb.no
 - Population and housing census 2011
 - Joint receipt of data
 - EDAG

- Statistics on securities
- Data input system for banks and finance enterprises
- Statistics on finance abroad

Some risk assessments are presented at a more detailed level in the activity plans of the relevant departments.

2. Initiatives and priorities

2.1. Statistics reflect society

2.1.1. Social and population statistics

Population and housing census 2011

The Population and housing census in 2011 will use data from administrative and statistical registers as data sources. The census will meet the requirements of the Regulation of the European Parliament and of the Council on population and housing census, which is also applicable to the EEA countries. Statistics Norway shall also, to the greatest degree possible, meet the wishes of other users of the Population and housing census.

The Directorate of Taxes' work aimed at improving the coverage of dwelling numbers in the National Register, and the Norwegian Mapping Authority's work to improve the quality of data on dwellings in the land register are pivotal. The coverage of dwelling numbers has improved considerably in the last few years, and the target of 95 per cent coverage of dwelling numbers in multi-household dwellings is likely to be achieved.

A number of quality improvement measures are being implemented in the statistical registers in order to use supplementary data sources or develop methods to combine existing data in new ways. The survey on immigrants' highest level of education is also crucial to the quality of the census.

The tables required by the EU regulation are very significant to the publication from the Population and housing census 2011. The regulation sets requirements for how data is to be disseminated to Eurostat. A total of 60 multi-dimensional tables are called for, with a high degree of detail. Statistics Norway will also give priority to GIS-based products, statistics on small areas and the assembly of data across traditional statistics areas. The census date is 19 November 2011, and the findings will mostly be published in 2012 and 2013.

Living conditions statistics

The system of living conditions surveys has been evaluated and reorganised. The first survey after the reorganisation will be conducted in 2011. The first results will be published in autumn 2011, and these will cover membership in organisations/social capital, and leisure time and outdoor recreation.

Data will be collected for EU-SILC (statistics on income and living conditions), which will be coordinated with national living conditions surveys as from 2011. It is important to achieve a high enough response rate here in order to ensure that Eurostat's requirements for panel data are met.

Statistics Norway is part of a task force in Eurostat, which aims to develop a well-being module in EU-SILC in 2013 as part of the follow-up of the Stiglitz Commission's report on *Measurement of Economic Performance and Social Progress*.

The dynamic database FD-Trygd is to be updated. The goal is to publish new statistics based on information in FD-Trygd, linked to other statistics in Statistics Norway, such as education and use of financial social assistance.

<i>Time use survey 2010</i>	Data collection for the time use survey began in 2010 and will be completed in 2011. The findings will be published in the fourth quarter of 2011.
<i>Consumption survey</i>	The planning of a new consumption survey in 2012 continues. The new system will consist of a three-year consumption survey, the first of which will be conducted in 2012, with a larger sample than previously. A review of the sample and the logging period will be completed, and a web-based solution will be developed for logging expenditures.
<i>Statistics on crime and the judicial system</i>	The goal for 2011 is to publish statistics on investigated crimes for the years 2007-2010 and statistics on imprisonment for 2009 and 2010 in order to catch up with earlier delays. The efforts to follow up the new penal code and new criminal case register, which forms the basis for all the register-based crime statistics, will be escalated in 2011.
<i>Health statistics</i>	<p>The health statistics in Statistics Norway comprise of statistics on primary health care and the specialist health service, as well as data on inhabitants' state of health based on the living conditions survey. Reorganisation of the national health services, which will follow if the reform of the health and social welfare sector is adopted, will present a number of challenges for official statistics. In order to develop statistics that can monitor and convey the degree to which targets are achieved in relation to the visions in the reform, Statistics Norway will map the potential for establishing statistics on the activity in local medical centres.</p> <p>Changes in the Norwegian patient register (NPR) make it possible to develop the patient statistics into real statistics linked to patients/persons, instead of statistics on treatments. This requires Statistics Norway and the Norwegian Directorate of Health to agree on how a link between NPR and Statistics Norway's socio-economic registers can be made.</p> <p>The forthcoming international reporting requirements (EU regulations) and national needs for statistics on industrial accidents and occupational illnesses require cooperation between Statistics Norway, the Ministry of Labour, the Norwegian Labour Inspection Authority, the Norwegian Labour and Welfare Organisation (NAV) and the National Surveillance System for Work Environment and Occupational Health (NOA). The aim of the cooperation is to establish new and statutory statistics based on NAV's report on injuries at work. The role of Statistics Norway is coordinator and initiative-taker between the cooperation partners in relation to the changeover to an electronic data collection solution.</p>
<i>Education statistics</i>	<p>The survey <i>Education completed abroad</i> will be conducted in 2011 and 2012 in order to update the registers after the last survey in 1999. Public sector services aimed at immigrants have expanded since 1999, so the new survey will differ somewhat from the 1999 survey.</p> <p>Statistics Norway will continue to work with the various register owners with a view to collecting data on education in conjunction with the ongoing registration of immigrants to Norway.</p> <p>The Programme for the international assessment of adult competencies (PIAAC) is an OECD project that Statistics Norway carries out on behalf of the Ministry of Education and Research and the Ministry of Labour. The survey is based on a representative sample of the adult population in Norway. The survey requires home visits, and in addition to being interviewed, participants are asked to take various tests. The aim of PIAAC is to map the skills that are required in the workplace, basic education, further and higher education, and the population's ability to use ICT, in addition to their reading and writing skills. The survey will produce internationally comparable data for statistics and analyses of correlations between</p>

individuals' qualification profile and their participation in the labour market. Data collection will start in September 2011.

Election statistics In 2011, Statistics Norway will, for the second time, have responsibility for the reporting on the *Municipal and county elections*.

2.1.2. Statistics on work, income and wages

User needs in this area are increasing both nationally and internationally, as is the requirement for more detailed statistics and improved topicality. There is a need to expand the statistics in a number of areas. Changes in the labour market, increasing labour immigration and the pension reform must all be taken into account when setting priorities.

EDAG In partnership with the Directorate of Taxes, NAV and the Brønnøysund registers, Statistics Norway has carried out a preliminary study of routines for coordinated data collection from employers on wages, pension premiums and employment (EDAG). This aims to simplify matters for employers and produce significantly better data for the agencies.

The preliminary project in 2010 concluded with a consultation paper, which was sent to the Ministry of Finance at the start of 2011. The aim is to provide a sufficient decision basis for the government to make a decision on the proposal when drawing up the budget for 2012. The main focus of the preliminary project in 2011 is to compile project management documentation by June 2011. If a new system is to be introduced in 2014, the main project must start in 2012.

Income and wages A key task in the income and wages statistics is to safeguard the input of data from the Norwegian Tax Administration and NAV to the income statistics and the model system Lotte. Efforts will also be made to get more respondents to use Altinn for reporting. The EDAG project will also be given priority in order to ensure a positive development and effective coordinated reporting of wages and personal data.

One of the main focus areas is improving the topicality in the wages statistics so that information on annual salaries for all employees can be published in March 2011.

The income statistics will be further developed through a new edition of the "Økonomi og levekår" report (in Norwegian only), and more emphasis will be placed on panel studies.

A new initiative in 2011 relates to the pension reform. The Ministry of Labour has commissioned Statistics Norway to compile a report on the income situation of elderly employees and old age pensioners. The plan is to produce the report annually and to include figures from the income year 2009 in the first edition. This initiative also includes a review of the possibility of collecting data on occupational pensions.

Eurostat's regulation on labour cost indices (LCI) is currently being developed. The method for compiling Statistics Norway's current indices will be evaluated in 2011. The aim is to improve the correlation with the level in the surveys on labour costs (LCS) that are conducted every four years.

