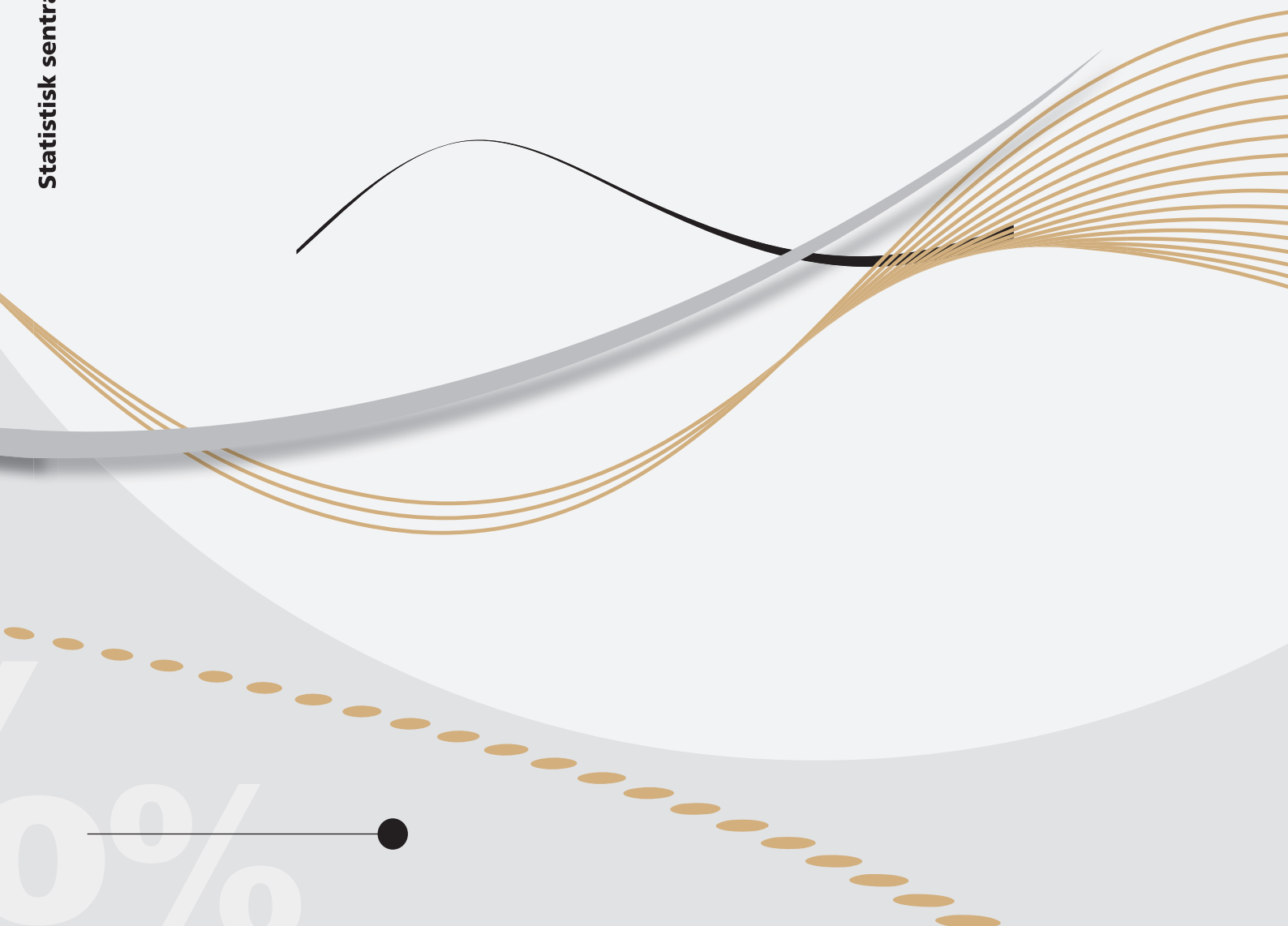


Activity plan for 2014
Initiatives and priorities
Statistics Norway

Statistics Norway



Statistisk sentralbyrå



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Preface

The Activity plan for 2014 is Statistics Norway's overarching plan of activity in 2014.

