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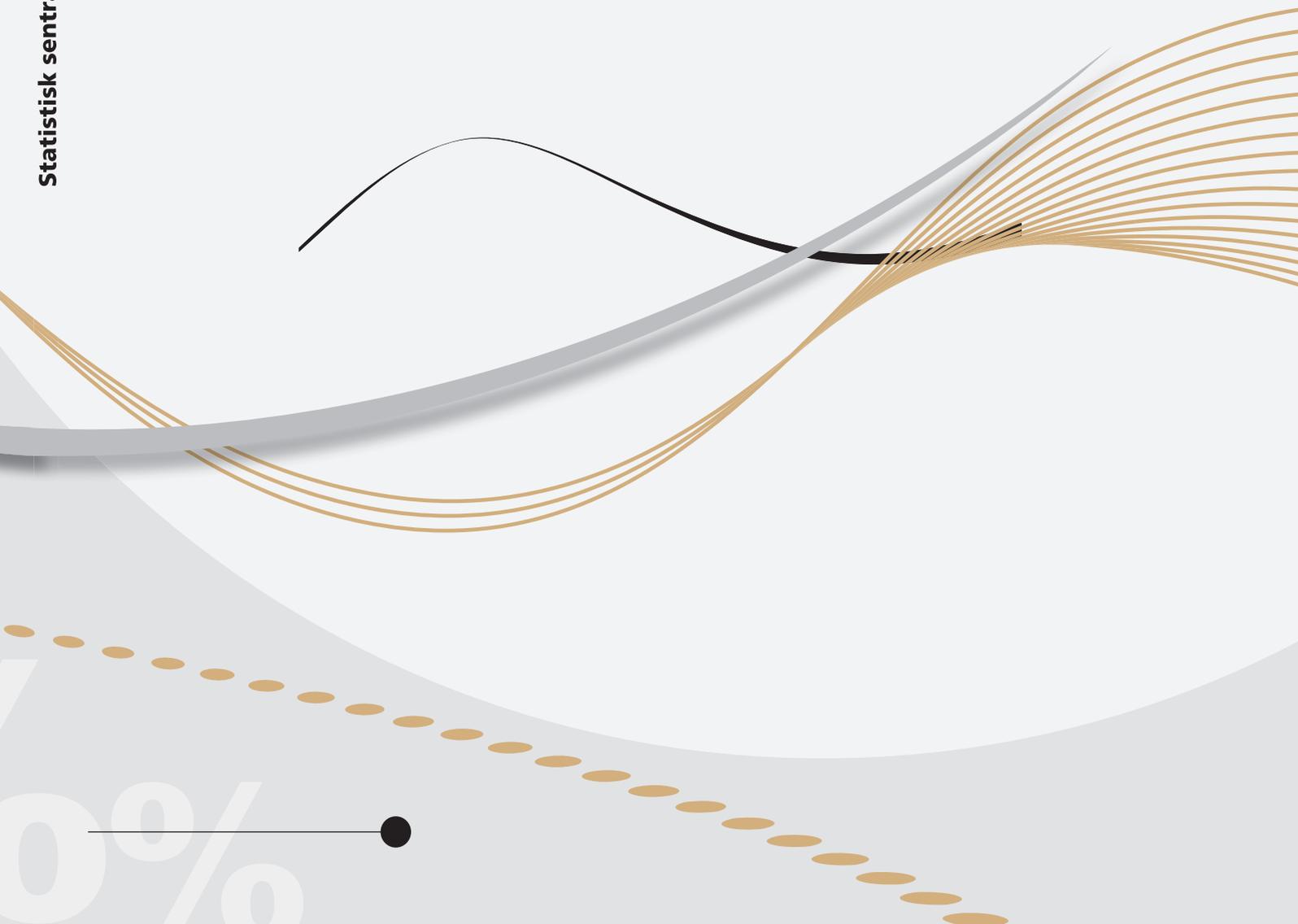
2015/9 ●

Annual Report for Statistics Norway 2014

Statistics Norway



Statistisk sentralbyrå



Annual Report for Statistics Norway 2014

Plans and Reports In this series, documents of an institutional nature and notes with a certain official character are published.

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Preface

The annual report contains an overview of central tasks and results for 2014, both for activities funded by basic government funding and those funded directly by the users. It discusses issues mentioned in the allocation letter and other topics that Statistics Norway believes are of interest to the Ministry of Finance.

The annual report was approved by the Board of Statistics Norway on 26 February 2015.

Statistics Norway, 26 February 2015

Morten Reymert
Chair of the Board

Torbjørn Hægeland
Director General

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1. Director's introduction

Statistics Norway is generally satisfied with its goal achievement in 2014. The results are satisfactory and about as expected. Results related to performance indicators with result requirements are better than in 2013. Statistics Norway is particularly satisfied with the improvement of the timeliness of the monthly statistics and with the result requirement related to the response rate for voluntary surveys having been met.

Statistics Norway is to supply high-quality statistics, analyses and research for the benefit of society. This is our *raison d'être*, and all other descriptions and priorities must be seen in light of whether we are able to achieve this. The quality of the statistics is evaluated based on the guidelines for European Statistics (Code of Practice), which sets requirements for institutional conditions, the processes for the generation of statistics and the actual statistical products. In 2014, Statistics Norway has been through a European Peer Review, or in other words an audit performed by European colleagues and organised by Eurostat. The Peer Review examined our compliance with the Code of Practice. The results show that Statistics Norway is highly compliant with the Code of Practice, though some areas of improvement are also highlighted.

We believe that Statistics Norway fulfils its societal mission in a satisfactory manner. Statistics Norway has maintained the scope and quality of statistics and analyses at about the same level as in 2013, though there has been a slight decline in the number of publications. The number of employees in Statistics Norway declined by 29 persons from 31 December 2013 to 31 December 2014, and at the end of 2014 Statistics Norway had 883 employees. The development in the number of FTEs follows about the same trend, declining by 22 FTEs from 858 FTEs in 2013 to 836 FTEs in 2014. This decline has taken place through natural attrition and has been ongoing for several years, but Statistics Norway has nevertheless continuously strived to maintain production and the quality of the products. This shows that Statistics Norway employees are adaptable, and significant efficiency improvements have been made in the activities in recent years. However, Statistics Norway is in a situation where it is necessary to make large investments in order to meet future challenges related to skills and updated production systems for statistics. To ensure that Statistics Norway has sufficient room of manoeuvre in the times ahead, a reorganisation process was started in the autumn of 2014.

Statistics Norway statistics and analyses shall be available in the manner users want. Our most important dissemination channel – ssb.no – is very stable and has, with the exception of one weekend, been fully available throughout 2014. At the same time, increasing numbers of users are using mobile devices, and work on adapting ssb.no to mobile surfaces is now underway.

Statistics Norway's new strategy, which applies to the 2014-2107 period, was adopted by the Board in February. The strategy is divided into six key goals. The work on subsidiary strategies within communication, methods, HR and IT has been completed. We believe that the strategy and the subsidiary strategies highlight the areas Statistics Norway is to focus on in the coming years, and that we have created good documents with which to manage the agency.

Our most important projects have seen good progress: these include the EDAG project (Electronic Dialogue with Employers), the transition to Altinn and the main revision of the national accounts. EDAG has progressed according to schedule and as of 2015, employers will save resources when reporting to public authorities regarding salaries and working conditions. The work on the main revision of the national accounts, incl. the balance of payments, statistics for public finances and direct investments, was as planned completed in November 2014. In 2014, the work on reviewing the existing IDUN form for the transition to Altinn II was intensified, and 20 forms were made operational in Altinn as part of the transition. The transition to Altinn is planned completed in 2017.

It is important for Statistics Norway that we are highly credible. The results of a reputation survey show that Statistics Norway has a stable and reasonably good reputation/high credibility as measured against other public agencies. We are relatively satisfied with the work and results in this area, though we did register a slight reduction in our reputation in the past year.

In our assessment, our system for management and control shows that our systems, routines and processes are generally working well and can be documented in accordance with the Financial Management Regulations ("Økonomiregelverket"). Statistics Norway introduced a standard account plan from 1 January 2013, and introduced periodic accounts in accordance with the state's accounting standards from 1 January 2014. We have spent 2014 familiarising the organisation with the new accounting principles, and we will continue to work on employing the new accounting principle to provide better management information.

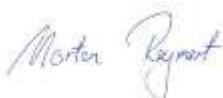
Statistics Norway's total government appropriation for the basic government funding¹ amounted to NOK 553.5 million in 2014. Up to NOK 24.8 million is sought transferred to 2015. This corresponds to 4.5 per cent of the appropriation. With regard to private assignments², revenues are to cover the expenses for user-funded assignments. Seen in isolation, the 2014 financial result for Statistics Norway gives a slightly larger room for manoeuvre in 2015, and can contribute to solving challenges related to the reorganisation and the renewal of the IT systems. Better projections and invoicing plans are to be prepared for revenues going forward, so that unexpected underspends are avoided. See chapter 6 for further comments.

Statistics Norway in Oslo moved to new premises in Akersveien 26 on 17 February 2014. The move was completed according to plan, without the statistics generation or other services we offer being negatively affected. The implementation of the move was very successful.

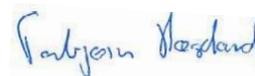
This annual report complies with new requirements given in the regulations concerning financial management in the state and is built on the overarching business plan for 2014. In turn, the business plan is among other things based on the discussion of Statistics Norway's priorities in Prop. 1 S (2013-2014) for the Ministry of Finance and on EU's regulations concerning statistics. The description of the results is structured in accordance with the key goals in the new strategy, and we believe that the annual report provides a good description of results achieved and important activities.

A new Chair of the Board, a new Deputy Chair and a new Board Member were appointed for four-year terms, effective from 1 January 2014. In the course of the year, the Board has been the initiator of several important issues related to the overarching management and internal control, and the Board has provided important feedback regarding the development of Statistics Norway in 2014.

Director General Hans Henrik Scheel gave notice in December 2014. As the Chair of the Board and the Director General, it is a pleasure to note that managers and employees in Statistics Norway have made great efforts in the past year, and that in combination these efforts have led to Statistics Norway presenting good results for 2014.



Morten Reymert
Chair of the Board



Torbjørn Hægeland
Director General

¹ Basic government funding: Chapter 1620, item 01 reimbursements deducted

² Private assignments: Chapter 1620, item 21 and chapter 4620, item 21

2. Introduction to the agency and key figures

2.1. Introduction to the agency

Statistics Norway was founded in 1876 and it is a state agency directly placed under the Ministry of Finance. Statistics Norway's activities are regulated by the Statistics Act³, and Statistics Norway is independent with regard to statistics issues. This means that Statistics Norway decides itself what to publish, as well as when and how publication takes place.

Statistics Norway has primary responsibility for generating and disseminating official statistics on Norwegian society and its core tasks are described in the Statistics Act. According to the statute, Statistics Norway is to survey and prioritise needs for official statistics, be in charge of coordinating official statistics generated by public administration bodies, and have the main responsibility for international statistics collaboration. Statistics Norway shall also develop statistical methods and utilise the statistics in analyses and research. Statistics Norway has its own research department that is to provide more knowledge about the development of society based on Statistics Norway's own statistics. Statistics Norway shall also facilitate the delivery of statistics for research and public planning.

Statistics Norway has six strategic main goals for its activities in the 2014-2017 period:

1. Statistics Norway shall be society's leading supplier of facts
2. The statistics shall meet the needs of users
3. Relevant research and analysis shall enhance the value of statistics
4. Statistics Norway shall participate in international cooperation to improve statistics
5. Statistics Norway shall have easy access to data sources
6. Statistics Norway shall be an effective and knowledge-based organisation

User needs are changing in line with societal developments. This impacts the statistics Statistics Norway produces. All Statistics Norway statistics shall be relevant, timely, reliable, punctual, comparable and available. This follows from the requirements to European statistics imposed by the European Code of Practice.

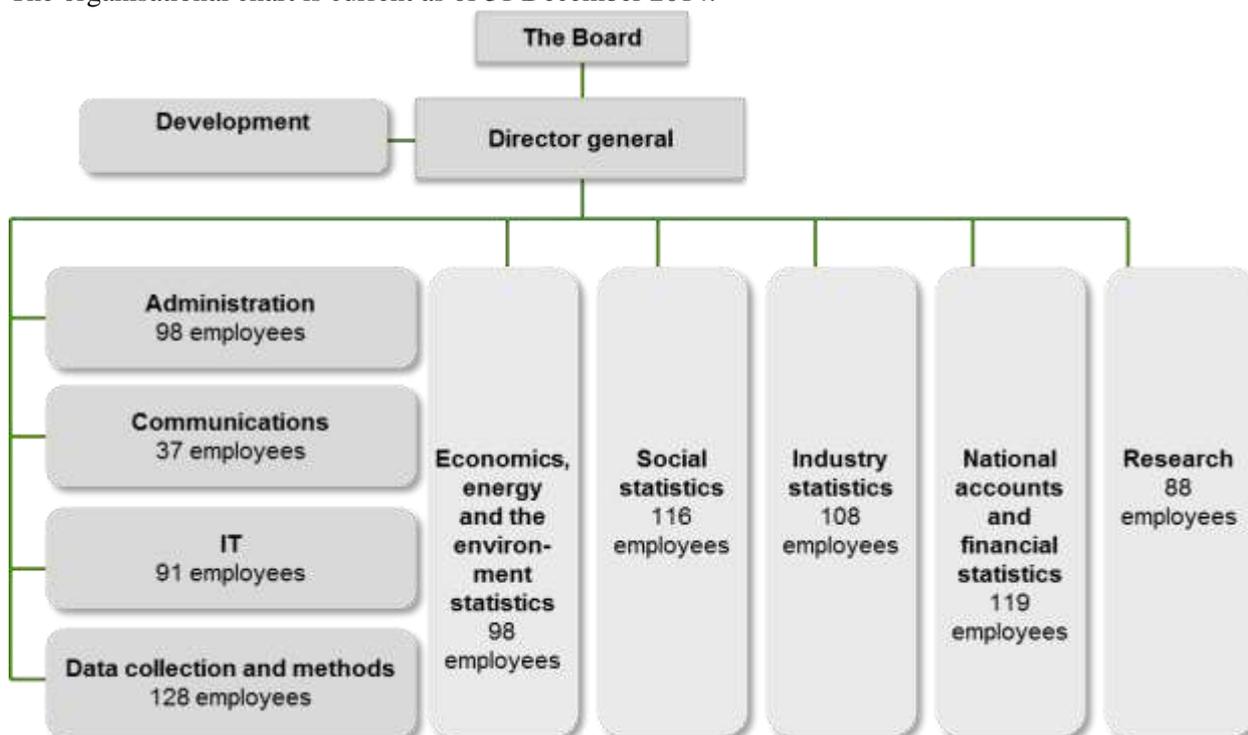
Statistics Norway participates actively in international collaboration on statistics. The collaboration aims to ensure comparable statistics across international borders. The collaboration takes place through the ever more extensive EEA collaboration, and through international organisations such as the OECD, UN, IMF, ILO and UNESCO.

Statistics Norway is managed by a Board and a Director General. The Board is appointed by the Ministry of Finance and is responsible for monitoring developments in official statistics and Statistics Norway's activities. The Board discusses and sets Statistics Norway's budget proposal, strategy and business plan, and shall, among other things, ensure that goals and result requirements are followed up on and implemented within the framework of the allocated resources. The Board's instructions are found at www.ssb.no, and in accordance with the instructions, the Board is to provide a separate statement about the annual report; see appendix A. In 2014, the Board has been composed of the following:

- Chair: Morten Reymert
- Deputy chair: Jan Fredrik Qvigstad
- Member: Randi Punsvik
- Member: Ingrid Finboe Svendsen
- Member: Ragnhild Balsvik
- Member: Knut Andersen
- Employee Representative: Kaja Sillerud Haugen

³ Act relating to official statistics and Statistics Norway of 16 June 1989 no. 54

The organisational chart is current as of 31 December 2014.



2.2. Key figures

Table 1

Key figures	2012	2013	2014	Result requirement 2014
Timeliness monthly statistics. Number of weeks from the end of the reference period and to the statistics were produced	4.3	4.4	3.9	< 4.2 weeks
Timeliness quarterly statistics. Number of weeks from the end of the reference period and to the statistics were produced	9.0	9.0	8.8	< 8.7 weeks
Timeliness annual statistics. Number of weeks from the end of the reference period and to the statistics were produced	38.0	34.0	35.5	< 37.2 weeks
Response rate mandatory surveys	94	94	94	> 94 per cent
Response rate voluntary surveys	63	61	64	> 63 per cent
Response burden business sector. Number of FTEs	79	85	82	< 79 FTEs
Response burden rest. Number of FTEs	44	23	28	
Punctuality. Proportion of the statistics that deviate from the notified date of publication. As percentage	13	11.0	12.8	< 10 per cent
Electronic reporting Proportion as percentage	84	87	90	> 84 per cent
Number of statistics publications	967	977	957	
Number of active statistics	-	-	393	
Number of discontinued statistics	3	7	3	
New statistics	7	9	2	
Research – external publications	94	71	96	
PhD dissertations	5	1	2	
New legislative acts incorporated into appendix XXI Statistics of the EEA agreement	10	16	21	
Decisions on obligations to provide information	5	3	3	

The table below shows selected key figures about personnel and accounts.

Table 2

	2012	2013	2014
Number of employees ⁴	958	912	883
FTEs ⁵	907	863	840
FTEs interviewers	80	61	59
Distribution Oslo/Kongsvinger, proportion of employees in Kongsvinger as percentage ⁶	38.9	38.5	39.6
Sick leaves in per cent	4.7	4.1	4.8
Gender equality, proportion of women in per cent	53	53	53
Gender equality, proportion of women in management in per cent ⁷	43	47	48
Chapter 1620 Item 01 (Basic government funding). Figures in NOK 1000			
Appropriation.	517,000	526,700	534,800
Government appropriation, including transfers from the previous year.	528,925	544,139	553,299
Recognised expenses, less reimbursements.	511,791	525,645	528,730
Unused appropriation transferred to the next year.	17,439	18,499	24,795
Chapter 1620 item 21 and 4620 item 02 (Private assignment). Figures in NOK 1000.			
Appropriation. <i>Additional revenue authorisation on the item associated with ch. 4620 item 02.</i> ..	194,800	201,200	208,300
Government appropriation, including transfers from the previous year. <i>Additional revenue authorisation on the item associated with ch. 4620 item 02.</i>	247,476	232,997	247,928
Recognised expenses, less reimbursements.	228,240	188,063	208,382
Revenue requirements.	194,800	201,200	208,300
Recognised revenue.	207,361	195,951	224,027
Unused appropriation transferred to the next year.	31,797	39,628	55,273
Chapter 1620 item 45 larger equipment acquisitions and maintenance. Figures in NOK 1000.			
Government appropriation	9,800	10,000	10,200
Government appropriation including transfers from previous years.	16,190	19,321	26,505
Recognised expenses.	6,869	3,016	21,077
Unused appropriation transferred to the next year.	9,321	16,305	5,428
Salary share of operating cost as percentage	71.5	73.0	70.4
Salary costs per FTE (including pension costs) ⁸ Figures in NOK 1000.	548	577	588
Consultants share of operating cost as percentage	4.9	3.8	4.1
Cost of premises as share of operating cost as percentage	7.9	8.4	7.9
Total balance as of 31/12 Figures in NOK 1000 ⁹ . (Figures collected from business accounts) ...	n/a	108,492	104,293

⁴ Employees in "secondary positions", pensioners, student employees and interviewers are not included in the figures

⁵ FTEs have been collected from the salary system. In previous annual reports, figures from the time registration system were used. This leads to a small discrepancy compared to previous annual reports.