Labour market The EDAG project will be an important part of developing the employment statistics in the longer term. The project will improve the data for short-term statistics on employment as well as the consistency in several areas for income and employment data. Clarification will be given in 2011 of which statistics products will be relevant, and which methods for control and manual audits need to be developed.

Statistics Norway will publish new statistics on vacant posts, as a result of EEA requirements. Figures on gross flows in the labour market will also be published regularly, which will be based on register data and data from the Labour market surveys. Mapping labour immigration and efforts to identify the population of companies that are not domiciled in Norway will be continued.

Adjustments due to new pension reform

Data from the Labour market survey and registers will be adapted in order to follow up any changes in the adaptation to the labour market as a result of the new pension reform on 1 January 2011. An EU supplement to the Labour market survey will be planned for 2012, with the focus on the transition from work to retirement. The initiatives to save resources in the Labour market survey work will be continued. In 2011, a study will be made of whether a pilot data collection via the Internet should be initiated.

Sickness absence – Nordic comparisons

An analysis will be carried out in 2011 of the degree to which the Labour market survey provides comparable figures on sickness absence in the Nordic countries. A method for incorporating seasonal adjustments into the sickness absence figures will also be developed.

2.1.3. National accounts, prices and financial statistics

Main audit 2011 – new standard of industrial classification

The most important development task for the national accounts in 2011 is the introduction of a new standard of industrial classification (NACE 2007). Figures according to the new standard will be published in November 2011, and cover annual figures, quarterly figures and time series dating back to 1970 (annual real accounts)/1978 (quarterly national accounts and annual institutional accounts).

The plan for the main audit in 2011 is as follows:

- Detailed work for the years 2007-2009.
- The years 2002-2006 will be encoded by machine, while deviations in levels of exported and imported services, new figures on informal/unregistered finances and a number of other data audits will be included and balanced manually. The audits will entail changes in the GDP for these years.
- The years 1970-2001 will be encoded by machine. There will be no manual audit of individual figures. The main audit will entail changes in the industry categories, while the GDP and other aggregates will remain the same.
- Since the changes in the levels in the real accounts and balance of payments are limited to the years 2002-2009, the annual institutional accounts will only be audited for these years.
- Documentation/notes will be drawn up for all areas.
- Results from the main audit will be published in the Economic Survey, as well as on ssb.no.
- A new mandatory documentation report for Eurostat will be compiled in 2011 based on the national accounts for the year 2009.

Main audit 2014

The new European standard for national accounts (ESA) will be introduced in 2014. The standard includes new requirements for reporting, with the introduction of a new and expanded table program. The *balance of payments* reporting requirements have also been expanded as a result of the IMF's revised Balance of payments manual and OECD's revised Direct investment manual. As part of the preparations for a new ESA table program, working groups need to be established for the pension obligations in the social security system and Norwegian Public Service Pension Fund. The Research department in Statistics Norway must also strengthen its work on the model calculations of pensions. Furthermore, additional work will need to be carried out on the methods for capitalising research and development costs. Other additions relate to the accounts broken down by region, data for the public sector, financial derivatives etc.

A new institutional sector grouping will be introduced in the national accounts' income and financial accounts in connection with the main audit in 2014. Statistics Norway will determine the group division, which forms part of the basic data in the Central Coordinating Register for Legal Entities. Changes to the Central Coordinating Register for Legal Entities and the Central Register of Establishments and Enterprises mean that the primary statistics, i.e. mainly the statistics on the public sector, financial enterprises and the securities markets, must introduce the new grouping in the reporting and production systems from the start of 2012.

Expanded finance statistics for abroad

Structural statistics on Norwegian-controlled enterprises abroad (the outgoing FATS) will be reported as from 2011 for the financial year 2009. Routines for publishing and reporting data to Eurostat and OECD will be established, and a quality report will be drawn up.

The statistics on foreign direct investment will be adapted to the IMF's Coordinated direct investment survey (CDIS), and final figures for 2009 will be reported in March 2011. The work of adapting the balance of payments, international investment position and foreign direct investment in line with revised manuals by the IMF and OECD will start in 2011.

Enterprise demography

Data on an enterprise's foundation, cessation, survival and growth etc. has been included in the Regulation of the European Parliament and of the Council on structural statistics (295/2008, Annex IX), with compulsory reporting from 2010. New requirements and wishes for internationally comparable statistics in the area are still being developed, and participation in international arenas where new needs for statistics are discussed will be crucial.

Reporting of accounts by financial institutions

The financial crisis was partly responsible for the spotlight being put on the accounting rules. Using the market value principle led to major fluctuations and falls in value of the financial institutions' assets. The International Accounting Standards Boards (IASB) has initiated a number of projects aimed at assessing whether such changes were consistent with a rational and responsible assessment of the institutions' assets, and changes in the accounting of financial instruments, particularly lending, are being considered. After consultation with the Financial Supervisory Authority of Norway, consideration must be given to whether the supervisory and statistical reporting on the financial market should be adapted in line with the International Financial Reporting Standards (IFRS).

External trade

A major reorganisation of auditing routines and quality assurance of the statistics on external trade with goods will start in 2011. New methods for samples and levels of audits will be established, and time series controls and a more macro-oriented audit will be tested. New methods will be tested in order to select which units are to be audited/quality assured, and automatic auditing will be considered. The publishing program for external trade with goods will be revised in connection with the launch of the new ssb.no.

The cooperation with the Directorate of Customs and Excise will be intensified in order to further develop the registration processes in the Directorate's data input system (TVINN). The most important aspect is to move controls further forward in the process, so that declarants receive error messages as soon as they input data. This will improve the quality both in terms of value and the volume of figures.

With regard to external trade with services, the sample size will be consolidated, and inflated figures will be published every quarter. This will be of value to the work on Statistics Norway's balance of payments. New quarterly export statistics on foreign shipping will also be established.

Some Norwegian businesses are moving their operations to other countries. In order to gain an overview of which enterprises have moved, with what functions

and to what countries, Statistics Norway conducted a survey in 2006. The survey also included information on motivation for moving and the effects of moving. In 2010, Statistics Norway was involved in a project commissioned by Eurostat, where sourcing data was linked to structural data and data on external trade with goods in order to facilitate the analysis of the correlation between moving and turnover, wage costs, other costs, and the import/export of goods. This project is now in its final stage, and its findings will be published in summer 2011, both by Eurostat and Statistics Norway.

Prices As part of the work on the transition to using the national accounts as a data source, a need has been identified to upgrade the indicator basis in certain consumption areas. Further development of new price indicators within services and for Norwegians' consumption abroad will be given priority.

The work on replacing traditional form-based data collection with the use of bar code data in the Consumer price index continues. Developments are ongoing and implementation is taking place gradually. This is helping to reduce the response burden as well as improving the quality.

With regard to the Producer price index area, quality improvements will be given priority. The scope of export and import indices will be expanded in order to cover more key industries. This will also improve the export and import indices as a basis for deflating the national accounts.

In 2011 and 2012, the production routines in the purchasing power survey (PPP) will be modernised and simplified. This work includes drawing samples, data collection, data processing and administration of company samples.

New functionality was developed in the System for sample administration in 2010, which has been adapted to the needs of the short-term statistics. The goal for 2011 is to start using this shared system together with parts of Statistics Norway's system for sample administration, data audits and estimation (ISEE).

2.1.4. Statistics on the public sector

In relation to the transition to the new ssb.no and the new subject structure, there is a need to carefully consider how public finances, Kostra and StatRes shall be presented as an integrated part of the public sector.