The Activity plan is partly based on Statistics Norway's priorities as stipulated in Report no. 1 to the Storting (2013-2014) for the Ministry of Finance and EU directives on statistics. The overarching Activity plan for 2014 was prepared in conjunction with Statistics Norway's new strategy, which is applicable from 2014.

More detailed activity plans for each of Statistics Norway's departments are also available in the series *Internal documents*.

Statistics Norway, 10 March 2014

Hans Henrik Scheel

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1. Statistics Norway's plans and initiatives in 2014

Statistics Norway aims to provide important and credible statistics on and to Norwegian society and strengthen its position as the leading supplier of facts. Statistics Norway's statistics shall be clear and relevant, and users' needs shall be addressed. Society will gain added value from the statistics through research and analysis. The organisation shall be effective and knowledge-based, and statistics and research will be shared through modern communication, thereby providing a factual basis for the benefit of social planning and the exchange of views. This is the basis for Statistics Norway's plans and initiatives in 2014 and characterises the work in all departments. The new strategy was approved on 26 February 2014.

Statistics Norway's key plans and initiatives were covered in the budget proposal for 2014, which was submitted to the Ministry of Finance on 29 November 2012. The budget proposal was based on Statistics Norway's strategy in 2007 and was adapted to international requirements, principally the EEA regulations on statistics.

The demand for new and improved statistics and analyses is growing and steadily expanding to more areas. Concurrent to this, the quality and timeliness of the statistics must be of at least the same standard as before. It is therefore important to streamline and standardise operations in order that Statistics Norway has the capacity for new initiatives. In 2014, the Lean methodology will be introduced in all departments in Statistics Norway in order to identify bottlenecks in the work and continuously improve and streamline work processes. The new project and portfolio management that was introduced in 2013 will be continued and strengthened in 2014.

Statistics Norway tightened up its budget management in 2013 in order to remedy the deficit in operating income from 2012. The transfer of unused funds from 2013 and the ongoing strict budget management have covered the costs of the move in Oslo from Kongens gate to Akersveien.

Statistics Norway is also streamlining the production of statistics through greater electronic coordination with respondents, users and other statistics producers. A more harmonised data collection will contribute to the reuse of data and thus reduce the response burden. In this regard it is important to continue the work with EDAG (electronic dialogue with employers).

The EU's statistics programme is gradually expanding. New EEA regulations, particularly within social statistics, are resource-intensive because the follow-up often requires separate interview surveys. Effective solutions must be devised in order to combine different methods of data collection, framework solutions for administration, and the receipt and checking of data. New requirements on extended reporting in the national accounts system will require more resources.

The scope of production and services across country borders is increasing, making calculations in this area a challenge. Statistics Norway needs to set aside resources in order to gain a better overview of global value chains and address the increased globalization.

Budget framework for the Activity plan

The framework for Statistics Norway's budget for 2014 is stipulated in sections 1620 and 4620 of the national budget as presented to the Storting on 8 November. The total budget is NOK 743.4 million, which is distributed as follows:

(in NOK 1 000)	
Government assignments, item 01	524 900
Revenue requirement for user-financed assignments, item 21	208 300
Major equipment acquisitions, item 45	10 200
Total	743 400

The budget for 2014 provides the frame for the activities planned in Statistics Norway in 2014. Meeting the revenue requirement is dependent on the assignments that Statistics Norway undertakes during the year. The budget for 2014 has increased by 1.4 per cent from 2013, which means that the budget is at roughly the same nominal level as in 2013.

2. Department of administration (100)

The Department of administration is responsible for five key work areas, and shall:

- assist in the development and streamlining of the organisation
- provide a service and support functions to the other departments
- develop and supply management information and a decision basis for senior executives and the Board
- coordinate and participate in Statistics Norway's international work
- ensure that laws and agreements are complied with

Statistics Norway's strategic initiatives will entail a great deal of work by the Department of administration in 2014 and subsequent years. Improvement initiatives and key projects have been initiated for managing and developing Statistics Norway in 2014. These include the transition to accrual accounting and the move in Oslo from Kongens gate to Akersveien. It is essential for these projects to start on the specified date. The projects will then be improved and developed during the operational phase. Meanwhile, the Lean work in all departments will be implemented and the project and portfolio management will be further incorporated into working methods.