⁶ Employees in "secondary positions", pensioners, student employees and interviewers are not included in the figures

⁷ Management consists of the Director General, the Assistant Director General, Department Directors and Heads of Sections

⁸ Pension costs are assumed to be at the same level as in 2014, as figures are not available for 2012 and 2013

⁹ The 2012 balance is not available

3. Activities and results

General assessment of goal achievement and results

Statistics Norway's societal mission is to supply statistics, research and analyses for the benefit of society. The main goals in the allocation letter for 2014 from the Ministry of Finance were:

Statistics Norway shall:

- Develop statistics for important areas that have unsatisfactory coverage
- Produce statistics and analyses that are significant for Norwegian society, of as high quality and as efficiently as possible
- Maintain a research standard at a high international level
- Further develop a user-friendly and effective dissemination of statistics and research

Statistics Norway has prepared a new strategy for the 2014-2017 period to ensure that we fulfil our societal mission in the years ahead. The reporting of activities and results follow the main goals of the strategy. Statistics Norway is generally satisfied with this year's results, especially when seen in light of a relatively significant reduction in staffing levels, which suggests that notable efficiency improvements have been made. Comments on the results related to performance indicators with result goals for 2014 can be found under the various main goals.

Statistics Norway is to coordinate the extensive statistics that are generated by public administration agencies¹⁰. The Statistics Council is an important arena in the coordination of official statistics. The Statistics Council consists of 25 agencies and is headed by Statistics Norway. The Statistics Council issues its own annual report on its work.

3.1. Statistics Norway shall be society's leading supplier of facts

3.1.1. Timeliness

- The timeliness goal for monthly and annual statistics was achieved. The timeliness of monthly statistics improved significantly compared with 2013.
- The timeliness for quarterly statistics was not reached. However, the deviation from the goal is small and it is an improvement compared to 2013.

Table 3

	2012	2013	2014	Result requirement	Result
Timeliness monthly statistics. Number of weeks from the end of the reference period and to the statistics are produced	4.3	4.4	3.9	< 4.2 weeks	Achieved
Timeliness quarterly statistics. Number of weeks from the end of the reference period and to the statistics are produced	9.0	9.0	8.8	< 8.7 weeks	Small discrepancy
Timeliness annual statistics. Number of weeks from the end of the reference period and to the statistics are produced	38.0	34.0	35.5	< 37.2 weeks	Achieved

Timeliness is calculated from the first day after the measuring period's end and up to and including the date of publication. The timeliness requirement is met for the monthly and annual statistics, but is exceeded slightly for the quarterly statistics. Timeliness has improved over previous years for both monthly and quarterly statistics, but is slightly worse for the annual statistics. In comparison to 2013, corrections during the measuring period have contributed to a slight decline in

¹⁰ Act relating to official statistics and Statistics Norway of 16 June 1989 no. 54, section 3-1(b)

timeliness for annual and quarterly statistics and to a slight improvement in the monthly statistics. Some statistics have seen some improvement in timeliness, but overall there have not been any great changes in timeliness over the previous year.

3.1.2. Punctuality

Table 4

Proportion of statistics with deviations. Figure as percentage	2012	2013	2014	Result requirement	Result
Publications moved after prior notification had been given	13 ¹¹	11.0	12.8	< 10 per cent	Not achieved
Brought forward	-	6.7	7.2	N/A	
Postponed	-	4.3	5.6	N/A	
Publications notified late (later than 3 months before publication)	-	19.6	11.8	N/A	

Notice of the statistics publication with a publication date shall be given in the Statistics Calendar at www.ssb.no at the latest three months in advance. The publication date is also given on the statistics' home page, and moves are noted in both places. The goal is for at least 90 per cent of the publications to be published in accordance with the notice, or in other words neither before nor after the notified date. This is an important principle in order to signal Statistics Norway's independence and predictability to users.

Additionally, the proportion of the statistics for which timely notice is given can be measured. Thus far, quantitative requirements have not been imposed in this regard, and results have also not been reported. For users, it is also important that notification is given for the statistics well in advance.

In previous years, deviations have been registered manually. After the launch of the new [ssb.no](http://www.ssb.no) in 2013, the statistics are collected automatically and are more reliable, but are not entirely comparable with previous years. It also makes it possible to easily measure the proportion of the statistics for which timely notice is given, and to measure punctuality based on different times in which notice was given.

The goal of having less than 10 per cent deviation was not achieved, and the deviation increased slightly over the previous year. However, timely notice was given for many more statistics: about 88 per cent against 80 per cent in 2013. Statistics Norway has prioritised systematic work on increasing the proportion of statistics for which timely notice is given. However, when timely notice is given for more statistics, or further in advance, it may lead to an increase in the need to move publication dates. This is likely what happened between 2013 and 2014.

Many users will likely consider it most important that the publication dates are fixed in the last three months, which is the minimum requirement for the deadline for giving notice for all statistics. Statistics Sweden measures punctuality in relation to this deadline, while Statistics Denmark measures it in relation to eight days before publication.

Measured against the three-month deadline, punctuality in 2014 was 94.5 per cent, and 14 days before publication 98.1 per cent of the statistics are published on the notified date.

¹¹ From 2013, the "Statistics Register" ("Statistikkregisteret") and new reporting opportunities were adopted. Previously, deviations were reported manually. Figures for 2012 are not fully comparable.

3.1.3. Statistics and statistics releases

Table 5

	2012	2013	2014
Number of statistics releases	967	977	957
Number of active statistics.....	-	-	393
Statistics releases divided by:	-	-	
Release each year, six months/year, every x. year.....			314
Release each quarter, quarter/month, quarter/term			50
Release each month.....			22
Release every six months, term, week.....			7
Number of discontinued statistics.....	3	7	3
New statistics.....	7	9	2

Statistics from Statistics Norway are usually published monthly, quarterly or annually. The scope of the statistics releases can vary from year to year, depending on whether new statistics are added, discontinued or restructured. Restructuring can consist of mergers or splits, primarily based on the desire to meet user needs in the best way possible.

There were 957 statistics releases in 2014, a decline of about 1.5 per cent from the previous year. The decline is first and foremost caused by the merger of statistics.

In 2014, mergers were made of several statistics, primarily to improve usability in areas where users found it difficult to determine which statistic they should use, but also to make the statistics dissemination more efficient.

3.1.4. Other societal contact

Table 6

	2012	2013	2014
Media coverage	36,039	38,108	35,786
Enquiries to the information service	10,113	12,581	7,604
Publications, journals and articles	192 ¹²	218	196

In 2014, Statistics Norway prepared a communication strategy. Statistics Norway's communication regarding statistics and research is to be transparent, accessible, understandable and independent. The communication strategy is to contribute to the realisation of Statistics Norway's main strategy. Important goals in this strategy include increasing society's knowledge and use of Statistics Norway's statistics and analyses, and to increase knowledge of and familiarity with Statistics Norway in society.

Ssb.no is the main channel for the dissemination of statistics and analyses. On average, the website had about 250,000 visitors every month in 2014¹³. January and March are the months with the most visitors, which is related to the publication of the name statistics and KOSTRA (Municipality-State-Reporting). Statistics Norway has no comparable website statistics from previous years. The work on improving the accessibility of ssb.no for users on mobile devices by making the web pages more responsive started in 2014. The service will be available to users in February 2015.

The media is an important channel for communication in the public sphere. In 2014, there has been a lot of interest in Statistics Norway statistics and research, both in the use of figures and in interviews with Statistics Norway employees. There were 35,786 media stories. There have been few media stories that can contribute to undermining confidence in Statistics Norway. The decline in the number of media stories between 2013 and 2014 is probably due to Statistics

¹² In previous Annual Reports, online articles were not included in the publication indicator. This form of publication is now an important part of Statistics Norway's analyses and is therefore now included along with other formats of analysis in the figures for 2013 and 2014.

¹³ Figures from Google Analytics: Users who have completed at least one session in the course of the month.

Norway generally getting more stories during election years, and we expect an increase in 2015.

A systematic improvement of internal work processes has led to a more effective statistics publication on ssb.no, and has improved the quality of the statistics by uncovering more errors before rather than after publication; see section 3.1.6 about errors in the statistics.

At the turn of the year, Statistics Norway (<https://twitter.com/StatisticsNorwaynytt>) had just under 5,000 followers on Twitter. This means that we have gained 1,400 new followers in 2014, which is well above the goal of reaching 4,000 followers by the end of the year. In 2014, we have for the first time tried using Twitter to disseminate images and graphs.

Statistics Norway offers courses in the use of statistics. In 2014, we held courses for the journalism programmes at the Oslo and Akershus University College and the Volda University College, in addition to our own courses.

In 2014, Statistics Norway's central information service received 7,600 enquiries from users seeking assistance. The number of enquiries increased from 2012 to 2013, and declined again in 2014. In 2013, Statistics Norway got a new website, which was very different from the old site. Feedback indicates that more people required assistance from the information service in the transition from the old to the new website, and this is the reason for the decline from 2013 to 2014.

Statistics Norway participates regularly in IPOOS MMI's profile survey, which shows that Statistics Norway has a stable and good reputation in the population, though it has declined slightly in the most recent measurement. In 2015, we will also implement a qualitative reputation survey of greater depth.

3.1.5. Concentration on core tasks and coordination with other producers of statistics

Work has commenced on a better clarification of the concept of "official statistics", and the Statistics Council discussed this in its meeting in November 2014. The preliminary conclusions are that what is defined as official statistics must be of national interest, must be distinguished from analyses and must satisfy the quality requirements in the Code of Practice. Further, we must relate to the fact that Norwegian statistics that are disseminated by Eurostat are official statistics even when they originate from sources other than Statistics Norway.

In 2014, Statistics Norway has worked on clarifying the division of labour in relation to the Norwegian Institute of Public Health, the Norwegian Labour and Welfare Administration and the Norwegian Directorate for Education and Training. The work continues in 2015.

Statres, as a developmental project with external funding, has ended. Statistics Norway has evaluated the project and user needs for statistics about the public sector and the publication of management information. Much of the statistics developed through Statres will be continued under the individual statistics areas, but some parts – especially statistics on agencies – will be discontinued.

In 2014, the definition of "household" was coordinated between household statistics and the income statistics for households.

3.1.6. Error corrections

An error is defined as content being corrected and marked as corrected after the statistics have been published. Serious errors are defined by at least one of the following criteria being met:

- errors in figures that are central to the statistics, i.e. key figures, economic aggregates, etc.
- that the error will significantly affect the perception of the situation by society. Whether media/external users have disseminated the error may be significant here
- that the statistics are market sensitive

A great deal of judgement is exercised in the classification of errors. Based on the need for clearer criteria for the assessment of errors and European requirements related to errors and error corrections, new guidelines and routines for error corrections were adopted in 2014. These will be implemented in 2015.

There were content errors in a total of 63 statistics releases in 2014, of which two were serious. This is a clear decline from 2013, when errors were corrected in 90 releases, of which ten were serious. The proportion of statistics with content errors thus declined from 9.2 per cent to 6.6 per cent, and serious errors declined from 1.0 per cent to 0.2 per cent. Among other things, the decline is a result of improved work processes related to publications; see also section 3.1.4.

The two serious errors that were corrected were:

Import figures for chewing tobacco in the StatBank.

- On 19 November 2014, the Norwegian Institute of Public Health (FHI) launched the report "Health risks related to the use of chewing tobacco" ("Helseisiko ved bruk av snus"). The basic figures included Statistics Norway's import figures for chewing tobacco, which FHI had collected from the StatBank itself. These turned out to be too high, due to an erroneous declaration during the customs clearance of goods. It took some time to assess the error and its scope, and notice of the error was first given on ssb.no on 9 December. On 19 December, Statistics Norway published an article about what the error consisted of and what the correct figures were. FHI published a corrected report the same day.

Figures for completed courses in distance education

- In 2014, it turned out that figures for individuals who had completed courses in 2011 and 2012, which were published in 2012 and 2013 respectively, were too high, because they also included those who had not completed the courses. The error was corrected at the end of June. When the 2013 figures were published on 1 July 2014, the correct definition of the variable was used, but the figures were then too low due to a lack of reporting. The corrected data was subsequently reported, and on 28 November 2014 the correction was made in the text and in the same table as the two previous ones. This statistic has relatively low societal significance, and no criticism of Statistics Norway has been registered in relation to the corrections.

3.1.7. SDMX – Statistical data and metadata exchange

As part of the dissemination of internationally comparable statistics, the "SDMX Joint Solution" project was completed in the autumn of 2014. The SDMX Joint Solution is to help standardise international reporting by Statistics Norway, as well as make such reporting more efficient. The goal is to avoid the use of bespoke solutions for the individual statistics and to save resources in the facilitation of the transfers. The qualitative benefits are a reduced risk of manual error and contributions to a better handling of metadata in Statistics Norway.

3.2. The statistics shall meet the needs of users

3.2.1. Analysis of user needs

A user survey was conducted on ssb.no in January and February 2014. The survey showed that more users are successfully navigating ssb.no than during the last

survey in 2012. In 2014, 87 per cent responded that they find the information they are looking for, against 83 per cent in 2012. The survey also showed that among other things, users want more detailed figures and longer time series (especially at the municipal level), a better search function on the website, more "ordinary" language and a simpler StatBank.

In 2014, Statistics Norway has developed more competency on the analysis of website statistics. The user survey and website statistics give us a basis for prioritising development and management needs on ssb.no, so that our dissemination of statistics better meets user needs.

3.2.2. Population and housing census 2011

The project was completed in 2014 with the reporting of data and a quality report for Eurostat.

3.2.3. Statistics on living conditions

Eurostat is working on restructuring the social statistics. The restructuring may entail significant changes in the reporting of these statistics, both with regard to the topics subject to reporting requirements, the size and definition of samples, and the frequency of the reporting. Statistics Norway participates in the Board that has been created around the Directors of Social Statistics (DSS). The work is being followed up on in 2015.

Statistics Norway has reviewed the statistics for child protection services and family counselling services, and has restructured the statistics. The work on evaluating the statistics on social assistance has started, and suggestions for the restructuring of some areas will be implemented in 2015. The project continues in 2015 with a review of the entire social assistance statistics.

3.2.4. Political party funding

In 2014, the statistics on party funding has been changed from being based on the income of the parties only, to including both income and expenses.

3.2.5. Health statistics

The development of national statistics and the implementation of the regulations concerning new statistics on work-place accidents and occupational diseases are being implemented in collaboration with the Norwegian Labour and Welfare Administration (NAV), the Norwegian Labour Inspection Authority and the national monitoring body for the working environment and health (NOA). Work on solving challenges related to reading and interpreting scanned forms from NAV is ongoing, as is work on verifying the total number of forms that are to be reported to Statistics Norway. The plan to publish national statistics for 2014 in the course of the first half of 2015 remains in place.

A working group has been created, with representatives from the Norwegian Institute of Public Health and Statistics Norway. The group is to develop statistics based on data from the Norwegian Cardiovascular Disease Registry and from socioeconomic registers in Statistics Norway. The work continues in 2015, with publication planned for the autumn of 2015.

3.2.6. Education statistics

In 2012, the Norwegian Directorate of Immigration (UDI) introduced questions about education completed abroad in the EEA register. This was included in statistics during 2014. The experience thus far is that the proportion of unregistered education is on the increase. Statistics Norway is collaborating with UDI on possible measures. Alternative sources and methods are also being considered, in part because registration information is missing for those who have immigrated from other Nordic countries.

3.2.7. Income and wealth statistics

The timeliness of the wealth and debt statistic improved significantly, and in 2014 it was presented for the previous year rather than for two years previously. The statistic now also includes the market value of housing. The planned expansion of the basis for the statistic by including information about occupational pensions has been delayed, but will be revisited in 2015.

Over the course of 2014, a shared data set for household-based statistics has been established. This means that the household statistics and the income statistics now share a definition of "household". Household statistics based on the new method were published in December, a month later than planned. Income statistics based on the new method were published in December according to plan.

3.2.8. Labour costs

The Labour Cost Survey for 2012 has been completed, and figures as well as the quality report have been sent to Eurostat in line with the relevant regulations. Statistics Norway has had a disciplinary discussions about definitions with Eurostat, and these will continue in the spring of 2015.

3.2.9. National accounts

A stronger internationalisation of the business sector leads to significant challenges related to the measurement of "Norwegian production" and Norwegian versus foreign ownership/control in the primary statistics and consequently in the national accounts. In 2014, surveys were implemented in certain areas that document deviations in the statistics registrations. The work continues, with several studies that are to be completed in the autumn of 2015. Any measures to be taken in the generation of statistics will be considered implemented in 2016.

See section 3.7 for a further discussion of the main revision of the national accounts.

3.2.10. Balance of payments

The transaction statistics for direct investments was discontinued in the spring of 2013, due to quality issues. A preliminary project has been initiated to clarify how Statistics Norway can obtain better data for transaction statistics. The preliminary project was slightly delayed in 2014 due to the work on the main revision of the balance of payments and direct investment statistics. The survey of alternative solutions will be completed in 2015. It may be necessary to change the reporting by the enterprises in order to improve the quality issues, and the implementation of the project will probably take several years.

3.2.11. Statistics for the financial market

The data processing agreements with the Financial Supervisory Authority of Norway, within bank and financing enterprises, insurance companies and pension funds, were terminated in September 2014. The agreements have a two-year period of notice, and the consequences of termination will thus first take effect from the autumn of 2016. A working group will be created that is to assess the future division of labour between Statistics Norway, the Financial Supervisory Authority of Norway and Norges Bank.

3.2.12. Service price index and other short-term statistics

Statistics Norway has renewed the system for turnover statistics in the travel industry based on turnover figures from the Directorate of Taxes. The publication was planned for November 2014, but has been delayed until late in 2015.

3.2.13. Innovation survey

Statistics Norway has published results from a separate, full-scale innovation survey in order to highlight the effect of different ways of implementing R&D and

innovation surveys. As of the survey for 2012-2014, the innovation survey is to be implemented separately from the R&D survey for the business sector.

3.2.14. Product flows and cabotage

The basis for the implementation of a new main survey of product flows in 2015 has been investigated, and the planning of a new product flow survey started in the autumn of 2014. The survey is funded by the Ministry of Transport and Communications. The work is progressing according to schedule and data collection will start in March 2015.

Statistics Norway delivered a study of statistics on cabotage transport (foreigners' transport within Norway) to the Ministry of Transport and Communications. The study recommended several measures and surveys that could improve the data. The Ministry is evaluating whether to fund improved statistics.

3.2.15. Statistics on the environment and energy sector

Two larger development projects have been implemented in the statistical area of municipal wastewater: a calculation programme for the fulfilment of treatment requirements, and a significant updating/revision of the basis for wastewater statistics going back to 2002. The changes are funded by the Ministry of Climate and Environment.

Analytical tasks funded by the Ministry of Local Government and Modernisation have resulted in further development and quality improvements of the statistics land use and land resources, and there are now map data for several years and an established generation process. An analysis has been completed of holiday homes and protected areas based on the geographic location of holiday homes in relation to important natural areas.

In order to make the collation of the statistics for waste accounts easier and more efficient, a restructuring of the production process has been implemented and a greater use of register data has been introduced.

3.2.16. Statistics on dwellings

In 2014, routines have been established that mean that the Building statistics as of the first quarter of 2015 are expanded with quarterly figures of the exit of dwellings divided by counties, municipalities and types of building. Additionally, the number of demolished holiday homes, garages and commercial buildings shall also be published. The statistics on dwellings were delayed by two and a half months. Parts of the delay arose as a result of the work on a new method for the household statistics, which are partly used as a basis for delimiting the population for the statistics on dwellings.

The planned work on a draft for a valuation model, which is to provide estimated market values for holiday homes, has been postponed due to capacity issues.

3.2.17. Agriculture statistics

The topics for the 2014 agricultural survey were land rent and the utilisation of buildings. Due to an increasing demand for information about production methods in the agricultural sector, the key results from a special survey about the use of fertilisers were presented, and a new survey of the use of chemical pesticides was initiated. With funding from Eurostat, new routines for the preparation of price statistics for land purchases and land rent were tested.

3.3. Relevant research and analysis shall enhance the value of statistics

3.3.1. Research

The scope of Statistics Norway's research is mainly in line with previous years. The publication level is at about the same level as in recent years, and has increased compared to the reduction in international publications in 2013. For activities targeted to academic publication, systematic work is being undertaken to achieve publication in highly ranked journals, without this being at the expense of the thematic focus, service to the administration or Statistics Norway generally. Statistics Norway has worked on making its operations more efficient, and to focus our efforts on our core tasks in order to produce more and better analyses within central areas of statistics.