Kostra The efforts to coordinate technical routines in Kostra with general routines in Statistics Norway continue. The general solution for auditing is in place, while the solution for individual data and communication with the local authorities concerning errors and omissions needs to be developed. The solution for producing and receiving forms will also be given priority in 2011. The focus on municipal units will continue in order to increase the comparability of the key figures. The first version of an automated solution for estimating national figures within Kostra's production line is in place. The solution will be further developed in 2011 so that it can be used for all key figures and basic data.

StatRes Further work will be carried out in the StatRes project on developing new areas. The efforts to establish a framework solution will continue, and this will ensure effective population administration and keep statistics on the resource input in the public administration.

2.1.5. Industry statistics

Primary industries

Agricultural census 2010

Preliminary figures from the census were published in 2010. The statistics from the Agricultural census will be published in 2011, and these will be adapted to the current agricultural statistics.

Register data makes up a considerable part of the data collection in the Agricultural census 2010, particularly with regard to agricultural properties and everything related to persons and households. Several of the registers are already used in the production of statistics, while other potential data sources still need to be considered. The census population is identified by organisation number, personal ID number and/or “property number” (municipal no./cadastral unit no./property unit no./leasehold unit no.), which enables the material to be linked to other data sources.

The *geographic* dimension is important. Modern GIS tools will be used in the data collection, analysis and dissemination. Statistics Norway’s geodatabase with digital maps, which was recently established, will be a useful tool in this work. In the first half of 2011, production lines that strengthen the use of geodata will be clarified. A number of variables will be established for publishing by alternative regional divisions, such as water regions and landscape areas.

Preliminary figures on horticulture are planned for publishing by 15 March. Final figures on land use and livestock husbandry will be published in April, and a number of publications will follow throughout the year.

Annual sample-based agricultural survey

Agricultural statistics system

The subject of the annual survey will be data on environment-related variables that form part of EU requirements for structural census in farming.

In the first half of 2011, a plan was submitted for the development of the current agricultural statistics up to 2020.

Other primary statistics

A review of the production plan for the tree felling statistics will be completed, and a review of the potential for adjustments to structural statistics on aquaculture and for a division of the production at a more detailed geographic level will continue in 2011.

Transport and travel

The work aimed at developing Kostra – Transport and Communication, with the emphasis on standardising central definitions and improving the quality of accounts data and service data continues.

A key task for sea and air transport is to review the Service price index for sea transport in order to quality assure and streamline the production. The current data collection is extremely time-consuming, and the aim is to replace the current form-based data sources with list prices.

With regard to the travel statistics, the goal is to incorporate the consequences of the new Regulation of the European Council on tourism, which will be in force from 2012. The aim of the new regulation is to update the current framework by taking into account the increased use of Internet bookings, more private accommodation and more day trips. It would also be beneficial for the statistics to be made more comparable and complete by harmonising variables and terms across borders.

ICT A survey on ICT use in the state will be further developed. Figures will be published for 2007-2009.

Construction and service**Quality assurance statistics**

In 2011, focus will be placed on quality assurance initiatives aimed at the production of statistics in the area of construction and service, with particular emphasis on the production index for building and construction and on the turnover index for the service industries.

Register-based dwelling stock statistics

Further work will be carried out on increasing the degree of coverage of dwelling variables that have already been published. Variables will also be added to the dwelling stock statistics as a result of recommendations by the UN and the EU regulation. The aim is to expand the statistics to include data on systems for heating and sewers/waste. A distinction will also be made between occupied and unoccupied dwellings, and the number of occupants per dwelling and occupant density (square metres of available area per dwelling) will be calculated.

Price statistics for the housing, building and construction industry and service industries

In 2011, the existing price statistics will be upgraded, and new statistics will be developed in order to meet international requirements in the EU's short-term regulation. Work is planned in the following areas:

- Finalise the development of new price statistics for new dwellings that meet the requirements of the HCPI.
- Finalise the development of a price index for technical testing and analysis.
- Finalise the development of a price index for investigation and security services.
- Start developing a price index for the letting of business premises.
- Consider the potential for further improvements to the price functions in the housing price index.

Manufacturing statistics

Efforts here will be concentrated on the current work on the statistics and completing the restructuring of framework solutions. The goal is to maintain the quality and topicality according to the statistics calendar and requirements from the national accounts and Eurostat.

R&D and innovation statistics

In 2011, a combined R&D and innovation survey will be conducted based on Eurostat's standard form for innovation. A Nordic project on innovation in the public sector will be concluded, and Statistics Norway will take part in a new joint Nordic project in 2011.

2.1.6. Environmental and energy statistics**Environmental statistics**

In line with the strategy on environmental statistics, Statistics Norway will give priority to the work on statistics on emissions to air and hazardous materials, strengthening the work on financial instruments (e.g. green taxes and quotas) and land, and reducing the use of resources linked to statistics on water supply, sewerage and waste. Priority will also be given to the work on indicators for sustainable development, and a new report will be drawn up in 2011.

Quality improvements are planned in the statistics on emissions to air, for instance, in the calculations of methane and ammonia emissions from farming, emissions of road dust, carbon emissions, emissions from sea transport, accumulation of emissions in forests and municipal emission figures.

The work on including environment-related taxes in NAMEA (National Account Matrix including Environmental Accounts) continues. New statistics on the trading of emission rights will be developed.

The Ministry of Transport and Communications has commissioned a new report on transport, communication and the environment. The *Guide to Environment Statistics* will be published.

Energy statistics A new buildings survey will be conducted within the energy statistics, as well as a new energy survey for households. Both surveys will be planned in the first half of 2011. There is a further need to coordinate the energy and national accounts, and develop the municipal energy statistics.

Preparations are being made to improve the topicality of the annual statistics on electricity and oil. The work on coordinating data sources and methods between the energy accounts, national accounts and balance of payments will continue, and will conclude with an evaluation in 2011.

The update to the report on energy indicators for the period 1990- 2009 started in 2010 and will continue during the first half of 2011. The key findings from the household survey for 2009 will be published early in 2011.

With regard to municipal energy statistics, a system is being assessed for Kostra reporting on the energy consumption in the municipal administration. A pilot project with the collection of customer data from the oil companies is crucial in order to be able to assess rates of change at municipal level.

2.1.7. Svalbard statistics

Since the scope of the Statistics Act was extended to include Svalbard, Statistics Norway has described the Svalbard community through dedicated surveys. In addition, Statistics Norway is working on covering Svalbard as a separate region in several existing statistics products.

Work has also been carried out, together with local authorities, for further improvements in the quality of the populations on Svalbard for households and for data on Barentsburg. Statistics Norway is also working with the Ministry of Trade and Industry with a view to implementing the laws for registers of legal entities and enterprises on Svalbard.

Statistics Norway will continue developing the environmental statistics, R&D statistics and statistics on the public sector for Svalbard in 2011. A new consumption survey will also be planned. The publication "This is Svalbard" will be updated and include new topics.

2.2. Research of high quality

Tax analyses and public finance Analyses of the use of resources in the health and care sector and the impact on the labour market and public finances will be given greater focus in 2011. Analyses of the tax reform 2006 and consequences of the pension reform will continue.

Resource and environmental economics Studies of agreements and use of policy instruments in the environmental and energy policy are given priority together with analyses of the impact of technology choices on emissions and the environment. Analyses of the *international markets for oil and gas and biofuels*, particularly the price formation and supply side in these markets will be intensified.

Micro economics Education choices, factors that affect the influx to the social security system, job offers among immigrants and entrepreneurship will be given priority in the micro economics area.

Macro economics The macro models are being updated and developed. The offer of model services to the administration and Storting continues. Analyses of the economic cycle continue at around the same scope as before. The work on modelling household consumption, savings and debt continues. Long-term studies of the correlation between demographic conditions, central government finances and economic development are ongoing.