Management In autumn 2013, Statistics Norway developed a new strategy. Once the strategy has been approved, a number of sub-strategies will be drawn up where appropriate.

The main aims of performance management in Statistics Norway in 2014 are to:

- Develop a consistent set of management parameters/indicators that cover the key strategic areas in Statistics Norway
- Develop the reporting of financial results in order to provide a basis for better management

Best practice and project and portfolio management were introduced in Statistics Norway in 2013, and are described in the "[Framework for portfolio management](#)".

The aims of the project and portfolio management in 2014 are to:

- Gain an overview of all project initiatives and approve the projects that form a basis for achieving the most important strategic goals, such that a balanced portfolio is created.
- Further develop the most important templates
- Clarify which projects are to be included in the portfolio
- Establish what development resources are available and how these are distributed between the projects
- Create coherence between the portfolio, strategy and IT administration

The introduction of the Lean methodology in Statistics Norway is crucial to making the organisation more efficient and quality conscious. Each department must undergo a six-month programme that includes everything from the mobilisation of employees to realising gains in the selected areas for improvement. All departments shall carry this out in 2014 and the first half of 2015. Departments 300, 400 and 600 started their reviews in late 2013 and continued until April 2014. Departments 100, 200 and 500 started their reviews in May 2014. Departments 700 and 900 will start once these reviews are completed.

<i>Restructuring</i>	<p>In 2013, a group of representatives from management and staff was formed. The group prepared a report on the challenges faced by Statistics Norway in terms of restructuring. It was agreed that the restructuring must be based on flexible utilisation and development of the expertise in Statistics Norway and technological solutions. Employees' opportunities to perform interesting tasks and their skills and career development should also be taken into account.</p> <p>The report proposed a number of measures, some of which have already been implemented. The remainder of the proposals will be evaluated in 2014 with a view to implementation. In order to ensure we act appropriately with regard to personnel, an HR strategy will be devised in the first half of 2014. This shall be a unifying strategy, which in addition to assembling existing schemes/measures, will also safeguard future recruitment and skills needs.</p>
<i>Relocation to Akersveien</i>	<p>On 17 February 2014, the employees in Oslo moved to new offices in Akersveien. Plans were made to ensure a smooth transition of the work in the new premises. The new building is designed so that the employees will be able to work and interact effectively. A service office with key operational personnel will be established, including a newly created position with responsibility for the conference centre, in order to make such services more accessible. Security will also be improved, partly through all entrances of the building having extra security locks.</p>
<i>Introduction of accrual accounting using government accounting standards</i>	<p>In January 2013, Statistics Norway introduced the usage of the new standard chart of accounts for the state. The introduction of the new standard chart of accounts has gone well and the new accounting method has been implemented throughout the organisation.</p> <p>On 1 January 2014, Statistics Norway introduced the usage of accrual accounting using government accounting standards. The introduction of accrual accounting will better enable Statistics Norway to manage the activity. An opening balance will be established and documented as of 1 January 2014. Introduction of accrual accounting will give Statistics Norway the opportunity to further develop management information and key figures in 2014, but there will be a number of challenges related to implementation. It is therefore not until 2015 that we will fully benefit from improved management information as a result of the reorganisation. During 2014, Statistics Norway will work on simplifying and improving the reporting of financial information to the users. The goal is to have a good reporting package in place in 2014. Furthermore, the routines relating to invoicing will be simplified and improved in order to gain a better overview and control of assignment revenues.</p>
<i>Internal controls</i>	<p>Statistics Norway's internal controls are the responsibility of the management, Board and employees. The controls shall provide reasonable security for targeted and efficient operations, reliable reporting and compliance with laws and regulations. Statistics Norway shall conduct a review of internal controls in order to consider what measures should be implemented to reduce the risk of regulatory failure. Statistics Norway will utilise the Norwegian Government Agency for Financial Management's evaluation tool for this review.</p>
<i>International statistical cooperation</i>	<p>Statistics Norway actively participates in the international statistical cooperation. Rapid developments are taking place, especially within the EEA cooperation, and there is an ever increasing demand for new statistics and quality improvements. It is important to be involved at an early stage in the process when new international laws, methods, surveys, classifications etc. are being developed in order to have the opportunity to influence the development. Permanent and temporary working groups in particular are important channels for Norway to influence the EU. The cooperation with the EU through the EEA agreement is to be followed up in 2014 with participation at all levels. Statistics Norway is also a member of several expert committees and working groups in the United Nations and the OECD in 2014.</p>