The research projects generally progressed according to plan, including the handover of updated models and model services, and the performance of analyses for the administration. Four market fluctuation reports were presented, against three in 2013. The economic outlook was presented alongside the market fluctuation report in March. The work on maintaining and developing modelling tools has mainly progressed according to plan. We have performed analyses and developments of the micro-simulation model for national insurance benefits (LOTTE-Trygd) and company taxation (LOTTE-AS), and we have prioritised the development of a new equilibrium model (SNoW). The population projection models were thoroughly documented in 2014, and a new team presented its first population projections in June 2014. Ongoing doctoral projects are generally progressing according to plan.

The Research Council of Norway is by far the largest funding source for external research assignments. Projects that are externally funded shall contribute to supporting the department's prioritised research areas. The share of externally funded FTEs in the research department has grown in recent years. It fell slightly in 2013-2014, and it is a goal to reduce it further in the years ahead.

Our analyses contribute to the premises for important societal debates, which among other things leads to media coverage and demand for our analyses and estimates from public committees and the public administration sector generally. High professional quality is ensured by publication in recognised international disciplinary journals. Through high-quality research, analyses and estimates, we thus enhance the value of statistics, which contributes to fact and evidence-based policies and public debates. Nevertheless, we are continuously assessing whether Statistics Norway's activities in this field can be further enhanced by a closer collaboration between the statistics generation and the analytical activities.

3.3.2. Statistical methods

In the autumn of 2014, Statistics Norway adopted a new subsidiary strategy for the 2014-2017 period. The methods strategy points to how Statistics Norway can better utilise statistical methods to contribute to the achievement of the goals in the main strategy. The tasks are divided into four main areas that highlight our priorities and focus areas in the coming years: standardisation, development, quality assurance and competence/capacity building. The work on methods is defined more broadly than previously, and includes mathematical statistical methods, questionnaires and methods for quality assurance. The change is reflected in the new organisation of Statistics Norway's work on methods, in which smaller methods units were merged into a new Division for Methods.

Key deliveries from method activities in 2014 include: support for the Transition to Altinn project, the Standardised dropout handling of personal and household surveys, modernisation and streamlining of data editing through the EDAG project,

and the coordination of sampling for business surveys. Microdata and microdata assignments

Table 7

Key figures ¹⁴	2012	2013	2014
Number of delivered microdata assignments	176	158	267
Invoiced in NOK million	2.4	8.0	12.5
Average price NOK	14,200	61,000	57,000
Highest price, NOK	300,000	600,000 microdata	336,000 microdata 456,000 tables
Lowest price NOK	1,500	1,500	1,700
Number of assignments under processing ("queue" ¹⁵)	-	> 250 at the most	75 at the end of the year
Information Centre ¹⁵	-	191	270

In 2014, work has been undertaken to make the lending of microdata to researchers and table assignments over multiple statistical areas more efficient. The most important measures in this process have been the introduction of a tool for production management and case processing, the creation of a website with step-by-step instructions about data for research, as well as the establishment of order forms to apply for microdata.

At its highest, the queue of microdata assignments was at nearly 300 assignments in 2013, but at the end of 2014 it was at 75. In 2012, before we reorganised the service, Statistics Norway delivered 176 assignments, while in 2014 we delivered 267. The highest price for the lending of microdata in 2013 was NOK 600,000; in 2014 it was NOK 336,000. The average price was NOK 61,000 in 2013 and NOK 57,000 in 2014.

The reorganisation of the microdata service assumed that it would be fully funded by private assignments. In 2014, the microdata service was in the black – one year ahead of schedule.

A review of the statistical database FD-Trygd has been started; it is to evaluate changes to ensure an effective system of operations and development. The project is slightly behind schedule, and will present recommendations in the first half of 2015.

The Research Council of Norway has awarded funding for a project to facilitate anonymous access to anonymous microdata for researchers (RAIRD). The project is headed by the Norwegian Social Science Data Services. In 2014, work has been done to develop an information model and the first prototypes for the model. The work on building a data storage structure was planned commenced in the third quarter of 2014, but has been delayed and will start in the first quarter of 2015. The work is to be completed in 2017.

3.4. Statistics Norway shall participate in international cooperation to improve statistics

It is a goal for Statistics Norway that we are to be included at an early stage when new international laws, methods, surveys, classifications etc. are under development, and to have the opportunity to influence these developments. The core of Statistics Norway's international activities is the work that takes place in the departments/sections and in the international secretariat in collaboration with senior management. Statistics Norway is currently in a process in which routines, practices and organisation are being reviewed in order to enhance our internal coordination and flow of information in this area.

¹⁴ The figures are for lending from the Division for access to microdata. A small number of assignments are still handled by other parts of Statistics Norway.

¹⁵ Number of fulfilled enquiries/guidance provided for incomplete applications/orders

3.4.1. EEA collaboration

The statistical collaboration in Europe through participation in the European statistical system is extensive and entails significant obligations. Statistics Norway was represented at 117 meetings in Eurostat in 2014. This is slightly lower than the previous year.

Four meetings were held in the European Statistical System Committee (ESS Committee) in 2014. The topics of the meetings included the work programme for European statistics, new bills in the statistics area, the vision for European statistics and future ways of organising the generation of statistical.

In the course of 2014, the EEA Committee has incorporated 21 new legislative acts in the EEA agreement's appendix XXI Statistics, against 16 in 2013. The Storting consented to participation in the European statistical programme for 2013-2017 (regulation 99/2013) in June 2014, based on the proposal prepared by Statistics Norway.

In 2014, Statistics Norway applied for temporary exemptions from two regulations. These were the Regulation of the European Parliament and of the Council (EU) No 549/2013 on the European system of national and regional accounts, and the Regulation of the European Parliament and of the Council (EU) No 538/2014 amending Regulation (EC) No. 691/2011 on European environmental economic accounts. The exemptions are temporary and are in line with exemptions that have been granted to some of the EU member states.

3.4.2. Peer review of Statistics Norway based on the European quality requirements

In 2014, a new round of Peer Reviews was initiated in all member countries in the European Statistical System. "Peer Review" is an audit performed by European colleagues and organised by Eurostat. The purpose was to assess the extent to which the national statistics agencies and statistical systems meet the quality requirements in the European guidelines for statistics (Code of Practice) as well as the statistics collaborations in Europe. As preparation for a visit by an independent European Peer Review Team on December 8- 12, Statistics Norway had filled in an extensive self-evaluation form based on the Code of Practice. The Nordic Institute for Studies in Innovation, Research and Education, the Norwegian Directorate of Immigration and the Directorate of Fisheries filled out a simplified self-assessment form, and met the team based on their supply of statistics to Eurostat. In March 2015, Statistics Norway is to present action plans based on the recommendations in the final report.

3.4.3. UN

Statistics Norway participated in nine meetings organised by the UN in 2014. At the Statistical Commission meeting in March, Statistics Norway presented a proposal to place statistics on refugees and internally displaced persons on the agenda for the Commission next year. The proposal was accepted, and the case has been prepared in collaboration with the UN High Commissioner for Refugees (UNHCR) throughout 2014. In collaboration with Statistics Sweden (SCB), Statistics Norway also held a seminar about capacity building in the statistical area, viewed in light of new requirements arising from the post-2015 agenda.

3.4.4. OECD

In 2014, there were participants from Statistics Norway in 14 expert group meetings and workshops in the OECD. Statistics Norway gave notice of our desire that activities within national accounts, the globalisation of the economy, various economic indicators and demography continued to have high priority in OECD's two-year plan for 2015/2016. To a great extent, these were also the areas that were agreed upon as priorities in the two-year period.

3.4.5. Nordic collaboration

Topics under discussion during the meeting of the Nordic Chief Statisticians in September were Peer Review, non-response in sampling surveys, researchers' access to microdata, portfolio management and outsourcing of data collection.

3.4.6. International development work

In 2014, activities included collaboration with sister organisations, work for the Norwegian development aid administration and method development/documentation. This work is predominantly funded by the Ministry of Foreign Affairs / the embassies in the various partner countries, or Norad. Collaborations in 2014 were mainly directed towards countries prioritised by the Norwegian Ministry of Foreign Affairs.

The statistical development aid work in 2014 comprised about 19 FTEs. Of these FTEs, 17.2 FTEs were performed by employees in the Division for development cooperation and 1.7 FTEs were performed by other divisions of Statistics Norway. At the end of 2014, the division had 18 employees, of whom four were stationed as long-term advisers in our partner countries.

Institutional collaboration

At the end of 2014, Statistics Norway had active institutional collaborations with the statistics agencies in three countries: Malawi, Sudan and Kyrgyzstan. In Malawi and South Sudan, we have assisted the planning/finance ministries with macroeconomic expertise, while in Zambia we support the revenue authority. In 2014, we have not had any statistics collaboration with the National Bureau of Statistics (NBS) in South Sudan, but there is now a wish for Statistics Norway to investigate the possibility of resuming our previous collaboration with NBS. In 2014, we have ended a multi-year collaboration with the statistics office in Moldova after having completed the work.

Other activities

In 2014, Statistics Norway completed paid assignments for the Norwegian development aid administration. This work has been managed through the framework agreement Statistics Norway has with Norad. In 2014, this work had a scope of NOK 3.6 million. Among other things, the collaboration has included work for the World Health Organisation (WHO) about the improvement of health statistics, and assisting the Oil for Development programme.

In June, Statistics Norway organised a seminar about the significance of statistics to societal developments in developing countries. Speakers at the seminar included the Statistics Norway and Norad directors.

In November, Statistics Norway organised a seminar in collaboration with PARIS21 (Partnership in Statistics for Development in the 21st Century) and SCB. The topic of this seminar was the data revolution that must come in connection with the ever-increasing demand for statistics in connection with the new development goals, among other things. In the course of 2014, Statistics Norway has received eight study visits from Malawi, Sudan (3), Kyrgyzstan, Moldova, Uganda and Vietnam.

To ensure better follow up and management of Statistics Norway's development aid activities, a new management tool was developed in 2014 which will be implemented in 2015.

3.5. Statistics Norway shall have easy access to data sources

3.5.1. Response rate and response burden

- The goal for response rates for voluntary surveys was achieved (better than 63 per cent).
- For mandatory surveys, the response rate target was not achieved (better than 94 per cent) but the deviation is small.
- The target for the response burden for the business sector was not achieved (less than 79 FTEs), but the response burden was reduced in 2014 from 85 to 82 FTEs.
- The proportion of electronic reporting increased to 90 per cent from 87 per cent the previous year, and the target was reached (better than 84 per cent).

Table 8

Results in percentage/number of FTEs	2012	2013	2014	Result requirement	Result
Response rate mandatory surveys	94	94	94	> 94 per cent	Small discrepancy
Response rate voluntary surveys	63	61	64	> 63 per cent	Achieved
Response burden business sector. Number of FTEs	79	85	82	< 79 FTEs	Not achieved
Response burden rest. Number of FTEs	44	23	28	-	
Electronic reporting Proportion as percentage	84	87	90	> 84 per cent	Achieved

3.5.2. The distribution of the response burden

Fourteen per cent of enterprises in the private sector took part in one or more of Statistics Norway's surveys in 2014, against 15 per cent in 2013. Most of the enterprises in the private sector (94 per cent) have less than 10 employees, and of these, 10 per cent received forms from Statistics Norway, against 11 per cent in 2013. The equivalent percentage for enterprises with 10-19 employees is 65 per cent, and for enterprises with 20-49 employees it is 87 per cent. This is a decrease from last year, when the shares were 67 and 89 per cent, respectively. Enterprises with more than 50 employees comprise a small share of the population (1 per cent). In this group, 99 per cent participated in at least one survey in 2014, which is unchanged from 2013.

3.5.3. Response burden

The business sector's response burden in 2014 was 82 FTEs. This is a slight decline from 2013, when 85 FTEs were reported.

The response burden for persons and public agencies was 28 FTEs in 2014, against 23 FTEs in 2013.

3.5.4. Data collection related to social statistics

Statistics Norway has completed the interview surveys related to the basic government funding as planned. The reorganisation of the Consumer Survey to using a new data collection solution based on transaction data in combination with other data collection forms was carried out in 2014. The solution will use and further develop Altinn functionalities.

A prototype form for the labour force survey has been prepared. This form is usable on smartphones and other handheld devices.

The portfolio of current and potential private assignments has been reviewed in 2014, and new guidelines have been established to limit the scope of private assignments that do not support Statistics Norway's own generation of statistics.

3.5.5. Quality indicators and expanded contents in the population registers

The reports for the Cadastre and the central national population register (DSF) are sent to the register owners and reviewed on the regular quality meetings with the Norwegian Mapping Authority and the Norwegian Tax Administration. A data processing agreement was entered with the Norwegian Mapping Authority in 2014. The agreement makes it possible to send lists of suspicious units to the Mapping Authority. Corresponding routines have been in place for some years for DSF.

In 2014, the Ground Property, Address and Building Register (GAB) has been expanded with information about transactions (the history of ground property) with associated database tables, situational extractions and screen shots. New routines for updating the size of occupancy units and buildings, and for updating the size of ground property, have been established. Occupancy unit data from the Norwegian Tax Administration's property register (SERG) and Finn.no have been integrated in the Ground Property, Address and Building Register.

3.5.6. Secure sufficient participation in voluntary surveys and counter the effects of non-response

In 2014, Statistics Norway has facilitated the use of Difi's (Agency for Public Management and eGovernment) contact and reservation register, which will contribute to improving the quality of contact information and make the tracing of respondents in social surveys more efficient. The project will end in the first half of 2015. Additionally, Statistics Norway has worked on further developing the skills of the interviewers, in order to increase the response rate for Statistics Norway's interview surveys. This work continues in 2015.

3.5.7. Sample coordination

In 2014, an overview of all sample-based surveys has been prepared. The overview includes information about whether and how the samples are rotated. All samples are entered into Statistics Norway's system for the coordination of samples: NORSAMU (Norsk samordnet utvalgsplan). In 2014, Statistics Norway started using the functionality that coordinates surveys of the business sector. This means that Statistics Norway now distributes the response burden as justly and predictably as possible among enterprises and companies. The plan to expand the system by a sample register for individuals has been completed in 2014, but has not been implemented. This means that samples of individuals will first be drawn in NORSAMU in 2015; see also 3.7.

3.5.8. Contact with respondents

The Call Centre modernised its activities in 2014. One effect of this is a higher rate of responses to enquiries, competency transfers and better resource management. Further, Statistics Norway now uses Facebook in the communication with respondents for the hunting statistics and the rental market statistics, which are both sample surveys with large samples. The hunting statistics was well received on Facebook, and telephone inquiries decreased by 20 per cent for this survey.

3.5.9. Collaboration agreements entered with owners of administrative registers

Statistics Norway has a total of 26 partners that supply data from 98 administrative data systems. Twenty-two partners have signed the agreement, of whom four signed in 2014. For the remaining four partners, documents have been sent for review/signing. Quality reports have been prepared for 87 administrative data systems and 11 remain. Statistics Norway annually receives 150 unique data deliveries, most of which are supplied electronically. According to the agreements, annual meetings shall be held at the ministry level. In 2014, 12 follow-up meetings were held, and six are being prepared. Statistics Norway's experiences with the agreements and the collaborations on quality are good.

Accounting data from the Brønnøysund registers and the Norwegian Tax Administration form the core of Statistics Norway's economic statistics. With contributions from Statistics Norway and others, the Brønnøysund registers' simplification project, SARI ("coordination of accounting information"), was finalised in 2014, but the proposed measures must be followed up on later. The Norwegian Tax Administration has started a project for the development of a simplified tax return for businesses, initially for those with a simple tax situation. The solution is expected to be operational in 2016, with data for the 2015 tax year. Several meetings have been held between Statistics Norway and the project group in 2014.

3.6. Statistics Norway shall be an effective and knowledgeable organisation

3.6.1. Corporate governance of IT (VIT)

In part as a consequence of the recommendation in the "Review of the IT function in Statistics Norway" ("Gjennomgang av IT-funksjonen i Statistics Norway") report from the consultancy firm Deloitte, Statistics Norway established the project Corporate governance of IT (VIT). In the spring of 2014, the VIT project prepared a new IT strategy for Statistics Norway and this was adopted in June.

Further, a new, overarching organisation of the IT function in Statistics Norway was adopted. In the autumn of 2014, a new development section was created, which is responsible for the overarching architectural work and for setting targets and action plans based on the strategic measures Statistics Norway has set in the IT strategy. The departmental director who heads the development section is tasked with making suggestions for prioritisations of development projects in Statistics Norway's project portfolio and coordinating development work to optimise the benefits from the development projects overall. Routines have been established to afford a view of the resource capacity of the IT section and to highlight available resources for the development projects in the portfolio. A new tool for the handling of enquiries to the IT section has been procured and implemented, and the most important short-term measures from the report on the review of the IT function have been completed. The VIT project was finalised around New Year.

3.6.2. Standardisation

Statistics Norway shall develop systems that provide a good description of Statistics Norway's data and facilitate reuse. Further, Statistics Norway shall strengthen information management and further develop central meta-database systems. The portfolio project "New classification system" ("Nytt klassifikasjonssystem", KLASS) which is currently at the preliminary project phase, has first priority in this development work.

In 2014, a portfolio project was established to intensify the work on reviewing the existing IDUN forms for the transition to Altinn II. Progress and deliveries in 2014 were roughly as planned. The project was put on ice for a period in October in connection with the launch of the new version of Altinn's service development solution and the updating of the end-user solution to the newer version, and this created progress problems in the last quarter. At the turn of the year, the delays were reduced and under control. In the course of 2014, 20 new forms were put into operation in Altinn as part of the restructuring, and 14 of these were re-operationalised after having been updated in line with newly developed templates and standards. Statistics Norway has made it possible to measure the response rate burden for forms in Altinn in 2014, and has implemented measurements for a number of forms. The transition to Altinn should be completed as planned in 2017.

In 2014, the framework solution for shared data reception in Statistics Norway has established a functionality to handle data from EDAG Felles Forvaltning. Further, a functionality that better supports the transition to Altinn has been implemented.

The project "Energy accounts – energy balances" is slightly delayed, primarily because Statistics Norway wishes to utilise the data warehousing technology developed in EDAG. The data warehouse solutions store microdata and statistical data for an entire statistical area. The other parts of the project are progressing well and the competency building for the data warehousing technology has been completed successfully.

In 2014, Statistics Norway established a portfolio project for the implementation of digital correspondence with respondents. The project is first focusing on the transition to digital correspondence with the business sector. The project follows the digitalisation circular's deadlines for the transition for the business sector and individuals, respectively.

Fifteen KOSTRA forms related to reporting in the health and care sector have been entered in a standardised production and editing system.

The reporting of the European living conditions survey (EU-SILC) has been reviewed and shall be made more efficient. The project is progressing according to plan and will be finished in 2015.

3.6.3. Modernisation of KOSTRA

The current IT solution for the publication of KOSTRA is old and outdated. The preliminary project for a new KOSTRA publication solution is under preparation, but it is unclear whether the project can be implemented due to uncertainties regarding funding.

3.6.4. IT infrastructure

After a new storage solution was phased in during spring 2014, data is stored twice, in two separate data rooms in Statistics Norway's premises in Kongsvinger. Central services such as *ssb.no*, email, etc. are fully redundant, which means that the service continues to fully function even if the services in one data hall stop and become unavailable. The main parts of the other systems are secured by stand-by solutions, which can be started in the event that one data hall becomes unavailable. A minority of the services would need to be rebuilt in the event that one data hall becomes unavailable over a long period.

The implementation of the new backup and archive solution was completed during the autumn of 2014. Backups are now exclusively made on discs, and are stored in three locations: two in Statistics Norway's premises in Kongsvinger and one copy in Statistics Norway's premises in Oslo.

The monitoring system was upgraded in the autumn. New monitoring processes and routines are being prepared, and will provide a more proactive monitoring of services and infrastructure. This will also provide better reporting of the availability and stability of the systems.