Population analyses and living conditions research Analyses of mortality and migration have been given priority, together with development of a regional model for the extrapolation of immigrants and their

children born in Norway. Differences in living conditions will be studied in 2011 based on Statistics Norway's micro data.

Statistical methods Research on statistical methods will be given priority in 2011. The aim is to facilitate more contributions at conferences, in discussion papers and in articles in international journals, and to strengthen the cooperation with academia and corresponding specialist environments in other agencies.

Statistics Norway will be an active participant in international R&D projects in 2011, with the emphasis on sample planning, non-response issues, variance estimation, confidentiality, register statistics, statistics on small areas and population projections.

2.3. Satisfied users and motivated respondents

Dissemination and publishing
new ssb.no

The new ssb.no will be launched on 27 November 2011. The work in 2011 will be concentrated on completing the development tasks, converting the content, moving functions, testing solutions and training the organisation.

The work on the ongoing publishing on ssb.no will be reorganised and will take place at one station, where all employees involved can work closer together than before. A web analysis tool will be procured in order to ensure high quality in the administration of the new ssb.no.

An evaluation of the new ssb.no project will be carried out immediately after it has been launched in order to identify whether the goals for a user-friendly website and flexible publishing systems have been achieved.

Population of Norway 1814-2014

In connection with the marking of the 200th anniversary of the Constitution of Norway, Statistics Norway will publish "Norges befolkning 1814-2014", which will describe the population trends over the past 200 years. The framework for the publication will be the demographic change, and other statistics will also be used to highlight important changes. The project will also review the electoral system and result in a generally available and explanatory book on the Internet and in hard copy.

User surveys

Statistics Norway takes part in the annual profile survey conducted by Synovate, which maps the population's impressions of various government agencies. In 2011, consideration will be given to whether this should be replaced with an internationally comparative survey in line with an OECD initiative. User surveys will also be carried out in connection with the new ssb.no, among other things.

Digitalisation of Statistics Norway's publications

The digitalisation of publications will be a joint effort between internal resources in Statistics Norway. In 2011, 10 man-years from the entire organisation have been planned for the project. A new addition for 2011 will be the handling of publications that cannot be digitalised *en masse* but which have to be scanned.

Review and discarding of library's collection

The main part of the production in the digitalisation project will be completed in 2011. The library's physical collection will be reviewed in conjunction with the relocation of Statistics Norway's offices in Oslo to new premises, or the renovation of the existing building. The aim is to create a collection that is more relevant and more effective in use both for internal and external users of the library. The collection will be halved to around 82 000 volumes. A large part of the collection will be replaced with digital products. What is no longer needed by the library will be given to other libraries.

Institutional archive

Statistics Norway's open institutional archive will be filled with content in 2011, and launched in September. The archive will help make Statistics Norway's

research more visible and accessible in line with Statistics Norway's dissemination policy and strategies. The most time-consuming work will be obtaining information and consent from various publishers, documenting the work and organising it into a system.

Data collection The data collection work in 2011 will be concentrated on improvements within all three strategic areas:

- Fully comprehensive, quality assurance and documented statistical basis registers
- More motivated respondents
- Better quality in the data collections

Electronic coordination via Altinn Increasing the electronic coordination through closer cooperation between the agencies on joint reporting and more re-use of data and metadata are crucial to following the strategy. In 2011, this means a greater focus on reporting via Altinn, and utilisation of Altinn II's toolbox in the form of submission, dissemination, notification and coordination services. The system will be organised so that as many companies as possible can use their own end user systems to submit data via Altinn.

In order to standardise, streamline and modernise the data collection work, metadata will be used extensively. Statistics Norway will use the new semantics register in Brønnøysund (SERES) as the primary source for metadata in the data collection process, and develop more effective and coherent work processes for form development, data collection and editing.

A preliminary version of the joint receipt of data will be established, which in this version will cover data from Altinn supplied through the submission and dissemination services. Statistics Norway's local metadata system (SMIE) will also be included in this version, which will contain data from the new semantics register in Brønnøysund (SERES) and local metadata that is used in Statistics Norway's internal processes.

More register information The production of statistics depends entirely on good quality administrative data systems. The focus in 2011 will be on several activities that help make the contact with registrars more professional and ensure up-to-date information and documentation on registers, agreements and decisions on the duty of disclosure. A high degree of consistency will be safeguarded across the statistics by focusing on joint administration and a selection of statistical basic data such as wages and employment data (cf. the EDAG project).

Developing the population administration The aim of the population administration is to ensure that the basis for official statistics is of the highest quality possible.

In connection with the Population and housing census 2011, the work will entail forming households and selected dwelling variables, such as ownership/tenancy, and ensuring the quality of the housing data. The dwelling stock and household statistics will be harmonised, which requires use of actual addresses of residence. A number of sources will be used to identify the address of residence, which will be linked as an identifier of the individual person in Statistics Norway's population register.

Statistics Norway will streamline the data flow from Finn.no, data from estate agents and other additional sources into Statistics Norway's version of the land register (Matrikkelen). A complete version of the register of deeds (Grunnboka) will be established and the register of housing cooperatives (Borettsregisteret) will be used for the first time, both with continuous web-based updates. The administration of the geodatabase will further facilitate greater use of geographic

information systems (GIS) in Statistics Norway, such as in connection with the Population and housing census 2011.

The work in globalisation includes creating an international dimension in the Central Register of Establishments and Enterprises for a number of areas relating to abroad, such as outgoing and income FATS (statistics on multinational companies) and FDI (direct investment statistics), and the work on Eurostat's EuroGroup Register (EGR), which will be extended to include the 10 000 largest groups of companies in Europe and ultimate country of ownership in 2011.

With regard to personal data, focus will be placed on contributing to the work on modernising the population register, which is a basic source for the population statistics.

2.4. Cooperation for better statistics

2.4.1. National cooperation

In order to further develop statistics and analyses that are relevant, of a sufficient quality, and without burdening the respondents too much, close cooperation with other agencies and statistics users is essential.

Statistics Norway has established cooperation agreements with a number of other public sector activities, and regular meetings are held at management level where cooperation is discussed.

<i>Statistics Council</i>	The Statistics Council is an instrument for coordinating the production of Norwegian official statistics in order to safeguard and improve their quality. The Council encompasses 25 statistics producers. New EU directives also impose requirements on statistics producers other than Statistics Norway. The work of the Statistics Council on initiatives for quality improvements that are required in official statistics and skills development continues.
<i>Data processing agreements</i>	Data collection from financial enterprises is a collaboration between the Financial Supervisory Authority of Norway, the Central Bank of Norway and Statistics Norway. Statistics Norway is responsible for collecting supervisory and accounting information for all types of financial enterprises, and for joint database solutions. Statistics Norway also processes data in a number of other areas for other government departments, e.g. in Kostra, and for the municipal and county elections in autumn 2011.
<i>e-administration and Altinn</i>	Statistics Norway's participation in the e-administration cooperation will continue. More extensive and clearer requirements for integration internally in the administration are expected, and Statistics Norway needs to continue its efforts to adapt its own data processing and IT architecture to the requirements for the public sector. Statistics Norway contributes in particular to the collaboration forum SKATE, where strategic challenges in ICT and e-administration are discussed.
<i>Micro data for research</i>	The demand for micro data for use in research is growing. This applies to both linked micro data from administrative registers and individual data from Statistics Norway's interview surveys. Statistics Norway has gradually improved researchers' access to its data. One initiative has been to make the researchers more aware of the processing tasks by means of a dedicated page on ssb.no . Statistics Norway and Norwegian Social Science Data Services (NSD) work together to make the micro data as accessible as possible to researchers. An anonymised set of data from the FD-Trygd dynamic database has been transferred to NSD, supplemented with education and income data. As from 2011, NSD will supply researchers with anonymous data based on this set of data. The criteria for

drawing a sample and anonymising have been set by Statistics Norway. As a result of the collaboration, a new agreement will be drawn up between Statistics Norway and NSD.