Eurostat will undertake a new round of so-called peer reviews by the statistical agencies in the EU and EFTA countries in 2014 and early 2015. A peer review is a quality review performed by a team of equal European partners with a sound knowledge of statistics. Statistics Norway and the Norwegian statistical system will be subjected to this review. The review includes both self-evaluation and a visit by an internationally composed peer review team. This will require thorough mapping and documentation of the production of statistics in both Statistics Norway and other Norwegian producers of European statistics. The quality review will be conducted in accordance with the European guidelines for European statistics (Code of Practice) and the associated quality framework.

*International development
cooperation*

Statistics Norway shall take part in a targeted development cooperation that aims to build expertise and capacity in the partner countries. Statistics Norway shall:

- assist in the development of sustainable national statistical systems in countries that are prioritised by Norwegian development aid authorities
- be a driving force in the international statistical cooperation aimed at developing countries. This relates to developing systems and methods for the production, dissemination and use of official statistics that adhere to international guidelines and requirements.

The bulk of this activity in 2014 will be linked to institutional cooperations. The overall objective of the institutional cooperations is to contribute to the development of capacity for statistics in partner countries through technical advisory services and training in various areas of statistics, the production process, and in more interdisciplinary areas such as organisation, management and IT.

The goal for 2014 is to ensure effective implementation of the ongoing cooperations in Malawi, Kyrgyzstan, South Sudan and Sudan. It is a further objective to start up new cooperations in Armenia and Tajikistan in 2014.

Another key activity in 2014 will be working with the Oil for Development Programme (*Olje for utviklingsprogrammet*). In 2014, Statistics Norway will participate in the development and implementation of a new Oil for Development Programme for Bolivia, where the focus is on the flow of information and statistics. Similar work in other countries may also be pertinent.

Statistics Norway will contribute to the international statistical cooperation aimed at developing countries through participation in relevant international workshops, meetings and other fora.

3. Department of economics, energy and the environment (200)

Most of the department's work will be continued in 2014. The department will continue to utilise and improve various IT solutions in order to improve efficiency and reduce the vulnerability of current solutions.

All data collection in the department will eventually be transferred to the Department of data collection and methods. A plan covering the transfer and expertise entailed in this work will be drawn up together with the Department of data collection and methods.

The department faces a variety of challenges with the new EEA regulations, particularly within the environment and energy. Not all of these challenges can be resolved by traditional data collection. Work will be initiated to identify the potential for reusing existing data in order to comply with these regulations.

Eurostat has clarified the future structure of household surveys. The new structure will put new demands on the Labour Force Survey (LFS) and may be difficult to harmonise with the plans for LFS as a result of the EDAG. Efforts shall be made to resolve this challenge.

The scope of analytical articles will be extended, both in order to gain added value from the statistics and to increase the level of expertise in the department. This can improve the quality of statistics and increase the potential for developing areas of work. It can also provide employees with opportunities for rotation within and outside the department, as well as help strengthen the department's stability and recruitment ability. A plan will be drawn up for this in the first half of 2014.

The department will introduce the Lean methodology within the department's entire portfolio in the second half of 2014. EDAG is underway and the project to ensure a more efficient and secure production of energy accounts and energy balance is now moving to the initiation phase. Overall, the scope of continuous improvement projects is extensive.

The statistics portfolio for the department will be reviewed in order to discontinue or simplify less important projects. This may include statistics on noise, hazardous substances and statistics on cross-border commuters.