3.6.5. Management

In 2014, a new system was introduced for reporting on the completion of activities in accordance with the descriptions in business plans, risk assessments, allocation letters and the project portfolio. The new reporting regime has been introduced in order to ensure that the strategy is implemented and it provides a better overview of our ability to implement adopted plans. The system entails linking measures to concrete areas of the strategy and reporting on progress and deliveries. This annual report has been prepared on the basis of the new system, and will be further developed in 2015.

3.6.6. HR strategy

In 2014, a new HR strategy was developed. It uses Statistics Norway's strategy as a starting point, especially main goal 6: *Statistics Norway shall be an effective and knowledge-based organisation*. The HR strategy shall support Statistics Norway's main strategy and contribute to the desired development in Statistics Norway in areas such as competency, management and culture.

The main goals for the HR work are:

1. Statistics Norway employees shall be accomplished and change-oriented
2. Management shall be future-oriented and clear
3. Everyone shall contribute to the creation of a good work environment
4. Statistics Norway shall be a flexible organisation

The HR strategy provides important guidelines for the HR work in Statistics Norway in the times ahead.

3.6.7. Move to Akersveien

The move of the Oslo office was effected according to plan without the generation of statistics or other core tasks being negatively affected. Statistics Norway is very satisfied with having all of our employees in Oslo in one building and being able to work and interact well in new, modern and pleasant premises. There have been some start-up problems with the building which relate to the ventilation and blinds, among other things. All of these problems are continuously followed up on with the owner of the building until solved.

3.6.8. Lean

In 2014, the Lean project has completed about 50 larger and smaller selected projects in six departments. The projects have first and foremost aimed to reduce production times and resource inputs. Work on introducing tools for the improved management of daily operations has also played a central part in the Lean project throughout 2014. Where they have been conducted, the Lean reviews have contributed to efficient routines. Past experience indicates that it takes a long time to fully implement Lean as a culture for continuous improvement. We therefore have some distance to go in Statistics Norway, but a good foundation has been laid for the ongoing work.

3.6.9. Implementation of larger projects

At the end of the year, Statistics Norway's project portfolio consisted of 19 active projects within different disciplinary areas.

Important projects completed in 2014:

- Client and security upgrade (KOPP) (further details in section 4.2.6)
- Move to Akersveien 26 (further details in section 3.6.7)
- Main revision 2014 – National accounts (further details in section 3.7.3)
- Population and housing census 2011 (further details in section 3.2.2)
- Corporate governance of IT (VIT) (further details in section 3.6.1)

Important projects in 2014 that continue in 2015:

- Electronic dialogue with employers (EDAG) (further details in section 3.7.1)
- Microdata for researchers (RAIRD) (further details in section 0)
- Continuous improvement (Lean) (further details in section 3.6.8)
- Digital correspondence with respondents (further details in section 3.6.2 and 3.7.4)
- New Consumer survey (further details in section 3.5.4)
- Transition to Altinn (further details in section 3.6.2)

In total, just over 125,000 hours (81 FTEs) were spent on portfolio projects in Statistics Norway in 2014. The five largest projects (the Move to Akersveien, the Main revision, EDAG, Lean and the Transition to Altinn) consumed 72 per cent of this time. The portfolio management system in Statistics Norway is described in more detail in section 4.2.4.

3.7. Assignments with special reporting requirements in the allocation letter for 2014

3.7.1. EDAG – Electronic communication with employers

The work on EDAG has progressed according to plan. Trial operations have taken place throughout 2014 in the central collaboration with the Norwegian Tax Administration and the Norwegian Labour and Welfare Administration (both deliveries from the salary and personnel systems through Altinn and to EFF [Shared Services Agency]) and in the internal systems in Statistics Norway. The reception system and a separate data warehouse technology for the system have been developed and implemented. The data warehouse technology has potential for reuse in several other statistics systems. The ISEE system (Integrated System for Editing and Estimating) has been developed so that it can also be used effectively in editing data from larger registry systems. The exchange between ISEE, the data warehouse and production systems for salary and employment statistics has been developed and tested. The system was made operational on 1 January and the first data collected will be received and can be included in the production in mid-February 2015. The "A-ordning" as it is now called, will provide a better basis for salary and employment statistics.

3.7.2. Electronic interaction

The work on developing shared, standardised solutions for the generation of statistics has continued throughout 2014. A new functionality developed in the shared solutions has been implemented in the production system for EDAG, and was made operational at the turn of the year. EDAG also uses Statistics Norway's newly developed data warehouse solution, including new solutions and tools for the compilation, processing and uploading of data in the data warehouse. These solutions shall also be utilised in a new production system for energy accounts and energy balances. Thereafter, an assessment shall be made before further development work is planned in detail. The results of the development work are in line with the planned development for facilitating better internal interaction and improvements of Statistics Norway's production processes.

3.7.3. Main revision 2014

The work on the main revision had top priority in the Department of national accounts and financial statistics in 2014, and the work was completed in November as planned. The revision of the national accounts and balance of payments took place in connection with the introduction of new policies and guidelines in the 2008 SNA (System of National Accounts), ESA 2010 (European System of Accounts), the EU's balance of payment regulations and the direct investment manual from the OECD. The guidelines were implemented simultaneously in the EU and EEA countries.

3.7.4. The digitalisation circular and follow-up in Statistics Norway

Pursuant to section 5.3 of the allocation letter, Statistics Norway is to account for how the common guidelines in chapter 1.4 of the digitalisation circular are followed up on.

It is a goal that the public administration communicates with the population and business sector online. Statistics Norway has developed digital, self-administered submission services for all business sector surveys.

Through the projects Digital correspondence and Fully automatic tracing, Statistics Norway is preparing for a fully digital correspondence with the business sector and with individuals, and the projects include a new solution for mass-mailings in connection with Statistics Norway's data collection; see 3.6. We will base this work on Altinn's infrastructure, including the notification service and contact information, Difi's solution for secure digital mail services, as well as Difi's contact and reservation register. However, the aforementioned projects do not cover Statistics Norway's other correspondence. It is therefore necessary to look at how Statistics Norway can use digital post boxes for the areas not covered by these projects.

The digitalisation circular clearly stipulates that relevant digital services for the business sector shall be made available in Altinn. Altinn shall also be used for digital mail from the public administration sector to businesses. Statistics Norway is phasing out reporting from Statistics Norway's proprietary systems for reporting by the business sector (IDUN). Statistics Norway has organised the restructuring in the form of a development project with a final delivery in 2017, in line with the restructuring of Altinn 3.6. The project evaluates whether the information requested in the IDUN forms can be obtained from registries or from automatic collections from end-user systems.

Statistics Norway follows the common architectural principles for ICT in public administration. The regulations on the universal design of ICT came into force on 1 July 2013, with a 12-month transition period. Pursuant to the regulations, public websites shall at a minimum be designed in accordance with the Web Content Accessibility Guidelines 2.0. This affects all Statistics Norway portals. With regard to the Altinn portal, it is the Altinn organisation in the Brønnøysund registers that is responsible for fulfilling the requirements set in the regulations.

Statistics Norway has made the most relevant statistics, as well as some metadata, available in machine-readable formats under the "Norwegian licence for open data" ("Norsk lisens for åpne data"). In 2015, Statistics Norway plans to make all statistics in the statistics bank available as open data in connection with the implementation of a new user interface (PX web).

Statistics Norway fulfils the circular's requirements about electronic invoicing. As a principle Statistics Norway requires that all suppliers are able to both invoice and receive orders electronically.

With regard to the section on information security, Statistics Norway has effective functions that cover internal control, data protection and security adviser.

Statistics Norway fulfils the requirement regarding coordination with the municipal sector. Significant changes in the KOSTRA reporting are being discussed with the Norwegian Association of Local and Regional Authorities (KS).

Statistics Norway meets the requirements regarding planning, management and the realisation of value.

3.7.5. Work on removing laws and schemes

Statistics Norway's work on simplification to prevent unnecessary work takes place in the entire organisation. Among our larger efforts, we want to highlight EDAG, the coordination of samples, the simplification of the microdata service and Lean.

Through EDAG, employers will from 2015 onwards save resources when reporting data on salaries and working conditions to public authorities. There will also be some savings within Statistics Norway, mainly as of 2016; see section 3.7. In 2014, Statistics Norway has facilitated the extraction of samples for population and household surveys in NORSAMU in 2015. The coordination of sampling is

important for quality assurance and efficiency. There is great potential for a reduction of the sample size for surveys targeting the business sector through the use of better design methods. This will be a significant contribution to a reduction of the response burden and to making the production more efficient; see section 3.5.

Through targeted work on making the lending of microdata to researchers more efficient and through interdisciplinary table assignments, the queue of microdata assignments has been reduced significantly. The queue of microdata assignments was at nearly 300 assignments in 2013, while at the end of 2014 it is at 75. The most important measures in this process have been the introduction of a tool for production management and case processing, the creation of a website with step-by-step instructions about data for research, as well as the establishment of order forms to apply for microdata; see also 0.

Some Lean reviews have been directed to the definition and removal of waste in individual processes, while others have aimed to standardise routines. In the latter category, we want to highlight the work done in the area for table assignments; see above (data orders from external parties that go beyond the fixed tables). This includes both routines regarding the coordination of orders across sections and departments in Statistics Norway and routines that only apply to one section. Both ordering routines and prices have been standardised.

3.8. Resource use

In 2014, Statistics Norway started a restructuring process with the aim of securing financial room to implement necessary investments to fulfil Statistics Norway's strategy of building up prioritised areas, investing in new technology and enhancing our methods and analysis competencies.

The restructuring process continues until September 2015. In 2014, the necessary studies for the restructuring were completed, largely performed by a working group composed of representatives from multiple parties. Among other things, the working group prepared a schedule and communication plan for the restructuring, the measures to be used, documentation of the current positions and principles for selecting groups/criteria. Parallel work has been ongoing on surveying and describing the work areas that will be discontinued.

3.8.1. FTEs

The table below shows the distribution of FTEs in Statistics Norway.

Table 9

	2010	2011	2012	2013	2014
Total number of FTEs:	902	913	896	858	836 ¹⁶
Absences	144	141	141	131	142
Absences divided by:					
Holiday and senior days	87	89	87	87	89
Paid leave	14	13	12	10	14
Sickness absence	43	39	42	34	38
Number of FTEs excluding absences	758	772	755	727	694
FTEs by type of activity as percentage:					
Ongoing generation of statistics	47	48	49	49	46
Development projects	17	17	14	14	16
Research and analysis projects	12	12	13	13	12
Administration and planning	12	12	12	14	16
ICT infrastructure and other internal support functions	12	11	12	10	10

Forty-six per cent of work hours in Statistics Norway are spent on ongoing statistical generation. The number of FTEs overall has fallen by 22 from 2013.

¹⁶ The figures are collected from registrations of hours worked. FTEs in table 2 are from the salary system. There is a small discrepancy caused in part by not everyone having completed the registration of work hours.

The high resource-use on the Main revision of the national accounts, Lean, EDAG and transition to Altinn projects meant that the share used for development projects increased in 2014. The increase in the share used for administration and planning from 2013 to 2014 was in part caused by the move to Akersveien and work related to the restructuring. Among other things, the reduced share for the ongoing generation of statistics is a result of the cause of death register having been moved to the Norwegian Institute of Public Health and of the development work related to Lean in departments generating statistics.

As the table shows, resource use measured as FTEs has continued to decline compared to previous years. Efficiency improvements and reprioritisations have enabled Statistics Norway to implement larger projects within the budgetary framework. Necessary funds have also been set aside for the move in 2014.

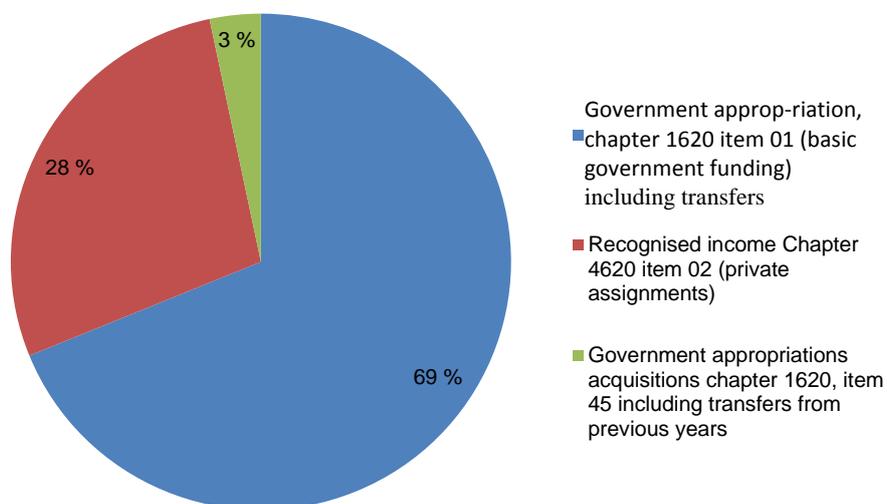
3.8.2. Government appropriation and the implementation of the budget

In the last three years, Statistics Norway has received the following appropriations and revenues:

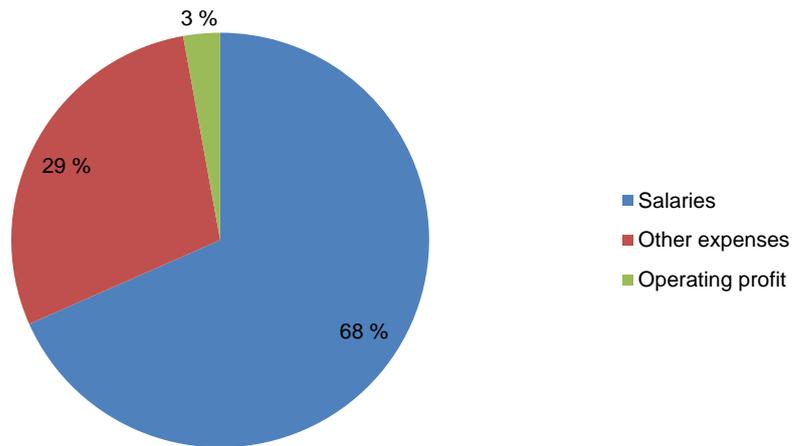
Table 10

	2012	2013	2014
Government appropriation, chapter 1620 item 01 (basic government funding) including transfers	528 925	544 139	553 299
Recognised income Chapter 4620 item 02 (private assignments) ..	207 361	195 951	224 027
Government appropriations acquisitions chapter 1620, item 45 including transfers from previous years	16 190	19 321	26 505
Income total	752 476	759 411	803 831

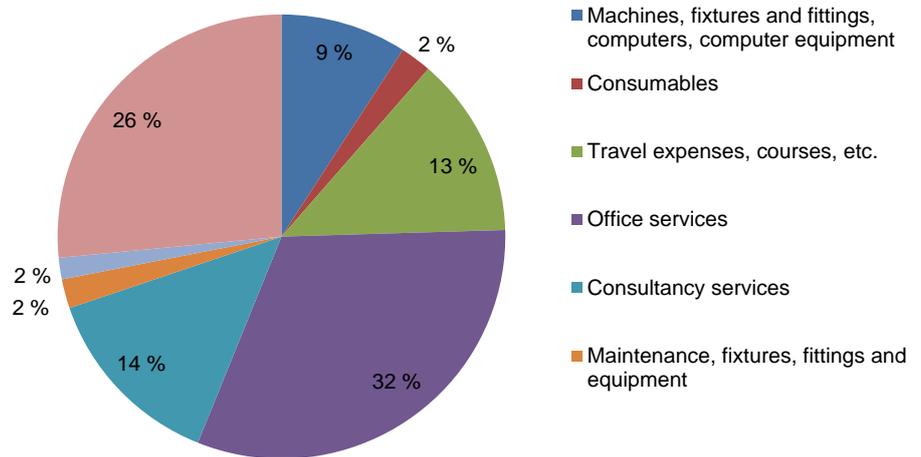
In 2014, the distribution of the revenue was:



The total income was distributed between salaries, other costs and the operating profit



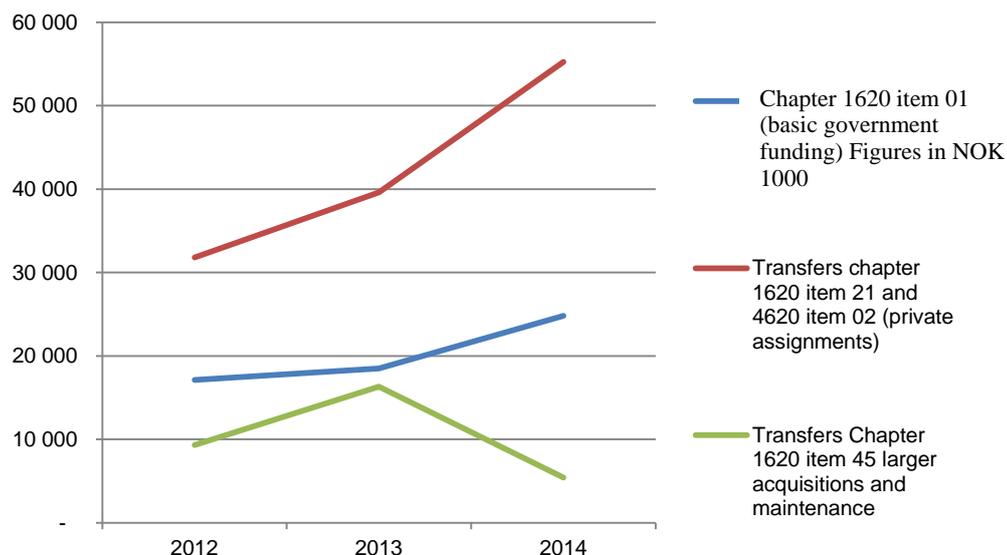
The distribution of other costs is as follows:



The development in the government appropriation has been as follows in recent years:

Table 11

	2012	2013	2014
Chapter 1620 item 01 (basic government funding) Figures in NOK 1000	17 134	18 499	24 795
Transfers chapter 1620 item 21 and 4620 item 02 (private assignments)	31 797	39 628	55 272
Transfers Chapter 1620 item 45 larger acquisitions and maintenance	9 321	16 305	5 428
Total transfers	58 252	74 432	85 494



4. Management and control

4.1. Statistics Norway's overarching assessment of management and control of activities

Statistics Norway uses management by objective and result as its foundational management principle, and our overall assessment is that we are operating within acceptable risks and have a satisfactory management and control of our activities.

Statistics Norway published its managements' annual risk assessments of the agency at an overarching level in April 2014. The assessments show that Statistics Norway generally has control of the risk situation, but that some challenges remain, especially with regard to the updating of old IT systems. In connection with the 2015 business plan, Statistics Norway has expedited the annual risk assessments so that these are now made at the same time as the rest of the business planning, which will result in clearer connections in the planning documents.

Preliminary results of the international Peer Review of whether Statistics Norway fulfils the quality requirements in the European guidelines for statistics (Code of Practice) show that Statistics Norway is largely compliant with the quality requirements. There are some points where improvements should be made, but the main impression is that Statistics Norway has good control over the generation of statistics.

To systematise the work on further improvements in the internal control area, Statistics Norway's management group conducted a self-evaluation in 2014 of the

internal control in the agency. The self-evaluation used the Norwegian Government Agency for Financial Management's (DFØ) recommendations and tools as a starting point. Findings from the review form the basis for the measures that are to be implemented in the internal control area in 2015.

4.2. Further information about other issues related to management and control in 2014

4.2.1. Introduction of periodic accounts.

In 2014, Statistics Norway introduced periodic business accounts based on the government accounting standards ("Statlige regnskapsstandard", SRS). In connection with the introduction, an opening balance for Statistics Norway as of 01/01/2014 has been calculated. No comparable accounting figures for 2013 have been prepared. This is in line with the principles for the introduction of periodic accounts. Within Statistics Norway, reporting is mainly done in accordance with the business accounts.