In 2010, Statistics Norway and NSD submitted a joint application to the Research Council of Norway for funds to develop the micro data service for researchers. The application relates to funds to establish a system in which researchers, via portals in Statistics Norway and NSD, can access programs that enable them to extract statistics and make calculations in Statistics Norway's micro data without having direct access to the micro data. If the application is successful, the project work will start in late autumn 2011.

Parallel to this, further work is being undertaken to develop Statistics Norway's infrastructure for the dissemination of micro data. In 2011, an archive system will be established that will provide more opportunities for re-use of data that is loaned for research purposes.

2.4.2. EEA cooperation

Statistics Norway is an active participant in the international work on statistics. This requires an increased focus in 2011 on the preparation, execution and follow-up of both the ongoing work and more time-limited assignments.

The goals include:

- Improving routines for processes in Statistics Norway linked to implementation of new legislative acts on statistics in the EEA agreement.
- Improving integration of work on the European statistics programme internally in Statistics Norway.
- Simplifying the processes in connection with international budgets.

Regulation no. 223/2009 of the European Parliament and of the Council on European statistics ("the European Statistics Act"), which was adopted and incorporated into the EEA agreement in 2009, includes guidelines on the development, production and dissemination of European statistics. As for other regulations on statistics, this is implemented in Norwegian law through a directive to the Statistics Act (Norway). This directive will be updated regularly since several new regulations are adopted every year.

Sponsorship on Quality

Statistics Norway heads "Sponsorship on Quality" together with Eurostat. The working group has members from 11 different countries, and will give recommendations on how to proceed with the quality work aimed at statistics in Europe. This includes modifying and following up the European Statistics Code of Practice, recommendations of common elements in the quality work and communication strategies in this area. The work will continue until summer 2011.

2.4.3. Other international cooperation

The work in connection with other international bodies, such as the UN, OECD, IMF, ILO and at a Nordic level, is followed up with regard to data supplies and meeting participation.

UN - Statistical Commission

The Director General, Hans Henrik Scheel, will represent the Nordic statistical agencies in the Commission for a four-year period until 2013.

FN – Oslo group for energy statistics

The main task of the Oslo group is to present the UN's manuals for energy statistics to the UN Statistical Commission in February 2011. The secretariat of the Oslo group will also plan a meeting in Australia to be held in May 2011, and help compile a manual for energy statistics (ESCM).

UN - International Comparison Programme (ICP) This project is continuing in 2011. Statistics Norway is on the Board. Key tasks for the Board are related to developing the strategy for user contact, financing, capacity expansion and contact with the Global Office in the World Bank Group.

2.4.4. International development cooperation

Institution building and cooperation The main focus will continue to be on institution cooperation with sister organisations, primarily within statistics production, but also within social planning. Work is also being carried out in Norwegian aid administration. The institution cooperation is particularly aimed at Norway's development partner countries in Africa, and to an increasing extent at other countries with a transitional economy. A total of 20-25 man-years have been planned for the activities in international cooperation in the years ahead, financed as market-based assignments.

2.5. Quality at every stage

Information security Information security is extremely important to Statistics Norway, and work is ongoing to further develop routines for security and emergency preparedness in all areas. The activity is adapted to the requirements and guidelines of the Personal Data Act and the Security Act. The work on data security will continue to be given a high priority in 2011, and Statistics Norway will take part in relevant, central exercises relating to security and emergency preparedness.

Portfolio management and standardisation Development projects, with particular emphasis on prioritisation, are planned using the system for portfolio management. The portfolio management aimed at contributing to standardisation and better project management in Statistics Norway will be further developed in 2011.

Several major development projects will be continued in 2011. This includes projects linked to data collection such as joint receipt of data and a joint meta database for data input (SMED), new solutions for the financial statistics, further development and use of new areas in an integrated system for data audits and estimation (ISEE) and the new ssb.no. Prioritised new projects in 2011 are the election data project and "Klientløftet" (upgrading of Microsoft basic software and/or operating system to new versions). The work on documentation of processes in 2011 will be based on a new version of the activity model.

Statistics Norway is working with other countries through the project Common Reference Architecture (CORA) in order to further the work on the activity model.

Internal control and review of statistics The framework for internal control that was established in 2010 combines the internal control, as defined in the finance regulations, with the quality control of statistics. The framework will be further developed in 2011. Efforts will also be aimed at other areas where a need has been identified for improvement initiatives.

A system for the quality review of statistics will be established in 2011. The aim is to review eight selected statistics spread across all departments that produce statistics.

Other initiatives are also planned for 2011. These relate to the documentation of follow-up routines for other sources of income and international assignments, documentation of routines for discarding and delivery to the National Archives of Norway and work on improving deficiencies in the follow-up of the European Statistics Code of Practice.

IT administration and development
Ongoing administration

The ongoing administration of IT solutions is regulated through service agreements that determine the scope of solutions. The solution specifications are linked to each agreement. The agreed level of the administration is described in the service agreements. The main impression is that the IT units can provide the administration services that are sought for 2011. This also includes new administrative tasks. The total scope of administrative tasks has increased somewhat since 2010, but the increased use of Statistics Norway's integrated system for data audits and estimation (ISEE) has reduced the administration of product-specific audit solutions in some areas.

Development work

The main priority in 2011 is to complete the project on joint data receipt. This will form the basis for effective implementation of new services within the framework of a uniform system solution for all data collection.

The aim is to reduce the number of applications to be administered. The implementation of new audit solutions in ISEE has already led to improvements. The majority of audit systems that are suitable for the current ISEE solution have been implemented. The priorities in 2011 are the development of the ISEE aggregation module, followed by the implementation of new methods in ISEE for selective auditing, volume indexes etc. In 2011, the work to develop framework solutions for analysis and secondary use of the basis data will begin. This will be modelled initially for Statres and the Population and housing census 2011.

Dissemination systems, GIS, meta data

Completion of the new ssb.no project is the main priority, i.e. completing the development work, converting content, moving services to new technology from production setting, then administering the solution, ensuring stable operation and further developing the solution in accordance with the remaining requirements and user needs.

StatBank will have new and greater significance when the new ssb.no is set into production. The StatBank solution will therefore be reviewed, and a development plan will be devised which takes account of future needs. Nordic and international cooperation in this field will also be considered in the review.

On the basis of the completed Geodatabase, the use of GIS analysis tools, production of statistics for map-based analyses and a uniform solution for map-based dissemination and visualisation are being planned, developed and managed in a uniform system.

The meta data systems need to be developed in line with requirements and possibilities in the framework solutions. There is a need to supplement technical solutions in several areas and review the content, among other things. This work may not be initiated until the fourth quarter of 2011.

IT infrastructure

The main priority in 2011 is to plan and execute "Klientløftet", which is the upgrading of Microsoft basic software and/or operating system to new versions, in order to ensure compatibility with other new software used in Statistics Norway, and to ensure satisfactory support from suppliers. The upgrade is also necessary in order to ensure compatibility with new security architecture and solutions in the network, which forms the second part of the project; strengthened security and emergency preparedness with regard to Statistics Norway's production data. Efforts to increase up-time when using solutions in the disaster recovery site are part of this work.