Energy and environmental statistics

The project to develop a new production system (data warehouse) for the energy accounts and energy balance is in the process of specifying needs, scope and possibilities. In 2014, the department will start developing the data warehouse and undertake various improvements in the field of statistics. In the first quarter of 2015, Statistics Norway shall, on behalf of the Norwegian Environment Agency, report greenhouse gas emissions in line with new guidelines (IPCC guidelines). Efforts to identify new sources and requirements were initiated in 2013 and will require additional resources in 2014 in order to establish a new source classification, new factors and any new data sources.

In 2014, the department will implement a more standardised data collection and more efficient production processes in the energy, oil and gas statistics. This also applies to harmonisation and better coordination between structural business statistics, foreign trade statistics and national accounts.

Natural resources and environmental statistics

The focus on analyses based on geographical information systems (GIS) according to the land statistics has given positive results. The Ministry of Climate and Environment has indicated that it is willing to support further investment in 2014 and most likely in 2015 as well. With several years of full-coverage land statistics it is possible to establish the sum of net changes (modified figures for land categories).

A quality check of the waste accounts has resulted in the decision to establish statistics for the year 2012, partly based on a new methodology ("data warehouse" for waste volumes in different waste flows) and a significant part of the production process in the statistics analysis tool SAS. This shall be reported to Eurostat in accordance with the statistics regulations, based on the year 2012.

Pilot projects for automated extractions from specialist systems in relation to municipal waste and within physical planning and building applications will continue.

Wage and income statistics

The work on housing income and housing stock in conjunction with the income and wealth statistics is underway and will be given a high priority. The aim is to introduce improved statistics in the area from 2014. Efforts are continuing to assess the potential for obtaining data on occupational pensions in order to establish a data source of the total pension wealth of households.

Another key aim is to review the receipt and preparation of tax assessment material for personal taxpayers or the extraction from the tax authorities' tax assessment system.

EDAG is the major focus area for the period 2013-2015, with the aim of improving the efficiency and quality of labour market and wage statistics. The goal is dynamic wage indices from the first quarter of 2015, and new wage statistics for the wage settlement in 2016.

The four-year labour market cost survey is being conducted now and will be submitted to Eurostat in mid 2014. A systematic review of the relationship between the labour force cost indices and the labour market survey is also being carried out.

Labour market statistics

The most important part of the development of the employment statistics is the EDAG project. This will provide a better basis for short-term statistics on employment and provide consistency of information on wages. Furthermore, EDAG will enable certain simplifications and savings in the LFS in the longer term. Implementation of some of the changes in the LFS may be deferred in order to include new EEA requirements for the LFS. This applies to factors that require changes in the electronic questionnaire.

In 2013, a foundation was laid through various user-financed assignments that enables a significant increase in the release of tables and analyses based on flow data. While LFS will give some national figures for flows between the main statuses of employment, unemployment and outside the labour force, the register figures can provide more detailed classifications and also provide figures on employment changes and transitions between education, work and various welfare schemes.

Prices

Efficiency gains can be achieved through closer harmonisation of the work on the Consumer price index (CPI) and Purchasing power parities (PPP), particularly through harmonisation of establishment samples and the use of bar code data in the PPP. Major projects within the area of Harmonised index of consumer prices (HICP) will be completed during the first quarter of 2014. Specifically, this applies to homeowners' housing costs and the new COICOP (Classification of Individual Consumption according to Purpose). In January 2013, Eurostat implemented a legislative decree where the member states are obliged to develop and report an HICP with constant taxes and duties (HICP-CT). Efforts to meet this obligation will be completed in 2014. The work on improving price indices for export and import and a phasing-out of the foreign trade's volume and price indices (UHVP) continues. More effective methods for extracting Internet prices as a basis for the CPI and PPP will be a key focus area.

4. Department of social statistics (300)

The department is responsible for developing current statistics and analyses, and implementing projects in the areas of population, elections, health care, living conditions, social security, legal relations, culture and education.

The demand for expanded and new statistics and analyses is growing both in Norway and further afield. The timeliness and quality of current statistics shall be maintained and improved in the form of extensions, releases of new statistics in relevant areas, and further analyses in the form of articles in *Samfunnsspeilet* and the publication series *Statistical Analyses and Reports*. Analyses also help to improve employees' expertise and thus the quality of statistics.