4.2.2. General assessment of staffing and competencies

In the past five years, Statistics Norway has had a restrictive policy with regard to external recruitment. Many vacancies have been filled following internal announcements. The recruitment need is carefully considered at each vacancy, both internally and externally. At the end of 2014, Statistics Norway had 883 employees, against 912 at the same time the previous year. Between 2010 and the end of 2014, the number of employees has been reduced by 130 (13 per cent). Statistics Norway's employees have an age composition that means that more employees will naturally leave the organisation in the next few years. Of our employees, 194 are 60 years of age or older. Natural attrition will be distributed unevenly across departments and sections, and between Oslo and Kongsvinger. Kongsvinger has a higher share of employees who are 60 years of age or older.

A low rate of new hires affects the age and competency composition of Statistics Norway. More than half of the employees are above 50 years of age, and the group who are above 60 years of age constitutes 22 per cent of the employees. The attrition of young academics is higher than among other groups. As of 31/12/2014, Statistics Norway had 103 employees with postgraduate degrees and who had worked in the agency for less than five years. This is 11 fewer than the year before. The expertise in statistics held by senior employees cannot easily be recruited. Statistics Norway is therefore dependent on building expertise in statistics within the agency. In this way, Statistics Norway supplies expertise in statistics both to its own future business and to society at large. It is necessary to increase the recruitment of recently qualified academics to secure this development.

The right competency is crucial to securing future production. Statistics Norway has therefore started work on analysing the future competency needs of the organisation. In connection with the agency's ongoing restructuring, both the elimination of tasks and future competency needs will be surveyed. New IT solutions and tools lead to efficiency improvements, the elimination of tasks and new competency requirements. Within the statistics production, there has been a focus on enhancing competencies in methods, and several employees shall be able to perform analyses as part of the generation of statistics. Statistics Norway's goal is to secure the competencies needed to meet societal needs and expectations, both nationally and internationally.

Restructuring creates uncertainty in some parts of the organisation. It is therefore important to continuously monitor the work environment. All managers with responsibilities for personnel have a special responsibility for following up on the employees, and will be given bespoke training and guidance throughout this process. The cooperation between management, the unions and the safety service

has been enhanced, and special meetings are being conducted to discuss challenges related to the restructuring.

Statistics Norway monitors sick leaves continuously by producing quarterly statistics. Statistics Norway's goal is for the overall sick leave rate to not exceed five per cent. Statistics Norway met this goal throughout the entire previous agreement period (IW) (2013: 4.1 per cent, 2012: 4.7 per cent, 2011: 4.6 per cent). For 2014, the total sick leave rate ended at 4.8 per cent. Systematic work has been undertaken during the period to keep the sick leave rate low. Sick leaves are carefully monitored in the ongoing restructuring process, and have remained stable. It is long-term sick leaves which increase the sick leave rate.

The figures must be viewed in the context of the composition of the labour force. We know that variables such as age, gender and education affect sick leave rates. This also applies to Statistics Norway. Thus far, the restructuring process does not appear to affect the sick leave rate in Statistics Norway.

Also see appendix B: HR reporting

4.2.3. Updating of the authorisation matrix

In 2014, Statistics Norway has revised the overarching authorities in the agency and collected these in a common overview. The overview covers both administrative authorisations and authorisations with the specific disciplines. The authorisation matrix is published on the intranet and will be updated regularly.

4.2.4. Portfolio management

Portfolio management in Statistics Norway is to be a good tool for ensuring that the right projects are started, that the projects are completed as planned and that benefits from the projects are realised. The main function of the portfolio management is to ensure that good decisions are made. Portfolio management provides this by giving an overview of and transparency in relation to which new projects are to be started in Statistics Norway, which projects are under completion, which resources these projects will use/are using, and the progress the projects have in terms of time and deliveries. When there are changes in a project, portfolio management is to ensure that an overview of alternative courses of action and their consequences is available. The portfolio shall be developed in line with changes in Statistics Norway's strategic goals and main priorities. Important decisions related to portfolios are made by the directors' meeting.

4.2.5. Follow-up of significant auditing comments by the Office of the Auditor General of Norway

The Office of the Auditor General of Norway comments that "*Statistics Norway has weaknesses in its internal control that is to ensure confidentiality, integrity and accessibility in the processing and storage of important information on mobile devices and in the network*" and says that "*despite the implementation of separate mechanisms in the network and in shared resources, there is a high risk that a user has local administrator rights, and it is therefore recommended that this practice be reassessed*". The Office of the Auditor General of Norway also recommends that Statistics Norway implements measures mentioned in the response letter dated 10/04/2014.

The measures proposed in the response letter dated 10/04/2014 have been set up in a work plan and will be implemented as permitted by Statistics Norway's resources. The practice of individual administrator rights was reassessed in 2014, and Statistics Norway believes that in combination, the measures mean that the risk associated with allowing users to have administrator rights to their own work station is acceptable. Statistics Norway's assessment has been presented to the Office of the Auditor General of Norway in connection with the audit of Statistics Norway in the autumn of 2014.

4.2.6. Issues on which the Ministry has requested special reporting

Evaluations and user surveys

In 2014, Statistics Norway has established a system for sending customer surveys for paid assignments. The responses from the survey show that nearly three out of four (73 per cent) of our customers are generally very satisfied with the assignment carried out by Statistics Norway. Five per cent say that the assignment we carried out had deficiencies in a number of areas (four per cent) or did not fulfil the objective of the assignment (one per cent). Relatively few customers (48 per cent) responded to the survey.

A user survey has also been conducted of *ssb.no*; see section 3.2.1.

Security

The security situation in Statistics Norway in 2014 is considered satisfactory and slightly improved following the technical completion of the KOPP (Client and security upgrade) project in the summer of 2014 with subsequent clearance and termination of old services throughout the autumn of 2014. After KOPP, we have managed to move microdata and other sensitive private information related to the generation of statistics to a separate zone for production systems. Where possible and appropriate, other data has been moved to the zones for administrative systems and data.

The email service has been moved to a separate zone for administrative systems, and physical units such as computers, thin clients, etc. have been moved to a separate client zone. In practice, we have achieved a state where it is no longer possible to send an email directly from a work station in the production zones.

Transfers of data between the zones go through Statistics Norway's file lock and logs are kept of who has transferred which files. However, it is only the file name that appears in the log; there is no information about the content.

With all physical work stations connected to separate "client zones", all access to production data goes through a terminal server solution (Citrix).

The zone division, as described in the September 2012 design, is mostly in place and the design document governs how new services are set up in relation to the network.

In 2014, a change in the security organisation was implemented, in that the security committee was discontinued and the role of the security advisor was made more specific and expanded to a full-time position. A new security advisor was recruited half-way through the year.

In connection with the move to the new premises, satisfactory security measures have been implemented, including security barriers. The updating of the security handbook was another main task in 2014. A nano-learning course about security has been completed for all employees.

Preparedness

Two fire drills and one sprinkler system test have been conducted in 2014, but no other emergency drills have been held beyond this. Statistics Norway participates in Difi's network for information security (NIFS), which plans joint emergency drills. At least one emergency drill will be held in 2015.

A solution for encrypted mobile telephony for crisis communication has been procured in collaboration with the Ministry of Finance and the National Security Authority.

In recent years, good solutions have been established for continuity and security for the IT system, based on two separate data rooms, virtual servers and redundant lines. In 2014, an implementation process has been started for new storage solutions that are to further improve this picture.

New windows have been installed on the ground floor in Kongsvinger to better prevent unauthorised physical intrusion.

5. Assessment of outlook

Statistics Norway's strategy for 2014-2017 has been prepared in order to safeguard Statistics Norway's ability to meet future challenges. The outlook remains mostly unchanged from 2014 and the implementation of the strategy remains central. Users are making increasingly higher demands regarding the scope, quality and availability of Statistics Norway's statistics and analyses. Statistics Norway is to fulfil these expectations at the same time as notice has been given that the economic framework for the activities may be more restricted in the times ahead. This entails strict prioritisations and a concentration on Statistics Norway's core tasks. Not least, it requires that Statistics Norway prioritises development and improvement in the areas that give clear results and benefits within a short time-frame. Statistics Norway needs significant modernisation of its statistical generation in the coming years in order to improve efficiency and create flexibility and adaptability. The modernisation is to contribute to further simplification and benefit for responders, Statistics Norway's partners and users.

Statistics Norway has already made preparations to meet future challenges. Activities have been trimmed and adapted to the reduced budgetary framework. Lean methods are systematically incorporated into the entire agency, to ensure continuous attention to potential improvements. Statistics Norway's goals and measures in new strategies for IT and statistical methods are in line with international strategies and experiences. For Statistics Norway, the challenge is first and foremost to increase the speed of the improvement and innovation of statistics products, IT solutions and work processes in the organisation. Implementing such a boost will be very challenging for Statistics Norway without new funding in a transitional period.

The tempo of the digitalisation work in the public sector has increased significantly in recent years. Extensive changes are underway in the municipal sector and in the central administration. We wish to be prepared to utilise these new possibilities. We are also facing challenges related to decreasing response rates in our data collection, where for instance in the consumer survey we will combine the use of different data sources and simplify the work for the respondents. Demand for data and statistics is growing significantly, and users expect more effective and practical access to Statistics Norway's basic data, statistics and analyses. Municipal reform, the restructuring of the tax administration and a decreasing response rate highlight and strengthen the need for Statistics Norway to be able to adapt faster to new needs using more modern and flexible solutions in the generation of statistics.

Pursuant to the European statistics act (regulation (EU) No. 223/2009), the Code of Practice for European statistics shall apply to all production and publication of European statistics. Several processes are ongoing within the European collaboration on statistics in order to improve quality. Though the international Peer Review showed that we mainly meet the Code of Practice, it also points to areas where improvements can be made, and these improvements will be incorporated into the prioritisation of development needs.

Statistics Norway's research shall give increased knowledge of the development of society and contribute to quality improvements in the statistics. A systematic

collaboration between statistics and research shall result in benefits for the statistical work and this will be emphasised in the years ahead. The research is to be of a high quality, long-term and concentrated on selected areas and contribute to new knowledge about Norwegian society.

Statistics Norway depends on high-quality data sources in order for the statistics to be of the quality society demands. Attrition in voluntary surveys is a significant problem for the accuracy of the statistics and entails increased costs for Statistics Norway. Methods of attrition management are therefore part of the ongoing methods activities. Better and more effective methods for quality measurements in register-based statistics are a focus area that shall be further developed in 2016.

Statistics Norway's IT strategy is based on the development of standardised systems that can be used in all Statistics Norway portfolios. Fewer and standardised systems reduce vulnerabilities, enable greater adaptability in the systems and enhance the work on quality assurance of processes and products in the generation of statistics. Fewer and standardised systems will also result in lower maintenance costs in the long term. Success in the modernisation process requires extensive collaboration across statistical methods, IT and the statistics departments.

Statistics Norway believes that we have the necessary overview of future challenges as outlined above, and that necessary measures have been identified and can realistically be implemented. Statistics Norway's greatest challenge is that the speed of the restructuring from old to new solutions is too slow, with a risk that the costs of maintaining the old systems reduces our ability to develop a new system. This is the background for our proposal to increase the rate of investment, which shall nevertheless result in quick net gains and a flexible adaptability for future financial frameworks and expectations.

6. Annual accounts

6.1. Management comments, annual accounts 2014

6.1.1. Purpose

Statistics Norway (Statistics Norway) was established in 1876. Statistics Norway has primary responsibility for official statistics in Norway, and also engages in extensive research and analysis. Statistics Norway publishes new statistics and analyses on ssb.no daily.

Statistics Norway's activities are regulated by the Statistics Act¹⁷, and Statistics Norway is independent with regard to statistics issues. This means that Statistics Norway decides itself what to publish, as well as when and how publication takes place.

Statistics Norway has primary responsibility for generating and disseminating official statistics on Norwegian society and its core tasks are described in the Statistics Act. According to the statute, Statistics Norway is to survey and prioritise needs for official statistics, be in charge of coordinating official statistics generated by public administration bodies, and have the main responsibility for international statistics collaboration. Statistics Norway shall also develop statistical methods and utilise the statistics in analyses and research. Statistics Norway has its own research department that is to provide more knowledge about the development of society based on Statistics Norway's own statistics. Statistics Norway shall also facilitate the delivery of statistics for research and public planning.

¹⁷ Act relating to official statistics and Statistics Norway of 16 June 1989 no. 54

Statistics Norway is an ordinary public administration agency under the Ministry of Finance. Statistics Norway uses cash basis accounting and a periodic business account, as stated in the note on principles in the annual accounts. The annual accounts form part VI of the annual report to the Ministry of Finance.

6.1.2. Confirmation

The annual accounts have been presented in accordance with the provisions on financial management in the state, circular R-115 from the Ministry of Finance and requirements imposed by the Ministry of Finance in relation to the instructions on financial management. The accounts provide a comprehensive view of Statistics Norway's disposable government appropriations, recognised expenses, revenues, assets and liabilities.

6.1.3. Assessments of significant issues

Cash accounts

In 2014, Statistics Norway's allocated government appropriation for operations under item 01 was NOK 553.3 million; see the allocation reporting and its note A. Further, Statistics Norway received state reimbursements of sick leave pay etc. of NOK 13.9 million. In total, Statistics Norway has an underspend, when state reimbursements of NOK 24.8 million are included. This is mainly due to transfers from 2013 of NOK 18.5 million. The underspend for 2014 alone amounted to NOK 6.3 million. Statistics Norway has applied to transfer NOK 24.8 million to 2015 under item 01 in accordance with the calculations in note B. For item 21 assignment revenue, Statistics Norway has a combined reduced expenditure of NOK 55.3 million. This figure is sought transferred to next year in item 21. The NOK 55.3 million in reduced expenditures is mainly due to transfers from 2013 of NOK 39.6 million and the assignment revenue being NOK 15.7 million higher than estimated in 2014. Statistics Norway is more up to date with our invoicing than in previous years and this has led to revenues being about nine million kroner higher than expected. NOK 21.8 million has been paid in pre-payments from customers whose assignment has not been completed and will be finalised in 2015. Payments of salaries and social costs declined by NOK 2.1 million. This is because Statistics Norway reduced the number of employees in 2014 (see note 2). In 2014, Statistics Norway has received reimbursements for salaries in the amount of NOK 13.9 million, which is a reduction of NOK 3.1 million from 2013.

For item 45 Larger acquisitions of equipment and maintenance, Statistics Norway incurred expenses in the amount of NOK 10.8 million more than estimated. This is covered by transfers from 2013. When transfers from 2013 are included, there is a NOK 5.4 million underspend. This underspend is sought transferred to 2015.

The account current against the Treasury in the cash account as of 31/12 2014 was NOK 34.7 million, an increase of NOK 2.7 million from 2013.

Business accounts

In 2014, Statistics Norway introduced periodic business accounts built on the state accounting standards (SRS). No figures comparable with 2013 have been prepared for the income statement. The business accounts show a profit of NOK 10.9 million before the recognition in income of transfers from 2013 in the amount of NOK 58.1 million. Adjusted for the recognition in income of the transfers, there is a profit of NOK 69 million. This result is about NOK 11 million less than the cash accounts. The discrepancy is mainly due to a different periodisation of assignment revenues.

In the business accounts, Statistics Norway has a total equity of NOK 104.3 million, which is a reduction of NOK 4.2 million from the opening balance on 01/01/2014. The outstanding accounts with the Treasury was NOK 128.8 million as of 31/12/2014, against NOK 115 million at the start of the year. This

corresponds to an increase of NOK 13.8 million. For further information about the outstanding accounts with the Treasury, see note 7.

Personnel

In 2014, the sick leave rate was 4.8 per cent, against 4.1 per cent in 2013. The increase is caused by an increase in long-term sick leaves. In 2013, the sick leave rate was very low. In the period from 2009 to 2014, the average sick leave rate was 4.75 per cent. Salaries, including reimbursements, represent 68.9 per cent of total payments, against 72.8 per cent in 2013. Fifty-three percent of Statistics Norway employees are women. In 2014, 60 people left Statistics Norway. This represents 6.8 per cent of the employees.

Other issues

In 2014, Statistics Norway moved to new premises. The move was successful and the plans and budgets for the move were met. The move has led to an increase in other payments for operations, as well as larger investments. The move, including investments, had a framework for costs of about NOK 20 million in 2014.

In 2014, it was decided to restructure Statistics Norway. The restructuring process will begin in 2015 and is planned completed in the autumn of 2015. No funds have been set aside for the restructuring in the periodic accounts in 2014. The costs are budgeted for 2015, and will be covered by transfers from previous years.

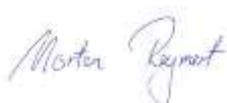
In 2014, Statistics Norway adopted a new IT strategy. This strategy will be implemented in 2015, and it will be necessary to make significant investments in systems and infrastructure in the next few years.

On 1 January 2014, a new chair, a new deputy chair and a new board member were appointed for four years. Director General Hans Henrik Scheel stepped down on 16 January 2015. Torbjørn Hægeland, director of research in Statistics Norway, has temporarily stepped in as the Director General until a new person is hired in the position.

6.1.4. Additional information

The Office of the Auditor General of Norway is the external auditor and confirms the annual accounts for Statistics Norway. The audit of the annual accounts has not been completed at the time of writing, but the auditor's statement is expected to be presented in Q2 2015. The statement is exempt from public disclosure until the Storting has received Document 1 from the Office of the Auditor General of Norway, but will be published on Statistics Norway's website as soon as the document is made public.

Oslo/Kongsvinger, 2 March 2015



Morten Reymert
Chair of the Board



Torbjørn Hægeland
Director General

2014 income statement for Statistics Norway		
Operating income	Note	2014
Income from government appropriations	1	656 363 512
Income from fees	1	0
Income from subsidies and transfers	1	45 277 502
Income from sales and rent	1	207 250 689
Gains on the disposal of fixed assets	1	0
Other operating income	1	0
<i>Total operating income</i>		908 891 702
Operating costs		
Salaries and social costs	2	617 266 578
Cost of goods		0
Other operating costs	3	201 658 834
Depreciations	4,5	20 948 052
Writedowns	4,5	0
<i>Total operating costs</i>		839 873 464
Operating profits		69 018 238
Financial income and financial costs		
Financial income	6	24 063
Financial costs	6	44 380
<i>Total financial income and financial costs</i>		-20 317
Income from shares in companies etc.		
Dividend from companies etc.	6	0
<i>Total income from shares in companies etc.</i>		0
Profits from activities in the period		
		68 997 921
Settlements		
Settlement with the Treasury (gross budgeted)	7	-68 997 921
<i>Total settlements</i>		-68 997 921
Profit in the period (to agency assets)		
		0
<i>Allocations</i>		0
Collections and other transfers to the state		
Income from fees directly to the Treasury	11	23 655 807
Settlement with the Treasury collections		0
<i>Total collections and other transfers to the state</i>		23 655 807
Subsidy management and other transfers from the state		
Payment of subsidies to others		0
Settlement with the Treasury subsidy management		0
<i>Total subsidy management and other transfers from the state</i>		0

Balance sheet for Statistics Norway			
ASSETS	Note	31.12.2014	01.01.2014
A. Fixed assets			
I Rights and similar intangible assets			
Rights and similar intangible assets	4	51 711 812	63 320 586
<i>Total intangible assets</i>		51 711 812	63 320 586
II Tangible fixed assets			
Machines and vehicles	5	6 815 204	272 841
Movables, fixtures and fittings, tools, etc	5	28 154 849	14 092 782
<i>Total tangible fixed assets</i>		34 970 053	14 365 624
III Financial fixed assets			
<i>Total financial fixed assets</i>		0	0
Total fixed assets		86 681 865	77 686 210
B. Current assets			
I Inventory and advances to suppliers			
<i>Total inventory and advances to suppliers</i>		0	0
II Receivables			
Accounts receivable	8	4 920 904	6 126 271
Other receivables	9	3 628 286	6 688 614
Earned income not invoiced		9 062 383	17 990 567
<i>Total receivables</i>		17 611 573	30 805 451
III Cash and bank balances			
<i>Total cash and bank</i>		0	0
Total current assets		17 611 573	30 805 451
Total assets		104 293 438	108 491 661
BUSINESS ASSETS AND LIABILITIES			
C. Business assets			
I Deposited business assets			
Total business assets		0	0
D. Liabilities			
I Provision for long-term liabilities			
Not recognised government appropriation related to fixed assets	4, 5	86 681 865	77 686 210
<i>Total provision for long-term liabilities</i>		86 681 865	77 686 210
II Other long-term liabilities			
<i>Total other long-term liabilities</i>		0	0
III Current liabilities			
Accounts payable		-38 543	0
Tax owed		20 257 945	19 645 636
State fees owed		24 666 545	24 598 348
Provisions for holiday pay		53 106 787	51 031 312
Pre-paid revenue, not earned		21 829 462	19 487 306
Other current liabilities	10	26 574 091	31 008 194
<i>Total current liabilities</i>		146 396 287	145 770 796
IV Settlement with the Treasury			
Settlement with the Treasury (gross budgeted)	7	-128 784 714	-114 965 345
<i>Total settlement with the Treasury</i>		-128 784 714	-114 965 345
Total liabilities		104 293 438	108 491 661
Total business assets and liabilities		104 293 438	108 491 661

6.2. Note on accounting principles in the annual accounts

The annual accounts for Statistics Norway (Statistics Norway) have been prepared and presented in accordance with guidelines stipulated in provisions on financial management in the state ("the provisions"), issued on 12 December 2003 as amended, most recently on 18 September 2013. The annual accounts comply with the requirements in section 3.4.1 of the provisions, and the further provisions issued in Ministry of Finance circular R-115.