Early in 2011, both the quality assurance and production environment for the new ssb.no and for future large development projects will be established. Defined

administration projects will also be carried out in order to strengthen skills, work processes and solutions for monitoring infrastructure and applications/services, further improve version management, licence follow-up, contract follow-up etc. The current operation, monitoring and customer services will also be improved and streamlined by establishing a team-based operating centre.

Skills development

Implementing the competence strategy

In 2011, development tasks linked to the implementation of the competence strategy will focus on the following:

- Continue the work on skills mapping in divisions that have not completed this, and follow up divisions that have completed the skills mapping and need assistance in the further work.
- Complete a training offer on process and teamwork, and carry out the training.
- Review and update the internal training offer, including use of e-learning.
- Continue the work on management development in cooperation with Statistics Norway's executive management.

Training

A new course on quality work starts in the first quarter of 2011. The course will be held prior to a new, revised project management team course (proteam). The planning of an adapted proteam system continues with a view to a course start date in autumn 2011. The system for project work and project training in Statistics Norway will be reviewed.

2.6. Administration and financial management

Continuation of systems and solutions in collaboration with the Government Agency for Financial Management is prioritised

Budgets and accounts are prepared within defined time frames and according to guidelines. Regular meetings and cooperation with the Government Agency for Financial Management will continue, both with a view to improving existing solutions and further development.

All financial routines will be subject to regular maintenance checks. This is part of the internal control work. A materials register has been purchased, which will be implemented fully in 2011. All assets in Statistics Norway with a value in excess of NOK 30 000, or which are easily transferrable, will be included in this register.

Purchasing

Statistics Norway has joint purchasing agreements for the following goods/service areas: fixtures and fittings, office supplies, cleaning supplies, envelopes, photocopying paper, security services, telephony, procurement of journals, hotel and conference services, market surveys and legal services. The framework agreements for photocopying paper, hotel and conference services and the procurement of journals are administered by Statistics Norway.

In accordance with the purchasing strategy, the focus is on e-commerce. How quickly the work can be carried out also depends on the cooperation with the Government Agency for Financial Management.

Premises in Oslo from 2014

In April 2011, a decision will be made on where Statistics Norway will relocate to in Oslo, since the lease for Kongensgate 6 expires in 2014. The options are Akerveien 26 and Kongens gate 6 and 7.

Recertification as a Miljøfyrtårn establishment

Statistics Norway has been certified as a Miljøfyrtårn (eco certification scheme) establishment since 2005. The certification is valid for a period of three years, and applies to the areas of source segregation, energy use and transport. The aim is to be recertified for the second time in 2011.

3. Resources

3.1. Budget

In section 1620 of the national budget, the total for Statistics Norway equates to NOK 701.9 million for 2011. This amount is split as follows between the different items:

Item 01 NOK 503.4 million

Item 21 NOK 188.9 million

Item 45 NOK 9.6 million

Total operating budget for 2011 Statistics Norway's total operating revenues for 2011 are budgeted at NOK 685.4 million (government appropriations and user-financed revenues). In addition to this is the investment budget of NOK 9.6 million

For items 01 and 21 in total, a negative operating result of NOK 11 million is budgeted for 2011.

Government assignments - item 01 Budgeted expenses for this item total NOK 507.3 million. A negative operating result of NOK 3.9 million is budgeted. Application has been made for a transfer of funds from 2010 to 2011 in the sum of NOK 22.8 million.

User-financed revenues - item 21 Statistics Norway's budget for 2011 for user-financed income is NOK 182 million. This is a decrease of around NOK 1.2 million compared to budgeted revenues for 2010.

The item is budgeted with a deficit of NOK 7.1 million. Transferred funds from 2010 to 2011 equate to NOK 37.6 million, which Statistics Norway is seeking 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 payments received.

The user-financed assignments represent approximately 27 per cent of Statistics Norway's total budget.

Investments – item 45 Budgeted expenditure for investments totals NOK 9.6 million.

Operating budget 2011 – total for items 01 and 21. NOK 1 000

	Regnskap 2009	Rev. budsjett 2010	Regnskap 2010	Budsjett 2011
Statsbevilgng	467 100	485 400	485 400	503 400
Oppdragsinntekt	186 635	194 091	208 348	181 955
Lønnskompensasjoner	3 700	10 300	10 300	
Merinntekt salgsinntekter post 01	363		86	
Refusjoner	18 643		19 797	
Sum inntekter og refusjoner	676 441	689 791	723 931	685 355
Lønnsutgifter	496 755	485 031	497 441	492 041
Varer og tjenester	181 610	208 829	200 826	204 337
Sum driftsutgifter	678 365	693 860	698 267	696 378
Driftsresultat	-1 924	-4 069	25 664	-11 023
Overføringer fra året før	36 627	34 702	34 702	
Overføringer til neste år	34 703	30 633	60 366	

Government assignments, item 01. NOK 1 000

	Regnskap 2009	Rev. budsjett 2010	Regnskap 2010	Budsjett 2011
Statsbevilgning	467 100	485 400	485 400	503 400
Lønnskompensasjoner	3 700	10 300	10 300	
Merinntekt salgsmatte	363		86	
Refusjoner	18 643		19 797	
Sum inntekter og refusjoner	489 806	495 700	515 583	503 400
Lønnsutgifter	367 481	359 748	371 553	368 364
Varer og tjenester	125 967	138 005	131 305	138 980
Sum utgifter	493 448	497 754	502 858	507 344
Driftsresultat	-3 642	-2 054	12 726	-3 944
Overføringer fra året før	13 676	10 033	10 033	
Overføringer til neste år	10 034	7 979	22 759	

User-financed assignments, item 21. NOK 1 000

	Regnskap 2009	Rev. budsjett 2010	Regnskap 2010	Budsjett 2011
Inntektskrav i statsbudsjettet	177 500	183 200	183 200	188 900
Mer/mindre- inntekt	9 135	10 891	25 148	-6 945
Oppdragsinntekt	186 635	194 091	208 348	181 955
Sum inntekter	186 635	194 091	208 348	181 955
Lønnsutgifter	129 274	125 283	125 888	123 677
Varer og tjenester	55 643	70 823	69 521	65 357
Sum utgifter	184 917	196 106	195 410	189 034
Driftsresultat	1 718	-2 015	12 938	-7 080
Overføringer fra året før	22 951	24 669	24 669	
Overføringer til neste år	24 669	22 654	37 607	

Major acquisitions, item 45. NOK 1 000

	Regnskap 2009	Rev. budsjett 2010	Regnskap 2010	Budsjett 2011
Statsbevilgning	11 100	10 400	10 400	9 600
Sum utgifter	17 562	10 400	12 078	9 600
Driftsresultat	-6 462	0	-1 678	0
Overføringer fra året før	8 143	1 681	1 681	
Overføringer til neste år	1 681	1 681	3	

The internal budget distribution is presented in an annual budget publication, which is released in the *Plans and reports* series.

3.2. Personnel

Work on recruiting and retaining competent employees is a priority task. The goal for the competence work is discussed as a development task in chapter 2.5.

Working environment - HSE

Statistics Norway has inclusive working life agreements with the following objectives:

- Statistics Norway will work actively to keep sickness absence at a low level
- Statistics Norway will safeguard the resources that employees of all ages represent, through an active life phase policy

Job vacancy advertisements clearly state that persons with reduced functional capacity will be accommodated, and qualified applicants with reduced functional capacity will always be invited to job interviews.

HSE work in 2011 will be performed in accordance with the HSE manual. Emphasis will be given to the local HSE reviews and action plans for HSE work in the individual departments.

- Number of employees** As of 31 December 2010, Statistics Norway had 974 employees, including 17 on parental leave. Statistics Norway also had 166 interviewers; 66 located centrally and 100 located locally throughout Norway.
- Number of man-years** A total of 937.5 man-years are budgeted for 2011, which is 5 more than the planned figure for 2010. Budgeted man-years for government assignments are 716.9 and for user-financed assignments 220.6. Approximately 50 man-years are also planned for interviewers.