<i>Population and housing census 2011</i>	The results of the census were published in 2013. In 2014, the project will be finalised with the reporting of data to Eurostat. A quality report will be drawn up, as required by the EU regulations, as well as a final report.
<i>Education completed abroad</i>	A supplementary data collection was carried out in autumn 2012 for immigrants arriving in Norway after the first survey. This was incorporated into the registers in 2013. The Norwegian Directorate of Immigration (UDI) introduced questions on education completed abroad in the EEA register in November 2012. Statistics Norway will follow this up and use this register information in official statistics for 2013 in 2014. There is still no register information available on immigrants from other Nordic countries, and alternatives for solving this problem will be considered.
<i>Consumption survey</i>	The Consumption survey was originally an annual survey (last conducted in 2009), but is now a periodic survey with a larger sample. The survey was conducted in 2012 and the results were published in autumn 2013. The results will also be incorporated into the main revision of the national accounts. The work involved in conducting the survey and compiling the results will be used in the planning of a new survey. User needs and the potential for more efficient and reliable data collection, as well as the timing of a new survey, will be clarified in 2014.
<i>Causes of death registry</i>	In June 2012, a working group including representatives from the Norwegian Institute of Public Health (FHI) and Statistics Norway submitted a report to the Ministry of Health and Care Services outlining a path for the transfer of the Causes of death registry from Statistics Norway to FHI. A preliminary IT project was carried out in autumn 2012 for the detailed planning and initiation of the development of a technical solution. FHI shall take over technical operation of the registry and functions relating to data receipt, coding, quality assurance and statistics production, as well as the formal transfer of activities from 1 January 2014. The project is on schedule and from 2014 operation of the Causes of death registry will be transferred to FHI. However, the authority for linking data still needs to be clarified.
<i>Accidents at work and occupational illnesses</i>	Statistics Norway will continue to follow up the development of national statistics and implementation of the regulations on new statistics on accidents at work and occupational illnesses. The development work is being carried out in a close cooperation between Statistics Norway, NAV, the Norwegian Labour Inspection Authority and the Department of Occupational Health Surveillance.
<i>Linking the health register</i>	Statistics Norway would like to develop statistics based on data from the Norwegian patient register (NPR) juxtaposed with data from Statistics Norway in order to obtain a new source of data on the population's use of health services. The practical work consists of obtaining clarification of legal issues, ICT solutions and developing new health statistics.
<i>Harmonised household statistics</i>	A project has been initiated to harmonise the use of households as a unit in Statistics Norway. The aim is to establish a data basis that is common to all register-based household statistics and surveys. This entails improving the data in the source registers and further developing the methods used in Statistics Norway. In 2014, Statistics Norway will publish household statistics that are harmonised with the income and wealth statistics for households.
<i>Statistics on child welfare, family protection and social assistance</i>	The statistics on child welfare and family protection have been reviewed and reorganised to ensure that the reporting and statistics portray the current child welfare and family protection services. Following the reorganisation, data is to be collected from 2013 with a view to publication in 2014. In 2014, the statistics on social assistance will also be evaluated in order to ensure that the statistics in this area also reflect the current situation.