Statistics Norway also presents a business account as a periodic account. This account is based on the state accounting principles (SRS).

The statement on the reporting of government appropriations includes an upper part consisting of the reporting of the appropriations and a lower part showing holdings Statistics Norway is listed with in the capital account. The statement on the reporting of the general ledger has an upper part showing what has been reported to the central government accounts in accordance with the standard account plan for public agencies and a lower part showing groups of accounts that are included in the outstanding accounts with the Treasury.

The statement on the reporting of the government appropriations and the reporting on the general ledger has been prepared based on section 3.4.2 of the provisions – the basic principles for annual accounts.

- a) The financial statement follows the calendar year.
- b) The financial statement includes all reported expenses and incomes for the financial year.
- c) Expenses and incomes are recognised gross in the accounts.
- d) The financial statement is prepared in line with the cash principle

The statements on the government appropriations and general ledger have been prepared according to the same principles, but are grouped according to the different account plans. The principles correspond to the requirements in section 3.5 of the provisions regarding how the agencies are to report to the central government accounts. The total item "Net reported to the government appropriations account" is the same in both statements.

All public agencies are linked to the government group account scheme in Norges Bank in accordance with requirements in section 3.8.1 of the provisions. Ordinary public agencies (gross budgeted entities) do not receive liquidity throughout the year. At the end of the year, the balance of each settlement account is liquidated in the transition to a new year.

6.3. Reporting on government appropriations

The reporting on the government appropriations shows the account figures Statistics Norway has reported to the central government accounts. It is presented in accordance with the chapters and items in the government appropriations accounts that Statistics Norway has the authority to administer. The statement shows all financial assets and liabilities that Statistics Norway is listed with in the government capital accounts. The column "combined government appropriation" shows what Statistics Norway has been granted in the allocation letter for each chapter/item combination.

Received authorities to charge another agency's chapter/item combination (debit authorisation) are not shown in the column for total government appropriation, but are discussed in note B of the statement on government appropriations. Expenses related to received debit authorisations are recognised and reported to the central government accounts and are shown in the column for accounts.

Granted debit authorisations are included in the column for the total government appropriations, but are not recognised and reported to the central government

accounts by the agency itself. Granted debit authorisations are recognised and reported by the agency that has received the debit authorisation and are therefore not shown in the column for accounts. The granted authorisations are listed in note B of the reporting of government appropriations.

6.4. General ledger reporting

The reporting on the general ledger shows accounting figures Statistics Norway has reported to the central government accounts in accordance with the standard account plan for public agencies. Statistics Norway has drawing rights on available government appropriations in the group account in Norges Bank. The government appropriations shall not be recognised in income and are therefore not shown as income in the statement.

Note 7 shows the difference between the settlement with the Treasury and the outstanding accounts with the Treasury.

6.5. General accounting principles for the business accounts (periodic accounts)

The accounts are set up in accordance with the recommended state accounting standards (SRS). As Statistics Norway introduced periodic accounts in 2014, figures comparable with 2013 have not been prepared. To the extent that the accounts for 2013 give the reader of the accounts information, figures have been included to show the development.

In the preparation of the balance and notes, figures from the opening balance have been incorporated at the introduction of periodic accounts, i.e. the balance as of 01/01/2014.

In accordance with the proposed changes in the accounting standards, no cash flow analysis has been prepared for Statistics Norway for 2014. In relation to SRS 2 Cash flow presentation for gross budgeted entities, it is proposed that the cash flow presentation requirement be discontinued. This applies as of 2016, but earlier adoption is encouraged.

Pensions

Statistics Norway does not pay premiums to the Norwegian Public Service Pension Fund (SPK). The premium is covered in accordance with a central scheme in the state. Future pension liabilities are thus not included in the balance.

Classification and assessment of balance sheet items

Current assets and liabilities include items that are due for payment within one year of the date of acquisition. Other items are classified as fixed assets/long-term debt. Current liabilities are recognised at the time they are incurred.

Intangible assets

Statistics Norway has proprietary software. In the balance statement, this is included as software that complies with the guidelines in SRS 17 about Fixed assets. Proprietary software is amortized over 5 years, which corresponds to the expected lifetime.

Databases have not been ascribed value in the balance sheet. This is in line with SRS 17 Fixed assets.

In 2014, Statistics Norway has not developed any new proprietary software suitable for activation in accordance with SRS 17 about Fixed assets.

Tangible fixed assets

Tangible fixed assets are recognised and amortised over the financial lifespan of the asset.

Financing of periodic items

All balance sheet items, with the exception of intangible assets and fixed assets, have a corresponding item in the Settlement with the Treasury. The settlement thus expresses the state's equity with regard to short-term items.

Fixed assets

The recognised value of intangible assets and tangible fixed assets have a corresponding item in Not recognised government appropriation related to fixed assets. This represents the financing of these fixed assets.

Newly acquired intangible assets and tangible fixed assets are recognised at acquisition cost. At the same time, the acquisition cost reduces the profit and loss item Income from government appropriations and increases the balance sheet item Not recognised government appropriation related to fixed assets.

The depreciation of fixed assets are expensed. In line with the implemented depreciations, a corresponding amount is recognised as income under Income from government appropriations. This is implemented by the dissolution of the financing item Not recognised government appropriation related to fixed assets in line with the consumption of the fixed asset by the agency. The consequence of this is that the investments have a neutral effect on profits and losses.

Receivables

Receivables from customers and others are recognised in the balance sheet at face value. Provisions are made for expected losses.

The state group account scheme

Statistics Norway is included in the state group account scheme. The group account scheme means that all daily payments in and out are made to and from the agency's settlement accounts in Norges Bank.

Presentation of the reporting on government appropriations for the 2014 accounting year							
Expense chapter	Chapter name	Item	Item text	Note	Total appropriation	Account 2014	Extra expenditure (-) and reduced expenditure
1620	Statistics Norway	01	Operating expenses	A og B	553 299 000	542 602 957	10 696 043
1620	Statistics Norway	21	Special operating expenses	A og B	247 928 000	208 382 089	39 545 911
1620	Statistics Norway	45	Larger acquisitions of equipment and maintenance	A og B	26 505 000	21 077 437	5 427 563
<i>Total recognised expenses</i>					827 732 000	772 062 482	
Income chapter	Chapter name	Item	Item text		Total appropriation	Account 2014	Extra income and reduced income
4620	SALE INCOME ASSIGNMENT	01	Operating expenses	,	300 000	523 144	223 144
4620	INCOME Re Labour market	02	Various Reimbursement labour market		208 300 000	224 025 787	15 725 787
4620	measures Re Parental	15	measures Reimbursement parental			458 073	458 073
4620	benefits Re Sickness	16	benefits Reimbursement sickness			3 741 307	3 741 307
4620	benefits	18	benefits			9 676 352	9 676 352
5309	VARIOUS EMPLOYER'S	29	Various Employer's			1 126 979	
5700	CONTRIBUTION	72	contribution			61 315 286	
<i>Total recognised income</i>					208 600 000	300 866 928	
Gross reported to the government appropriations accounts						471 195 554	
Capital accounts							
60077201	Norges Bank customer account/deposits					276 198 836	
	Norges Bank customer account/payment					-744 742	
60077202	Changes in the outstanding accounts with the					458	
716600	Treasury					-2 651 932	
<i>Total reported</i>						0	
Holdings reported to the capital accounts (201412)							
Accoun	Text	Change			2014	2013	Ending
6260	Shares				0	0	0
716600	Outstanding accounts with the Treasury				-34 665 734	-32 013 802	-2 651 932

The Norwegian National Collection Agency (SI) collects coercive fines on behalf of Statistics Norway: chapter 4620, item 85. The 2014 budget amounted to NOK 15 million. Incoming payments of NOK 23.7 million were received. The amount is set off directly against the Treasury and is not shown in Statistics Norway's government appropriations accounts and general ledger.

Note A Explanation of the overall government appropriation			
Chapter and item	Transferred from last year	This year's government appropriation	Combined government appropriation
162001	18,499,000	534,800,000	553,299,000
162021	39,628,000	208,300,000	247,928,000
162045	16,305,000	10,200,000	26,505,000

Note B Explanations for used authorities and estimates of amounts possibly transferrable to next year

Chapter and item	Keyword	Extra expenditure (-)/reduced expenditure	Extra expenditure (-)/reduced expenditure according to given debit authorisations	Standard reimbursement for income items 15-18	Additional revenue in accordance with authorisation for additional revenue	Total basis for transfer	Max transferrable amount	Possibly transferrable amount estimated by the agency
162001		10 696 043	10 696 043	13 875 732	223 144	24 794 919	26 740 000	24 794 919
162021	Can be transferred	39 545 911	39 545 911		15 725 787	55 271 699		55 271 699
162045	Can be transferred	5 427 563	5 427 563	Not relevant		5 427 563	10 200 000	5 427 563

*The maximum amount that can be transferred is five per cent of the current year's government appropriation for the operational items 01-29, except item 24, or the sum of the government appropriation for the past two years for items with the key word "can be transferred". See circular R-2/2013 for more detailed information about the transfer of unused government appropriations.

In 2014, Statistics Norway had reduced expenditures in ch. 1620 item 01 of NOK 10.7 million. When authorisations are taken into consideration, Statistics Norway had reduced expenditures in the amount of NOK 24.9 million. This is mainly due to transfers from 2013 of NOK 18.5 million. The underspend for 2014 alone amounted to NOK 6.3 million. This is caused by savings from positions and a reduction of other operating costs. When vacancies have occurred, positions have not been posted externally or the posting has been postponed. The cost reductions are part of a process of making Statistics Norway more efficient that is also being followed up in a restructuring process in 2015. In 2015, new work will also start on the implementation of a new IT strategy, which will entail a need for new investments in and focus on IT.

The reduced expenditure in ch. 1620 item 21 Special operating costs, must be seen in the context of the extra revenue in ch. 4620 item 02 Assignment revenues, cf. authorisation for extra revenue. Costs in item 21 correspond to the government appropriation. The NOK 55.3 million in reduced expenditures is mainly due to transfers from 2013 of NOK 39.6 million and the assignment revenue being NOK 15.7 million higher than estimated. Invoicing (and payment) from customers at the turn of the year are more up to date than previous years. Accrued revenues that have not been invoiced are reduced by about NOK 9 million from the start of the year. Further, Statistics Norway has received payments in the amount of NOK 21.8 million from customers for whom we have not yet completed the work. Combined for item 21, savings have also been made from positions and operating costs in order to implement a restructuring in 2015.

Statistics Norway's government appropriation over ch. 1620 item 45 funds larger investments in the IT infrastructure or tied to large system development projects. The government appropriation for this item was NOK 10.2 million in 2014, and the transfer from 2013 was NOK 16.3 million. Funds in the amount of NOK 21.1 million have been used, so that the underspend is in the amount of NOK 5.4 million. When 2014 is seen in isolation, NOK 10.9 million more than the government appropriation has been used. This is because investments have been

made in IT infrastructure and other IT investments (such as a new storage solution) in connection with the move to new premises. With the implementation of the new IT strategy, investments will be required in the times ahead.

Statement on the reporting of the general ledger for 2014

	Note	2014	2013
Income reported to the government appropriation accounts			
Payments from fees		0	0
Payments from subsidies and transfers		8 746 217	5 043 794
Sales and rental income		215 841 226	190 888 067
Other payments		0	0
Outpay of financial expenses		24 063	24 995
<i>Total payments</i>		224 611 505	195 956 856
<i>Expenses reported to the government appropriation accounts</i>			
Outpay for salaries and social costs		536 625 469	538 702 390
State reimbursements regarding salaries		-13 875 732	-17 013 602
Outpay for investments		29 943 707	685 119
Outpay for share acquisitions		0	0
Other outpay for operations		205 511 500	194 348 090
Outpay of financial expenses		44 380	21 095
<i>Total outpay</i>		758 249 324	716 743 093
Net reported expenses for operations and investments		533 637 819	520 786 237
Collections activities and other transfers to the state			
Payment of taxes, fees, etc		0	0
<i>Total collection activities and other transfers to the state</i>		0	0
Government appropriation management and other transfers from the state			
Outpay of subsidies and grants		0	0
<i>Total government appropriation management and other transfers to others</i>		0	0
Income and expenses reported for common chapters			
5700 National insurance income – Employer's contribution		61 315 286	63 984 235
5309 Incidental revenues (group life insurance, etc.)		1 126 979	1 116 930
<i>Total income and expenses reported for common chapters</i>		62 442 265	65 101 165
Net expenses reported to the government appropriation accounts		471 195 554	455 685 072
Overview of outstanding accounts with the Treasury			
Assets and liabilities		201412	01.01.2014
Receivables		150 917	695 756
Cash		0	0
Bank accounts with state funds outside Norges Bank		0	0
Taxes owed		-20 257 945	-19 645 636
State fees owed		-14 579 499	-13 547 650
Other liabilities		20 794	483 729
Total outstanding accounts with the Treasury		-34 665 734	-32 013 802

Note 1 Operational income**2014****Income from government appropriations**

Current year appropriation from parent Ministry*	561 305 000
Current year appropriation from other Ministries, debit authorisations	0
- gross used for investments in immaterial assets and tangible fixed assets from current year appropriation	-29 943 707
- unused appropriation for investment purposes (item 30-49)	-5 427 563
+ postponed income from commitment related to investments (amortization)	20 948 052
+ postponed income from commitment related to investments, recognised value disposed fixed assets	0
+ income for pensions	90 982 731
- outpay of subsidies to others	0
Transfers of funds from 2013, see Note A	18 499 000
Total income from appropriations	656 363 512

Income from subsidies and transfers from others

Subsidies from the EU	5 648 502
Other subsidies/transfers	0
Transfers of funds from 2013, see Note A	39 629 000
<i>Total income from subsidies and transfers from others</i>	<i>45 277 502</i>

Total income from subsidies and transfers**45 277 502****Sales and rental income**

Sales revenue from goods, dutiable	131 175 406
Project revenue (Sale revenue, not dutiable)	35 107 746
Income from research assignments	40 967 537

Total sales and rental income**207 250 689****Total operational income****908 891 702****Note 2 Salary and social costs**

	2014	2013
Salaries	425,111,769	467,559,588
Holiday pay	52,684,592	0
Employer's contribution	72,005,822	63,984,270
Pension costs*	71,140,226	0
Sick pay and other reimbursements	-13,195,238	-17,013,602
Other benefits	9,519,406	7,158,532
Total salary and social costs	617,266,578	521,688,788

*More information about pension costs:

The agency does not itself pay pension premiums to the Norwegian Public Service Pension Fund (SPK), and the costs of the premiums are also not covered by the agency's government appropriation. The premiums are covered in accordance with a central government scheme. The accounts use an estimated rate for the calculation of pension costs. SPK has estimated the premium rate for 2014 to be 15 per cent.

Pensions are expensed based on this rate multiplied by the accrued pensionable earnings in the agency. Also see section 6.5 General accounting principles for the business accounts (periodic accounts)

Number of employees divided by full/part time and permanent/temporary 31/12/2014

Figures for 2013 in brackets

	Full-time	Part-time	Total figure	FTEs
Number employees	748(759)	135(153)	883(912)	840(863)
Of whom temporary	19(21)	1(2)	20(23)	20(22)

	Number employees			FTEs
	Number full-time	Number part-time	Total number	Total
Statistics Norway Oslo	486(499)	47(62)	533(561)	517(539)
Statistics Norway Kongsvinger	262(262)	88(89)	350(351)	323(324)
Total Statistics Norway	748(759)	135(153)	883(923)	840(863)

Number/age group	20-29	30-39	40-49	50-59	Above 60	All
Women entire agency	29 (6,2%)	83(17,8%)	104(22,3%)	147(31,5%)	104(22,3%)	467(100%)
Men entire agency	19(4,6%)	74(17,8%)	126(30,3%)	107(25,7%)	90(21,6%)	416(100%)
Both genders Statistics Norway	48(5,4%)	157(17,8%)	230(26,0%)	254(28,8%)	194(22,0%)	883(100%)

Note 3 Other operational expenses

	2014	2013
Rent	50 861 765	52 286 809
Maintenance own buildings and facilities	0	0
Maintenance and remodelling rented premises	2 801 002	439 877
Other costs for operation of property and premises	9 287 635	9 189 368
Repairs and maintenance of machinery, equipment, etc.	4 221 883	3 946 695
Smaller equipment acquisitions	31 267 432	37 043 019
Rental of machines, fixtures and fittings, etc.	3 771 655	2 350 608
Consultants and other purchases of services from external parties	32 204 260	28 897 638
Travel and per diem	18 049 806	19 828 135
Other operational costs*	49 193 396	40 090 682
Total other operational expenses	201 658 834	194 072 829

Note 4 Intangible assets

	Rights etc.	Total
Acquisition cost as of 01/01/2014	63 320 586	63 320 586
Addition 2014	0	0
Disposal cost in 2014	0	0
Acquisition cost 201412	63 320 586	63 320 586
Accumulated writedowns 01.01.2014	0	0
Writedowns in 2014	0	0
Accumulated writedowns per 01.01.2014	0	0
Ordinary writedowns in 2014	11 608 774	11 608 774
Accumulated writedowns disposals in 2014	0	0
Value recognised in the balance sheet 2014	51 711 812	51 711 812

Writedown rate (lifespan) 5 years/linear

Note 5 Tangible fixed assets

	Machinery, vehicles	Movables, fixtures and fittings, tools	Total
Acquisition cost 01.01.2014	1 402 882	30 357 764	31 760 646
Addition in 2014	7 614 298	22 329 409	29 943 707
Disposal cost in 2014	0	0	0
Acquisition cost 2014	9 017 180	52 687 173	61 704 353
Accumulated writedowns 01.01.2014	0	0	0
Writedowns in 2014	0	0	0
Accumulated writedowns 01.01.2014	1 130 041	16 264 982	17 395 022
Ordinary writedowns in 2014	1 071 935	8 267 343	9 339 278
Accumulated writedowns disposals in 2014 (1)	0	0	0
Value recognised in the balance sheet 201412	6 815 204	28 154 849	34 970 053
Writedown rate (lifespan)	3-15 years linearly 3-15 years linearly		
<u>Disposal of tangible fixed assets in 2014:</u>			
Proceeds on disposal of fixed assets			0
- Recognised value of disposed fixed assets	0	0	0
= Accounting profit/loss	0	0	0

Note 6 Financial income and financial costs

Financial income	2014	2013
Interest rate income	0	0
Foreign exchange gain	24 063	24 995
Other financial income	0	0
Total financial income	24 063	24 995
Financial costs		
Interest rate costs	0	0
Writedown of shares	0	0
Foreign exchange losses	44 380	21 095
Other financial costs	0	0
Total financial costs	44 380	21 095
Dividend from companies etc.		
Received dividend	0	0
Total received dividend	0	0

Basis for calculation of interest rate cost of invested capital

	201412	201312	Average in the period
Recognised value of intangible assets	51 711 812	63 320 586	57 516 199
Recognised value tangible fixed assets	34 970 053	14 365 624	24 667 838
Total	86 681 865	77 686 210	82 184 038
Number of month at time of reporting:			12
Average capital tied up in year 2014:			82 184 038
Set interest rate for year 2014:			1,79
Estimated interest rate cost for invested capital:			1 471 094

Note 7A Correlation between settlement with the Treasury and the outstanding accounts with the Treasury (gross budgeted entity)**A) Settlement with the Treasury**

	2014	2013	Change
Financial assets			
Financial assets	0	0	0
<i>Total</i>	0	0	0
Current assets			
Inventory and advances to suppliers	0	0	0
Customer receivables	5 031 107	6 126 271	-1 095 163
Other receivables	3 518 083	6 688 614	-3 170 531
Earned income not invoiced	9 062 383	17 990 567	-8 928 184
Cash and bank balances	0	0	0
<i>Total</i>	17 611 573	30 805 451	-13 193 878
Other long-term liabilities			
Other long-term liabilities	0	0	0
<i>Total</i>	0	0	0
Current liabilities			
Accounts payable	38 543	0	38 543
Tax owed	-20 257 945	-19 645 636	-612 309
State fees owed	-24 666 545	-24 598 348	-68 197
Provisions for holiday pay	-53 106 787	-51 031 312	-2 075 475
Pre-paid revenue, not earned	0	-19 487 306	19 487 306
Other current liabilities	-48 403 553	-31 008 194	-17 395 358
<i>Total</i>	-146 396 287	-145 770 796	-625 490
Settlement with the Treasury	-128 784 714	-114 965 346	-13 819 368

The net sum of current assets and liabilities will generally have its funding linked to the account item Settlement with Treasury. Intangible assets and tangible fixed assets will generally follow the liability model: in other words, the financing (contra entry) will be classified as provision for long-term liabilities on the account item Not recognised government appropriation related to fixed assets.