Budgeted man-years, by financing and department. Main categories 2011

Department	Man-years	Man-years	Government assignments		User-financed assignments	
	Total 2010	Total 2011	2010	2011	2010	2011
Total	932,2	937,5	698,0	716,9	234,2	220,6
100 Planning and finance	26,2	24,8	18,2	16,8	8,0	8,0
140 International development cooperation ² ...	20,1	20,6	-	-	20,1	20,6
200 Economics, energy and the environment ..	123,7	127,6	92,5	97,8	31,2	29,8
300 Social statistics	114,5	110,7	75,0	71,0	39,5	39,7
400 Industry statistics	116,4	116,4	101,0	101,4	15,4	15,0
500 Research department	86,1	92,4	52,3	51,9	33,8	40,5
600 Human resources and communication	100,4	94,3	83,4	76,1	17,0	18,2
700 IT and statistical methods	110,5	114,8	91,0	98,2	19,5	16,6
800 Data collection	119,8	122,3	79,2	99,7	40,6	22,6
900 National accounts and financial statistics ...	114,5	113,6	105,4	104,0	9,1	9,6

¹ User-financed assignments also include man-years financed by overheads.

² For user-financed assignments in the *Section for international development work (140)*, short-term assignments are posted to the individual sections and departments.

Extract from Proposition no. 1 S (2010–2011)

Key challenges and priorities in the statistics production in 2011

Statistics Norway works systematically to develop and improve the overall statistics product. Focus is placed on developing statistics for areas where the coverage is limited. The demand for statistics and analyses is steadily increasing and expanding, such as in areas that directly or indirectly describe social trends and living conditions for different groups. Current statistics shall retain at least the same level of quality and topicality as before. The production of statistics will follow international requirements and guidelines. A key goal is to limit the total response burden as much as possible. The research activity aims to highlight development features of society and will continue at a high international level. The growing demand for both new and improved statistics has led to an ongoing need to modernise and streamline the statistics production. In 2011, this work will be continued, particularly through various standardisation initiatives.

Information security

Information security is extremely important to Statistics Norway, and work is ongoing to further develop routines for security and emergency preparedness in all areas. The activity is adapted to the requirements and guidelines of the Personal Data Act and the Security Act. The work on data security will continue to be given a high priority in 2011, and Statistics Norway will take part in relevant, central exercises relating to security and emergency preparedness.

Electronic data collection

Statistics Norway is continuing its focus on electronic data collection. In 2011, the agency will modernise and streamline the data collection further through use of new services in Altinn II. This will have a positive effect on large and complex reporting, e.g. from banks and financial enterprises. The work on adapting and further developing response forms is expected to increase the use of electronic reporting. Parallel to this, Statistics Norway will phase out its own system for electronic reporting; Idun, and transfer the forms to Altinn. Electronic coordination with respondents and other producers of statistics is a key focus area. The aim is to make the response burden as low as possible by re-using data and developing effective reporting solutions. In connection with this, Statistics Norway is taking part in a project for the design of a new joint system in relation to data from employers on employees and wages. The project is described in more detail in chapter 1618 Norwegian Tax Administration. Statistics Norway's system for administering samples is also being developed. A recently developed system for coordinating samples aimed at achieving a more even distribution of the response burden among comparable units has been implemented. The development of a common system for feedback to respondents during the data collection is planned to start in 2011.

Population and housing census 2011

The population and housing census 2011 will be based on administrative and statistical registers as sources of data. The Directorate of Taxes' work aimed at improving the coverage of dwelling numbers in the National Register, and the Norwegian Mapping Authority's work to improve the quality of data on dwellings in the land register are pivotal. Part of Statistics Norway's contribution to this work is providing advice and quality reporting.

In 2009, the degree of coverage for residents in multiple occupancy dwellings increased from 87 per cent to 90 per cent. The target coverage is 95 per cent by the census date of 19 November 2011.

The Population and housing census 2011 is founded on an EU directive. The tables required by the directive are a key feature of the publishing and will be available in Statistics Norway's dissemination database. The main publishing will take place in 2012 and 2013.

Agricultural census 2010

The census is based on requirements in the EEA agreement in addition to national needs. The information was mainly taken from administrative registers, supplemented with a form-based survey of roughly 45 000 farm holdings. The census date was 31 July 2010, and Altinn was used as the electronic reporting channel. The aim is to publish some preliminary results in 2011. The work in 2011 will consist of quality assuring the data material and more extensive publishing and analysis. A sample survey will be conducted in the first quarter of 2011.

Main audit of the national accounts etc.

The most important aspect of the development work for the national accounts in 2011 is the introduction of the EU's new industrial classification system (NACE rev. 2). Figures in accordance with the new system will be published in November 2011, and will cover annual and quarterly figures including time series dating back to 1970. The system was adopted for all short-term statistics in January 2009, and in the annual structural statistics from the statistics year 2008.

In the wake of the financial crisis, and in conjunction with the increased internationalisation and globalisation, there is a need for adjustments and expansions in the financial statistics and national accounts with regard to topicality, frequency, degree of detail and international comparability.

Statistics for the public sector

StatRes is a system for the development and dissemination of statistics and indicators for resource input, activity and results for central government activity. StatRes is central to the development of statistics for the public sector, and represents a framework for the further development of this statistics area. The system does not currently cover the entire public administration, and the work on extending the framework will continue until the end of 2012.

New time use survey

Data collection for the time use survey started in February 2010, and is expected to be completed in spring 2011. The first results will be available by the end of 2011. Time use surveys, which were also conducted in 1971, 1980, 1990 and 2000, provide valuable information on changes in the population's daily lives and make it possible to see various activities as a whole. These surveys are also the most important source of data for studying time spent on unpaid work.

Svalbard statistics

The work on describing Svalbard society through separate analyses of economic and social conditions, including the environmental situation, will continue in 2011. Statistics Norway considers it a priority to develop comparable statistics that can provide central and local authorities with a better basis for decision-making. Work related to improving the data basis for the foreign settlements will be carried out in 2011.

Research and analysis in 2011

The research activity in Statistics Norway aims to contribute to new knowledge on finance-related behaviour and the economic effects of different events, including political initiatives. The research also aims to help improve the scope and quality of the statistics. The research effort continues in 2011, roughly to the same degree as last year, but has been adapted to new challenges in areas such as the environment, pensions, living conditions and quality of life. The priorities in the different areas of research are described in more detail below.

Tax analyses and public sector economy

The tax and pension models are being updated and developed. Tasks aimed at the administration and the Storting parties will continue. Distribution analyses in order to study the effects of public welfare schemes will be further developed.

Resource and environmental economics

Studies of agreements and use of policy instruments in the environment and energy policy are given priority, together with analyses of the impact that technology choices have on emissions and the environment. Improved data for energy and environmental conditions will be used together with national accounts figures in the updating of the macro models.

Micro econometric analyses

Statistics Norway's analyses of companies, enterprises, individuals and households' behaviour are being continued. Emphasis is placed on incorporating results from this research into the models. Prioritised areas include choice of education and factors that affect the influx to the social security system.

Macro economic analyses

The analysis of economic cycles and the work on the macro models are being continued, and model assignments for the administration and Storting continue. Long-term studies of the correlation between demography, central government finances and economic development are ongoing.

Population analyses and research on living conditions

The work on publishing annual population projections continues. Analyses of mortality and migration, and the correlation between the development of the population and living conditions have been given priority.