Reconciliation of the result of the period against the change in the settlement with the Treasury (inclusive principle)

Group account outpay	-744 742 458
Group account payment	276 198 836
<i>Net drawings group account</i>	-468 543 622
Payment collections	0
Outpay government appropriation management	0
Recognised from appropriation (account group 19)	555 877 436
Employer's contribution/group life reported on ch. 5700/5309	-62 442 265
Returned postponed income at the disposal of fixed assets where the liability has not been recognised	0
Corrected provision for holiday pay (employees moving to other state employment)	-202 260
Transfers from 2013 recognised in 2014	58 128 000
<i>Difference between recognised and net drawings on the group account</i>	82 817 289
Profit from the period's activities before settlement with the Treasury	-68 997 921
Total change in the settlement with the Treasury*	13 819 368

Note 7B Correlation between the settlement with the Treasury and the outstanding accounts with the Treasury (gross budgeted entities)**B) Difference between settlement with the Treasury and the outstanding accounts with the Treasury**

	2014	2014	
	Specification of recognised settlement with the Treasury	Specification of reported outstanding accounts with the Treasury	Difference
Financial assets			
Financial assets	0	0	0
<i>Total</i>	0	0	0
Current assets			
Inventory and advances to suppliers	0	0	0
Accounts receivable	5 031 107	0	5 031 107
Other receivables	3 518 083	634 650	2 883 433
Earned income not invoiced	9 062 383	0	9 062 383
Cash and bank balance	0	0	0
<i>Total</i>	17 611 573	634 650	16 976 923
Other long-term liabilities			
Other long-term liabilities	0	0	0
<i>Total</i>	0	0	0
Current liabilities			
Supplier debt	38 543	0	38 543
Tax owed	-20 257 945	-20 257 945	0
State fees owed	-24 666 545	-14 724 686	-9 941 859
Provisions for holiday pay	-53 106 787	0	-53 106 787
Pre-paid revenue, not earned	0	0	0
Other current liabilities	-48 403 553	-317 752	-48 085 801
<i>Total</i>	-146 396 287	-35 300 383	-111 095 903
Total	-128 784 714	-34 665 734	-94 118 980

The outstanding accounts with the Treasury consist of periodic accruals that are reported to the central government accounts (S report). The settlement with the Treasury contains the outstanding accounts with the Treasury, as well as several periodic accruals additional to those reported to the central government accounts.

Note 8 Accounts payable

	2014
Accounts payable in the amount	5 031 107
Provision for expected losses (-)	-110 203
Total other current liabilities	4 920 904

Note 9 Other current liabilities

	2014
Prepaid salaries	7 100
Travel advances	9 000
Personal loans	618 550
Other accounts payable for employees	0
Prepaid costs	3 477 369
Outstanding accounts with NAV	-483 733
Accounts payable for subsidiaries, etc.	0
Total other current liabilities	3 628 286

Note 10 Other current liabilities

	2014
Salary owed	0
Travel expenses owed	0
Other debt to employees	-23 517 537
Incurred costs	-3 227 935
Received advances partner countries	171 381
Total other current liabilities	-26 574 091

Note 11 Collections and other transfers to state

	2014
Collection of coercive fines	23 655 807
Total income from fees directly to the Treasury	23 655 807

The Norwegian National Collection Agency (SI) collects coercive fines on behalf of Statistics Norway. Coercive fines are settled directly with the Treasury and are not included in Statistics Norway's business accounts.

Appendix A: – Statement of the Board

The Board discussed the annual report for Statistics Norway (Statistics Norway) in the Board meeting on 26 February 2015. The Board approved the annual report with authorisation given to the Chair of the Board and the Director General to finalise and submit the report to the Ministry of Finance.

In accordance with section 4(4) of the Instructions for the Board of Statistics Norway, the Board is to issue a separate statement to the Ministry about the annual report.

Main goals

The main goals in the allocation letter for 2014 were to:

- develop statistics for areas that lacked satisfactory coverage
- produce statistics and analyses that are significant for Norwegian society, of as high quality and as efficiently as possible
- maintain a research standard at a high international level
- further develop user-friendly and effective dissemination of statistics and research

Statistics Norway's strategy for 2014-2017 was adopted in February, and the main goals of the strategy complement and support the objectives from the Ministry of Finance. The strategy is built around six main goals, and section III of the annual report follows the main goals of the strategy. The Board believes that Statistics Norway's reporting in relation to the main goals of the strategy also covers the reporting on the main goals set by the Ministry of Finance. The Board believes the new strategy provides a clear direction for the development of Statistics Norway in the coming years, and wants to highlight in particular that the strategy emphasises a concentration on Statistics Norway's core tasks. The Board will follow up to ensure that the strategy forms the basis for further plans and priorities. The new subsidiary strategies for IT, methods, communication and HR will in the Board's view further concretize the priorities in the next few years.

In the Board's assessment, Statistics Norway's annual report for 2014 addresses all elements of the letter of allocation.

Activities in 2014

Statistics Norway is to supply high-quality statistics, analyses and research for the benefit of society. The quality of the statistics is assessed based on the guidelines for European statistics (Code of Practice). The guidelines impose requirements to institutional conditions, the processes for the generation of statistics and to the statistical products themselves.

The number of statistics publications has been relatively stable in recent years, but the Board registers a slight decline from 2013, and that the decline is partly caused by the merger of statistics. The creation and discontinuation of statistics was at a level similar to previous years.

The Ministry of Finance has set specific requirements for results in 2014, related to timeliness, punctuality, response burden and the share of electronic reporting, and these have governed Statistics Norway's activities. The results for 2014 can be summarised as follows:

- The timeliness target for monthly and annual statistics was reached. The timeliness of the monthly statistics improved significantly.
- The punctuality target was not reached. However, the deviation from the target is small and timeliness has improved compared to 2013.
- The punctuality target, measured as the share of the statistics deviating from the notified date of publication, was not achieved.
- The response rate target for voluntary surveys was reached.
- For mandatory surveys, the response rate target was not reached, but the deviation is very small.
- The target for the response burden of the business sector was not reached, but the response burden declined in 2014.
- The electronic reporting target was reached.

In the corresponding statement to the 2013 report, the Board stated that it expected that work would be undertaken to improve target achievement in 2014. The Board registers that target achievement has improved over 2013 in central areas. The Board is therefore particularly satisfied with the improvements in timeliness.

Statistics Norway logs content errors in the statistics and the corrections of these. The proportion of content errors in Statistics Norway's publications declined significantly in 2014 compared to 2013. The number of serious errors also declined significantly, and the Board is satisfied with the positive development. The Board also finds it positive that Statistics Norway has a good system for registering and following up on errors and that there is transparency in that regard.

The Board is satisfied that Statistics Norway has met the requirement regarding the response rate in voluntary surveys, and that the response rate has improved from 2013. However, at the same time the Board is concerned about the international trend towards low response rates for these surveys over time.

In 2013, the deviations in punctuality were explained by the transition to the new *ssb.no* in the spring of 2013. The Board registers that the deviation has increased from 2013. All statistics are to give notice of the date of publication at least three months ahead of the publication date. In 2014, the proportion of publications for which notice was given within the deadline went up. A weaker punctuality may be explained by notice being given by the three-month deadline for more statistics. The Board is satisfied with the efforts to ensure that notice is given by the deadline for more statistics.

In the autumn of 2014, a restructuring process was started in Statistics Norway. The objective of the restructuring process is to create the room of manoeuvre to fulfil the strategy, enhance prioritised areas, invest in new technology and efficiency improvements, and strengthen analytical competencies. The Board agrees that there is a need to start the restructuring process, and believes it is important to complete it. The long-term challenges that the restructuring can solve remain even if the financial situation provides somewhat more flexibility in the short term than previously assumed. The Board finds the organisation's willingness to change and the participation of the employee organisations to be positive. At the same time, the Board emphasises that each employee must be looked after in the process and expects the work environment to be closely monitored in 2015.

Statistics Norway has completed several large development projects in 2014:

- The work on EDAG (Electronic Dialogue with Employers) has progressed as planned. Through EDAG, employers will from 2015 and onwards save resources when reporting data on salaries and working conditions to public authorities. The Board is satisfied that the progress on this strategically important project is according to plan.
- The progress of the research projects were generally according to plan. This also applies to the delivery of updated models and model services, as well as the completion of analyses for the public administration. The Board emphasises that Statistics Norway prioritise the work on maintaining and developing models and that research activities are kept at a qualitatively high level. The Board is satisfied that the strategy emphasises the importance of seeing the research and statistical activities in relation to each other.
- Statistics Norway's Lean focus continued in 2014 as an element of the work on continuous improvement. The Board is satisfied that such an extensive focus on efficiency and operational improvements as the Lean project entails is being implemented.
- The Board is satisfied that the main revision of the national accounts, incl. the balance of payments, public finances and direct investment statistics was completed according to plan in November-December 2014.
- The Board is satisfied that the queue of microdata assignments was reduced significantly over the course of 2014.

For 2014, the total sick leave rate ended at 4.8 per cent. The Board finds it to be positive that Statistics Norway's sick leave rate is lower than the average for the public sector, and that the rate remains stable even during a period of restructuring.

Statistics Norway is an IW enterprise and has, in the Board's assessment, a satisfactory system for ensuring a good work environment. Statistics Norway has a number of guidelines for the work on HSE, and systematic work environment surveys and safety rounds are conducted. This is described in detail in the HSE handbook, which was updated in August 2014.

Finance and Accounting

Statistics Norway's accounts show a total operating profit before transfers of NOK 11 million in 2014, against profits of 15.9 million in 2013. 2014 was a year of greater expenses and investments than normal, related to the

move to new offices in Oslo. The operational profits were nevertheless better than expected, in part due to the assignment revenue being NOK 15.7 million higher than budgeted.

Funds in the amount of NOK 74.4 million were transferred from 2013 to 2014. With this year's profit of NOK 11 million, the transfers to 2015 constitute NOK 85.4 million.

The Board believes the financial results for Statistics Norway in 2014 provide a slightly better room of manoeuvre in 2015 and can thus contribute to solving some of the challenges related to the restructuring and the renewal of the IT systems. At the same time, the Board expects better prognoses and invoicing plans to be prepared for the income so that there is no unexpected underspend.

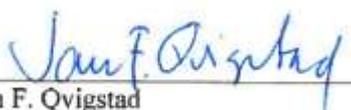
Outlook

Strategy 2014-2017 describes what Statistics Norway wants to achieve over the next years. The Board emphasises the importance of Statistics Norway continuing the work on improvements to ensure the continued high quality of official statistics. The high quality of the statistics is crucial to understanding correlations in Norwegian society and is an important basis for good social planning.

The work of the Board

In 2014, the Board held six regular meetings, one Board meeting by telephone and one Board seminar. A new Board instruction is in force as of 01/01/2014, and the Board has organised its activities according to this instruction. A new chair, deputy chair and one new Board member were appointed on 01/01/2014.


Morten Reymert
styreleder


Jan F. Qvigstad


Randi Punsvik


Ragnhild Balsvik


Ingrid Finboe Svendsen


Per Johan Lillestøl


Berit Emberland

Appendix B: Facts about human resources

We refer to the letter dated 12 November 2014 from the Ministry of Finance regarding the annual reporting about human resources.

1. The personnel situation in Statistics Norway

Overview of the number of employees in Statistics Norway compared to the previous year

Statistics Norway had 883 employees as of 31/12/2014, including ten employees on parental leave. There were 912 employees at the end of 2013. There were 533 employees in Oslo and 350 in Kongsvinger.

Further, Statistics Norway had 44 employees on unpaid leave.

Statistics Norway also had 156 interviewers dealing with questionnaire surveys: 61 working locally across the country, and 95 centrally located. At the turn of the previous year, there were 174 interviewers. This corresponded to 43.6 FTEs in 2014.

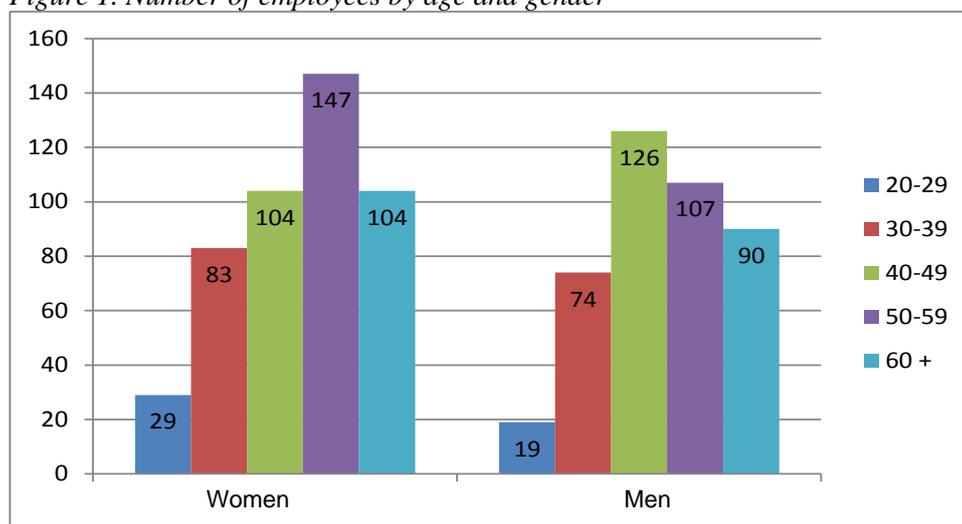
Overview of the use of part-time position, the number of temporary employees and FTEs as of 31/12/2014 (figures for 2013 in brackets)

	Full-time	Part-time	Total figure	FTEs
Number employees	748(759)	135(153)	883(912)	840(863)
Of whom temporary	19(21)	1(2)	20(23)	20(22)

Number/age group	20-29	30-39	40-49	50-59	Above 60	All
Women entire agency	29 (6,2%)	83(17,8%)	104(22,3%)	147(31,5%)	104(22,3%)	467(100%)
Men entire agency	19(4,6%)	74(17,8%)	126(30,3%)	107(25,7%)	90(21,6%)	416(100%)
Both genders Statistics Norway	48(5,4%)	157(17,8%)	230(26,0%)	254(28,8%)	194(22,0%)	883(100%)

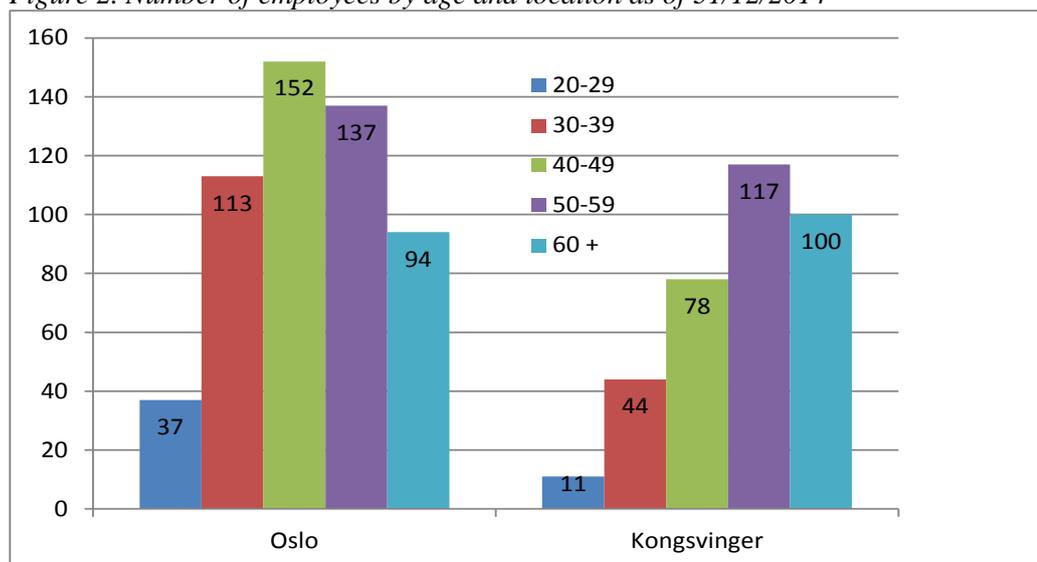
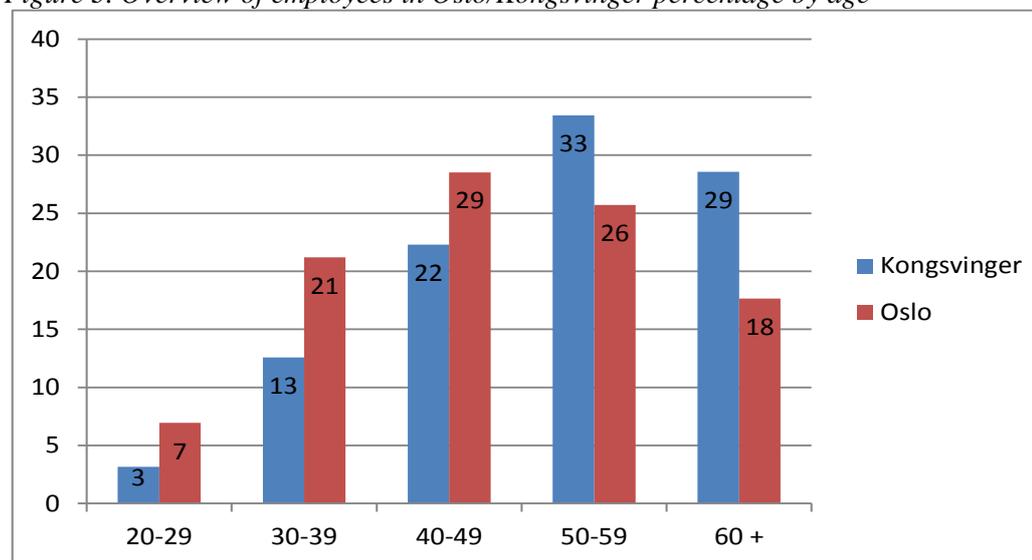
Overview of number and share of employees by age and gender as of 31/12/2014

Figure 1. Number of employees by age and gender



Overview of number of employees divided by age and location in Oslo/Kongsvinger as of 31/12/2014

Age	Kongsvinger	Oslo	Total Statistics Norway
20-29	11	37	48
30-39	44	113	157
40-49	78	152	230
50-59	117	137	254
60 +	100	94	194
Total Statistics Norway	350	533	883

Figure 2. Number of employees by age and location as of 31/12/2014*Figure 3. Overview of employees in Oslo/Kongsvinger percentage by age*

As the table shows, about a third of the employees will reach pensionable age in the next decade. This requires analyses of both what future resource needs will be and which competencies are to replace those who retire. This is discussed under section 2.