Budget 2011

A budget ceiling of NOK 701.9 million has been proposed for Statistics Norway for 2011. The proposal entails around the same activity level as in 2010.

Statistics Norway aims to develop statistics for areas without full coverage, and to maintain the scope of the ongoing statistics production with the same or better quality and topicality as before. In addition, a further focus will be placed on streamlining the data collection and on user-friendly and effective dissemination of statistics and research results on www.ssb.no. A large emphasis will be on information security and on the work aimed at keeping the response burden at the lowest level possible.

Item 01 Operating expenses

This item includes wage costs, training expenses, rental and operation of office premises, travel, office equipment etc. The proposed appropriation for this item in 2011 is NOK 503.4 million.

Item 21 Special operating expenses, transferrable

Special operating expenses are attributed to user-financed assignments. The scope of such assignments is estimated at NOK 188.9 million in 2011.

With regard to user-financed assignments, the expenses are posted in chapter 1620 Statistics Norway, item 21 Special operating expenses. The revenues from such assignments shall cover the expenses in full and be posted in chapter 4620 Statistics Norway, item 02 Assignment revenues.

Statistics Norway can exceed the appropriation for the assignment activity in chapter 1620, item 21 Special operating expenses, with an amount that corresponds to the extra revenues in chapter 4620, item 02 Assignment revenues. Any unused

extra revenues can be allowed for when calculating transferrable amounts in item 21, cf. proposal on decision II.2.

Item 45 Major equipment acquisitions and maintenance, transferrable

This item includes a provision for the work on developing data security and data capacity in Statistics Norway's technology platform.

Executive management and planning in Statistics Norway

Statistics Norway is a subordinate agency of the Ministry of Finance and is headed by a Board and Director General. The Board is appointed by the Ministry of Finance. Frøydis Langmark BMed, from the Cancer Registry of Norway, is Chair of the Board.

Responsibilities and composition of the Board

The responsibilities of the Board are described in the Statistics Act of 16 June 1989. The Board considers and determines Statistics Norway's strategic plan, budget proposals, annual activity plan and annual reports, in line with proposals from the Director General. The Board subsequently presents these issues to the Ministry of Finance. The Board is also responsible for supervising the development of Norwegian statistics and the activity in Statistics Norway. The Director General presents to the Board all matters of major importance to Norwegian statistics and the activity in Statistics Norway.

The Board was made up as follows as from 1 January 2011

Frøydis Langmark BMed, Chair of the Board
Tor Borgenvik (Adviser), Deputy Chair of the Board
Professor Ragnar Torvik
Professor Einar Hope
Ida Helliesen (Director of Finance)
Dr Ragnhild Balsvik
Kaja Sillerud Haugen (Adviser)

Deputy members:

Anne Britt Djuve (Researcher)
Randi Punsvik (Legal Director)
Eirik Pedersen (Managing Director)
Ole Bjørn Røste (Associate Professor)
Anders Sønstebø (Adviser)

Responsibilities and duties of Director General

The Director General is responsible for the activity in the various disciplines in Statistics Norway. In accordance with the provisions of the Statistics Act, the Director General shall devise and present to the Board proposals for long-term programmes, annual budgets, annual working plans and annual reports. He is also responsible for ensuring that the working plan is carried out in the most appropriate and financially expedient manner possible. Hans Henrik Scheel was appointed Director General on 1 February 2011, after Øystein Olsen left to take up the post of Governor of the central bank at the start of 2011.

The Director General heads Statistics Norway's cooperation with the Deputy Director General, Olav Ljones, and the heads of department. The department heads are Torstein Bye (Director of Economics, energy and the environment), Johan-Kristian Tønder (Director of Social statistics), Nils Håvard Lund (Director of Industry statistics), Anne Rømo (Director of National accounts and financial statistics), Torbjørn Hægeland (Director of Research), Hans Viggo Sæbø (Director of Planning and finance), Anne Skranefjell (Director of Human Resources and communication), Rune Gløersen (Director of IT and statistical methods) and Anne Sundvoll (Director of Data collection).

Organisation

The key areas of Statistics Norway's organisation and management structure are presented in the document *Statistics Norway's organisation and management*, which is updated at least once a year. The most recent version of the document was issued in April 2010 as *Plans and reports 2010/12*.

Six civil servant unions are represented in Statistics Norway. The relationship with these unions is provided for in accordance with paragraph 1 of the collective wage agreement and a separate adjustment agreement.

Internal committees

The Director General makes decisions of an overarching and fundamental nature in the directors' meeting, which is held every week. All members of the executive management take part. Discussions on issues relating to the various disciplines are held in the directors' forum, which is held once or twice a month. The directors' forum has a broader participation than the directors' meeting.

The *Working Environment and Liaison Committee* is a joint committee between the management of Statistics Norway and the civil servant unions. The committee is headed by the Director General. The cooperation between management and the civil servant unions is mainly provided for through this committee, which holds eight to ten meetings a year. The work on equality is undertaken by a separate committee under the Working Environment and Liaison Committee. Working environment matters that apply to the whole of Statistics Norway, cf. Section 24, chapter 2 of the Working Environment Act, are dealt with in the Working Environment and Liaison Committee. Other matters relating to the environment are dealt with in the Working Environment Committee. When the head safety representative takes parts in a meeting of the Working Environment and Liaison Committee, and the company doctor is in attendance as an observer, the Committee then acts as the Working Environment Committee.

The *Security Committee* is an advisory body on matters relating to security, including conditions associated with confidentiality, integrity and accessibility. The committee can also initiate, establish and follow up preventive security measures.

The *Committee for statistical standards* governs the work on statistics standards. The committee prepares an annual report on the standard work, and contributes to decisions regarding contents of statistical standards.

The *Confidentiality committee* is responsible for assessing the publishing activity in relation to Section 2-6 of the Statistics Act, and has duties in relation to the approval of institutions that can apply for access to micro data.

Work on the Activity plan

The work on the Activity plan begins with management drawing up priorities for the plan work based on preliminary budget ceilings.

After the priorities have been discussed in the departments and the Board, a draft activity plan is prepared, which includes budget assumptions and what documents and updates need to be included in connection with the planning. Management considers proposals for departmental plans in separate meetings. Separate plan meetings are also held for major multi-discipline projects or areas.

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

Activity plan for each department

Activity plans are prepared for all departments. In addition to the plan, project documentation for major projects and for projects that affect several departments is prepared.

Products and product register

A separate plan system and product register are important tools for planning and follow-up. All products are given a number, and planned man-hours per product are entered into the system. The product register is used for both target figures and historical figures. The register includes details of man-hours used, topicality, response rates, response burden, data sources, accessibility, correlation and relevance. The product register is an important prerequisite for target and performance management in Statistics Norway.

Budget

Each department draws up a budget proposal based on preliminary budget ceilings given in the draft activity plan. Chapter 3.1 on resources contains the budget for 2011 as a whole and divided into government assignments and user-financed assignments. The overview also shows accounting figures. A total overview of the internal budget allocation is also issued every year.

Performance appraisal and assessment of posts

Staff performance appraisals are held once a year, normally in connection with the work on the activity plan. A checklist is available for use in performance appraisals. A job assessment scheme has been established, with a job assessment form for all posts. The job assessments are updated as required, and often in connection with local wage settlements.

Reporting of financial results

The most important reporting to the Ministry of Finance is the half-yearly and annual reports. The deadline for submission of the half-yearly report is always around 20 August, and around 20 February for the annual report.

The Board prepares a separate directors' report.

Strategies

A new long-term plan or strategy for Statistics Norway is compiled roughly every five years. The new main strategy - Strategy 2007 - and sub-strategies are now available. The strategies are issued in separate publications and are available both on the intranet and at ssb.no.



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