Turnover (personnel), overview, analysis and any steps to be taken

Sixty employees left the organisation in 2014 (against 68 in 2013), which corresponds to 6.8 per cent of all employees. Of these, 15 left at the end of an unpaid leave (expired in 2013 or earlier). Further, 21 employees left on unpaid leaves in 2014. Of the 60 people who left the organisation, 56.7 per cent had a graduate degree. Of

these, 29.4 per cent had been employed in Statistics Norway for less than five years. Compared to the entire group of employees with graduate degrees and less than five years in the organisation, 10 per cent left in 2014 against 16 per cent in 2013 and 12 per cent in 2012.

A final survey is sent to everyone who leaves Statistics Norway. This surveys the reasons the employees have for changing jobs. The results provide a basis for implementing relevant measures.

Recruitment, overview, analysis and any steps to be taken

Statistics Norway hired 28 employees in the past year (against 24 in 2013), of whom 15 were women and 13 were men. Twenty-one of these (75 per cent) held a graduate degree.

In 2014 too, Statistics Norway for budget-related reasons remained cautious about external appointments and prioritised internal recruitment. Extensive use of internal position announcements can cause challenges related to competency. Statistics Norway recruits strong candidates when announcing vacancies externally, which safeguards needs for expertise and enhances the organisation's restructuring ability.

Competency measures and short and long term planning

The correct competency is a prerequisite for the quality of the statistics, an effective utilisation of resources and the implementation of the desired changes and developments. In 2014, Statistics Norway developed a new HR strategy, which provides direction and goals for areas such as competency, management and culture. In order to meet Statistics Norway's strategy, competencies must be high and training must be prioritised. Statistics Norway shall have competency communities that are leading in their fields.

An annual needs survey is conducted among heads of sections to identify training needs in the short term, and employees are encouraged to report needs for specific courses. The course offering is flexible, and strives to quickly meet needs as they arise, while also safeguarding long-term goals and competency requirements. The course administration system has been updated to make the processes less manual and more effective.

Measures targeting in-demand staff (recruit, retain)

Statistics Norway has a scheme for qualifying statistical advisers. The target group is primarily employees who have worked in Statistics Norway for five years or more. The scheme is an offer for statistics producers in Statistics Norway who in this way can get a professional career path. Five people were approved as statistical advisers in 2014.

In 2014, Statistics Norway has used section 2.3.4 to an even lesser degree than in 2013. When the need to retain especially qualified personnel has arisen, section 2.3.4(2) of the basic collective agreement has been used.

Possible risk factors in HR

Please see section 2.

2. Restructuring in Statistics Norway

The consequences of the restructuring for personnel

Statistics Norway has for some time been in a situation with tight budgets. Most of Statistics Norway's budget is tied to salary expenses, and the need for savings in recent years has led to a reduction in the number of employees.

In recent years, Statistics Norway has reduced staffing levels through natural attrition and internal recruitment. A low supply of new employees affects the age structure in Statistics Norway. The challenges that arise in the encounter between a moderate downsizing and a rapidly ageing staff must be identified. Statistics Norway has a higher attrition of young academics than among other groups of employees. As of 31/12/2014, Statistics Norway had 103 employees with postgraduate degrees and who had worked in the agency for less than five years. This is 11 fewer than last year.

Statistics Norway's employees have an age composition that means that more employees will naturally leave the organisation in the next ten years. There are 342 employees above the age of 55. About 30 employees will reach pensionable age each year. The departures will be distributed differently between sections and departments, and many of those who leave are employees with training from Statistics Norway. It is therefore important that Statistics Norway's plans safeguard the organisation overall, and that mechanisms are created to safeguard and ensure production at all stages.

Technological changes as well as efficiency and process improvements lead to changes in Statistics Norway's resource and competency needs. In connection with the ongoing restructuring of the agency, Statistics Norway is to assess possible internal redundancies and future competency needs in all departments. At the same time, Statistics Norway has set a goal of enhancing the analytical and method competencies in the agency.

Possible changes in the organisation of HR work in Statistics Norway

As part of Statistics Norway's work on efficiency improvements, the Division for Human Resources has reviewed the salary and personnel functions to free more resources for advising. Better administrative support systems that open for electronic case processing enable these changes.

In the coming period, Statistics Norway is to both downsize and recruit. It is important that both processes are carried out in accordance with good professional practices and that the section sets aside resources in the business plan for 2015 to support activities related to downsizing, restructuring and recruitment. Challenges related to the restructuring require a close and structured cooperation between the departments and the HR advisers.

3. Sick leaves and inclusive workplace (IW)

Subsidiary goal 1 (reducing sick leave rate)

Statistics Norway's goal was for the sick leave rate to not exceed five per cent. This goal was set on the basis of the figures for recent years for Statistics Norway. The sick leave rate has had a very positive development. Throughout the previous IW agreement period, the average sick leave rate was below five per cent (2013: 4.1 per cent, 2012: 4.7 per cent, 2011: 4.6 per cent). For 2014, the total sick leave rate ended at 4.8 per cent. During the period, among other things courses in sick-leave follow-up were held for managers, there was an increased focus on early involvement and the occupational health service assisted in the follow up. This is part of the work on building a good HSE and IW culture that over time is expected to lead to a better work environment, a lower rate of sick leave and a higher degree of presence at work. The challenges in the period ahead lie in maintaining a good and sound work environment during the ongoing restructuring period. Thus far, we have not seen significant impacts that can be tied to the restructuring process, but Statistics Norway will closely monitor this, including after the actual restructuring period has been completed. A risk assessment has been prepared in connection with the restructuring, where for instance the increased risk of sick leaves is included.

The interviewers in Statistics Norway have traditionally had a higher rate of sick leave than the rest of Statistics Norway. Separate targets were therefore set for the local interviewers (across the country) and the central interviewers (working at Statistics Norway). For both groups, a target of a 0.5 per cent reduction in the sick leave rate was set. This target was reached with a good margin.

Sick leave with medical certificate, obtained from NAV's sick leave statistic (includes interviewers)

Internal statistics about self-certified absences and the figures from Q4 (exclusive of interviewers)

Table 1. Sick leave divided by gender, self-certified and medical certificate

Both genders	Q1	Q2	Q3	Q4	Average 2014	Own target
	Altinn	Altinn	Altinn	Own figures		
Medical certificate	4.0	3.4	3.4	3.7	3.6	
Self-certified	1.5	0.9	0.9	1.4	1.2	
Total sick leaves	5.5	4.3	4.3	5.1	4.8	5.0

Women	Q1	Q2	Q3	Q4	Average 2014	Own target
	Altinn	Altinn	Altinn	Own figures		
Medical certificate	5.4	4.0	4.1	4.7	4.6	
Self-certified	1.7	1.1	0.9	1.5	1.3	
Total sick leaves	6.1	5.1	5.0	6.2	5.6	

Men	Q1	Q2	Q3	Q4	Average 2014	Own target
	Altinn	Altinn	Altinn	Own figures		
Medical certificate	2.4	2.8	2.5	2.6	2.6	
Self-certified	1.2	0.8	0.8	1.3	1.0	
Total sick leaves	3.6	3.6	3.3	3.9	3.6	

The average sick leave rate in Statistics Norway in 2014 was 4.8 per cent, an increase over last year (4.1 per cent) and 2012 (4.7 per cent) – figures reported to Proposition 1 to the Storting (Prop.1S.).

Subsidiary goal 2 (increase recruitment of persons with impaired functionality)

Statistics Norway is working continuously to adapt the work/workplace so that employees with temporarily or permanently impaired functional abilities can remain in work to the extent possible, whether full-time or part-time. Statistics Norway collaborates with the occupational health service and NAV in this work.

Statistics Norway has not set goals regarding the hire of persons with impaired functionality, but applicants who indicate that they have impaired functionality are evaluated on the same basis as others. Statistics Norway has had people in trainee positions in 2014 as well.

Subsidiary goal 3 (extension of labour force participation after age 50 by six months)

Statistics Norway does not have a separate senior policy, but does have a life-stage policy that includes people in all stages of life, including seniors. In development discussions, managers shall discuss plans and future work tasks for seniors by the time the employee turns 60 at the latest.

At the turn of the year, Statistics Norway has signed a new IW agreement for the 2014-2018 period, and is to have set new subsidiary goals by 1 March.

Appendix C. Report on the work on collaboration agreements on the delivery of data and the quality of administrative data – 2014

1. Background and objective

A large share of Statistics Norway's generation of statistics is based on the use of administrative data. The quality of such register data is of great significance to the quality of Statistics Norway's statistics.

In order to increase the input quality of administrative data and to improve and standardise the contact with owners of administrative data, collaboration agreements have been established in the area. The Department of data collection and methods is in charge of coordinating the work.

Among other things, the collaboration agreement has the following objectives:

- Regulate practical issues around the statutory supply of data from administrative registers held by the data owner to Statistics Norway pursuant to the Statistics Act.
- Provide an overview over contact persons and data deliveries.
- Determine the information about quality that it is relevant to exchange, including the preparation of quality reports for each data source.
- Clarify the quality improvement measures that are to be implemented
- Contribute to secure data transmission by line

The effect of the work is, among other things, to improve the quality of the data sources before they are handled and processed by Statistics Norway. This will have resource and quality benefits for both Statistics Norway and the register owners, and can also contribute to reducing the overall response burden.

Knowledge of the content of the registers is central and quality improvements require good contact and ongoing collaboration between Statistics Norway and the register owners. In an international collaboration project, Statistics Norway has prepared a template for measuring and describing quality in administrative data sources in the form of quality reports.

In addition to entering collaboration agreements, annual follow-up meetings are held, emphasising quality in the data Statistics Norway receives. Further, all relevant appendixes and quality reports shall be updated. Additionally, it is important that the overview of agencies/parties and the administrative data that Statistics Norway collects for statistical purposes is kept up to date continuously and that it is easily accessible.

In 2014, the work has mainly focused on signing the remaining collaboration agreements, updating the appendixes and quality reports and holding the follow-up meetings.

2. Status of the signing of agreements

At the end of the year, 22 agreements had been signed from a total of 25 agencies/parties with which agreements are to be signed. Quality reports have been prepared for 88 of the 98 data sources that Statistics Norway receives data from.

Statistics Norway receives about 150 unique data deliveries annually, with varying frequencies ranging from daily to once a year. Most of these deliveries are transmitted over lines.

The 2012 annual report discusses the agreement, appendixes and related processes in more detail.

Key figures

Twenty-six agencies with which agreements are to be entered have been registered.

The Norwegian Climate and Pollution Agency (Klif) and the Norwegian Directorate for Nature Management (DN) have merged and become the Norwegian Environment Agency as of 1 July 2013, and an agreement has been entered into that covers both of the previous directorates.

It has been decided that KS will cease to be a party due to the transition to EDAG from 2015. The Norwegian National Collection Agency becomes part of the Norwegian Tax Authority as of 1 January 2015 and will also no longer be a party to an agreement.

The Norwegian Industrial Property Office, the Directorate of Fisheries, and the Ministry of Local Government and Modernisation have been added as new parties. Additionally, two possible new partners have been registered – Debio and the "Common scheme for contractual pensions/Severance scheme" ("Fellesordningen for AFP/Sluttvederlagsordningen") – which will be followed up on in 2015.

Parties with signed agreements

- The Brønnøysund registers
- The Norwegian Mapping Authority
- The Norwegian Public Roads Administration
- The Norwegian Tax Administration
- NAV (The Norwegian Labour and Welfare Administration)
- The Norwegian Environment Agency
- Norwegian Directorate for Education and Training
- The Ministry of Education and Research
- The Norwegian Directorate of Health
- The Norwegian Directorate of Immigration
- Ministry of Agriculture and Food
- The Norwegian Directorate of Customs and Excise
- The Norwegian Petroleum Directorate
- The Norwegian Maritime Authority
- The Norwegian Water Resources and Energy Directorate
- The Norwegian State Educational Loan Fund
- The Norwegian Directorate for Cultural Heritage
- Forsvarets personell- og vernepliktssenter
- Posten Norge AS
- Batteriretur AS
- NRK
- Norwegian Industrial Property Office

Parties in the final phase

- The National Police Directorate
- The Norwegian Directorate for Children, Youth and Family Affairs
- Ministry of Local Government and Modernisation
- The Norwegian Directorate of Fisheries

Possible new partners

- Debio
- Fellesordningen for AFP/Sluttvederlagsordningen

Remaining reports

- Health Personnel Register - The Norwegian Directorate of Health - S260
- eRapp - NVE - S215 - prepared in Q2 2015
- Design rights - Norwegian Industrial Property Office - S470 - prepared in second half of 2015
- Logo rights - Norwegian Industrial Property Office - prepared in second half of 2015
- Aquaculture licences - Directorate of Fisheries - S430 - prepared in January/February 2015
- Vessel/licence register - Directorate of Fisheries - S430 - prepared in January/February 2015
- Biomass register - Directorate of Fisheries - S430 - prepared in January/February 2015
- Fishermen census - Directorate of Fisheries - S430 - prepared in January/February 2015
- Election data - Ministry of Local Government and Modernisation - S32- - prepared after the 2015 election

3. Status of the follow-up work

The collaboration agreement regulates the practical aspects of supplying data to Statistics Norway as well as collaboration on the quality of the data. The follow-up work is focused on register owners with signed agreements.

The follow-up relates to three issues:

- Updating the overview of contact information and data deliveries for the upcoming calendar year
- Updating the quality reports
- Follow-up meeting where the collaboration is assessed and experiences reviewed

The 2013 annual report discusses the follow-up and related processes in more detail.

Updating appendixes with contact information and overview of data deliveries covered by the agreement

The updating of appendixes with contact information and overview of data deliveries covered by the agreement takes place during November and December each year for most of the agencies with which agreements have been made.

Statistics Norway shall send a specified overview of the data it wishes to be supplied with in the coming calendar year, along with a schedule for when it wishes the data supplied. The other party shall as soon as possible notify Statistics Norway if it is not possible to comply with the preferred schedule. If new data requirements arise in the course of the year, prior notice of these must be given. The date of delivery shall be agreed upon for each case.

If necessary, a collaboration meeting shall be held between the parties on the basis of the specification. Such meetings are usually held with the Norwegian Tax Administration and NAV, which clearly have the most and most extensive deliveries.

The appendixes with contact information and overviews of the data deliveries for 2014 were updated and sent by the end of 2013 for all parties with a signed agreement. For 2015, the appendixes have similarly been updated and sent, with three exceptions where there is agreement about doing this as part of a follow-up meeting in the new year.

Meeting about annual follow-up of the agreement

According to the agreement Statistics Norway is responsible for annual agency meetings being held in which the collaboration is evaluated and the agreement, appendixes and deliveries are reviewed.

In contrast to the update of the appendix about data deliveries, which mainly takes place in November/December each year, the follow-up meetings will be distributed across the calendar year and are set on the basis of the date the collaboration agreement was signed.

An agreement must be made in each instance with regard to which level of the agency meeting participants are to be from, as well as which issues should be raised. For some register agencies, annual senior management meetings are held where the follow-up of the collaboration agreement is a separate item on the agenda. In 2014, this applied to the Norwegian Labour and Welfare Administration, the Norwegian Tax Administration and Norwegian Customs and Excise, among others.

In 2014, follow-up meetings were held with 12 partners. As the follow-up meetings follow the date the collaboration agreements were signed, this is ongoing work where the goal is to hold such meetings with all parties at one-year intervals. It will therefore take time before all parties have had their first follow-up meeting.

Updating the quality reports

The quality reports are Statistics Norway's responsibility and work, and are therefore not subject to joint approval. However, as the reports are sent to/reviewed with the agencies, their views and input are of course taken into consideration and any errors and misunderstandings will be corrected.

The quality reports contain a systematic description of the quality in the data Statistics Norway receives and any suggestions for improvement, for instance to checks that can/should be implemented by the data owner and other measures that can enhance the quality of the data.

As the data owner is to collaborate with Statistics Norway on following up on the work on quality in its own data systems, agreed-upon summaries/reports of measures are prepared after the follow-up meetings.

The agreement itself does not formally regulate when the reports must be ready. The intention is for updated quality reports to be prepared regularly, and mainly ahead of the yearly follow-up meetings. Updated quality reports have been prepared for all follow-up meetings held in 2014.

An important goal for the follow-up meetings will be a review of the quality reports and the summaries/reports on measures to ensure that the measures are implemented and the desired effect on quality is achieved. Such reports are missing for many of the register agencies.

4. Experiences

After a reorganisation of the Department of data collection and methods, it is the Division for user contact that is responsible for managing the system with the collaboration agreements that cover participation in and follow up of agreements, appendixes, quality reports, meetings and possible new partners, as well as the preparation of status reports and annual reports. It is also to contribute to the further development of the collaboration with the register owners, with a focus on quality improvements and modernisation.

The section is also the coordinator and contact point for the Norwegian Tax Administration, the Norwegian Labour and Welfare Administration, the Brønnøysund Registers, and the Norwegian Mapping Authority. For the other register agencies, it is the statistics section in charge that is responsible for the contact and implementation. Most agreements are signed by post. Of the 22 agreements that have been entered, six were signed in special meetings and cover larger agencies such as the Norwegian Labour and Welfare Administration, the Norwegian Tax Administration and Norwegian Customs and Excise.

Thus far, the experiences from the agency meetings, the signing meetings and the follow-up meetings have only been positive and the processes with the agencies have generally been straightforward. In some instances, it has taken a long time to get the necessary feedback about documents and meeting times, and often only after a reminder has been sent.

As stated in the status overview in chapter 1, only four parties have not signed. For two of these, the process has for various reasons become very long, but it must be emphasised that this is not due to any form of resistance.

There has been very positive feedback regarding the collaboration on quality and the systematic way of doing it by preparing quality indicators, which provides templates for the agencies' own work on quality as well. Concrete results have been presented from the quality reports and the work on quality improvements that these have formed the basis for, including in relation to the modernisation of the National Population Register, in NAV and in meetings in the Cooperation Forum for the Central Coordinating Register for Legal Entities, where all the large register agencies participate.

One result of the collaboration agreements is an evident increased focus on quality in the agencies. Statistics Norway prepares several overviews/lists that are sent to each agency as a basis for quality improvements in their own data systems, in particular for the Norwegian Tax Administration and the Norwegian Mapping Authority. Further, the ongoing contact has become more frequent and systematic. The established regime with the collaboration agreements also means that it has become significantly easier to coordinate and follow up on orders and deliveries, and that it takes place at the agreed-upon time by both parties. The Norwegian Tax Administration says that it will use the agreement and the practical system for the collaboration with Statistics Norway as a template for other user groups/data recipients. Only a few cases of delayed deliveries or content with errors of a type that required a new delivery have been registered.

Furthermore, there is an increased focus on standardisation of data deliveries: for instance, for SKD and NAV work has been completed in 2014 to get the deliveries moved to more modern and secure delivery methods in replacement of the DVD/CD sent by mail or delivered by courier. At the end of 2014, only two deliveries remain that will be changed ahead of the 2015 delivery. For other agencies for which deliveries must still be changed to other formats, the plan is to complete this in 2015.

According to the agreements, summaries/reports on measures to be taken shall be prepared by Statistics Norway and the data owner in collaboration and this is to be included in the appendix that provides the overview of the

quality reports Statistics Norway has committed to preparing. Such reports are missing for many of the register agencies. An important goal of the follow-up meetings will be a review of the quality reports and the summaries/reports on measures in order to ensure that the measures are implemented and the desired quality effect achieved. As experiences are mixed in this area thus far, in the business plan for 2015 Statistics Norway plans to review the quality reports so that they are updated with regard to contents and to assess whether identified areas of improvement are followed up on by the partners.

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