<i>Financing of Political parties</i>	The statistics on political party finances have so far only been based on the parties' revenues. An accounting module will now be developed for use in reporting both revenues and expenses. The production and reporting systems must be completed in 2014 so that reporting can begin in 2015 based on the reporting year 2014.
<i>Supply of micro data</i>	<p>The micro data service was reorganised in 2013. In 2014, further standardisation will be carried out to improve it. Customers are instructed to submit complete applications, and only complete applications will be processed. This will enable an overview to be established of the real processing time in Statistics Norway. An order form for statistics is being developed. A standard extraction system from FD-Trygd (Statistics Norway's events database that measures the duration and transition between social security benefits and other welfare schemes) will lead to major efficiency improvements and extra capacity. Rapid introduction of an advanced production management tool is essential for smooth continuation of the service.</p> <p>The Research Council of Norway has granted funding for a project to facilitate anonymous access to de-identified micro data for researchers (RAIRD). The project will be carried out in cooperation with the Norwegian Social Science Data Services (NSD). The project is scheduled to be fully implemented within five years. The main tasks of the project in 2014 will be to test specific prototypes based on a 20% sample from FD-Trygd (data that NSD already has access to), but also to specify any other data sets that the service will offer.</p>
<i>Modernisation of social statistics in Eurostat</i>	The ongoing work relating to the modernisation of social statistics in Eurostat will impact a number of statistics areas, including living conditions, consumption, use of time, health and the labour force survey.
<i>Clarification with other statistics producers</i>	The department will begin efforts to clarify Statistics Norway's role to other statistics producers. In 2014, participants within health, education and NAV will be prioritised. As part of this work, a Letter of Intent was entered into with FHI in 2013. This agreement will be followed up, and will require cooperation with other departments, especially the Department of administration.
<i>StatRes</i>	The department will undertake a review of the management information that is currently published, particularly that which is published in StatRes. The aim of the review is to enable users' needs to be met, ensure quality and consider the information as a whole. This may lead to fewer details being published in some areas.
<i>Quality reviews and Lean</i>	Experience with the quality reviews linked to individual statistics has led to more comprehensive reviews now being carried out in relation to entire areas of statistics. In autumn 2013, a review was carried out of the population statistics area. Recommendations from this will be followed up in 2014, partly by reducing and adjusting the number of releases in response to feedback from users. A comprehensive review of the education statistics began in autumn 2013 and will be followed up in 2014. Other areas that will be reviewed in 2014 are living conditions and the health statistics. The Department of social statistics started the Lean review in autumn 2013 and this improvement work will continue into 2014.

5. Department of industry statistics (400)

Statistics Norway's industry statistics show the development in production, producer prices, employment and added value in the respective industries. In addition, statistics are compiled for research, development and innovation in industry, ICT use and foreign-controlled enterprises in Norway.

The national accounts' needs greatly affect the direction of the development work within the industry statistics, but other user needs are also addressed. There is, for instance, a growing demand for data on globalisation, environmental issues and sustainable development more broadly.

Main priorities

The bulk of the department's resources in 2014 will be used to maintain, quality assure and develop a statistics production that meets user needs. Adjusting to a reduced economic framework over the past few years has led to greater vulnerability in the statistics production, and individual development projects and desired analyses have been deferred or cancelled. Adapting the statistics products to changes in user needs means that the statistics must reflect the importance of globalisation to a greater degree than is currently the case. This will be done through multidisciplinary cooperation in Statistics Norway with other relevant statistics areas and with the Central Register of Establishments and Enterprises. Through dialogue with users, a need has also been identified to expand statistics, both by making existing statistics more comprehensive, through the release of more multidisciplinary aggregates, and by establishing new statistics.

Dwelling statistics

There is still a need to expand the dwelling statistics through the use of data from the register base (Matrikkelen) in order to utilise information on demolition, fire, rebuilding etc. in order to achieve broader based dwelling accounts that show the development in the levels, acquisitions and sales of dwellings in Norway. A pilot project was carried out in cooperation with Oslo municipality in 2013 that will form the basis for the ongoing work in this area in 2014.

Price statistics for cabins/holiday homes

Several user groups have expressed the need for price statistics on holiday homes. Establishing such price statistics will be based on the development of a valuation model that provides estimated market values for cabins/holiday homes. The work on drafting a valuation model has begun, but based on the available capacity will not be resumed until 2015.

Development of travel and tourism statistics

The tourism industry is changing and there are various indications that tourism will play a greater role in the future. This means that there will be a need to improve the recording of overnight stays in cabins and holiday homes.

In response to demand among users in Norway, interim turnover statistics for the tourism industry will be established in 2014. The statistics will be based on turnover figures from the Directorate of Taxes.

Commodity flows and cabotage

There is a strong need for statistics on transport that show current commodity flows. This is related to the moving of goods from road to sea and rail. In the first half of 2014, a preliminary project will be conducted to investigate the basis for carrying out a new main survey on commodity flows in 2015.

The scope of cabotage transport (foreigners' transport within Norway) is of great interest both nationally and internationally, and many users want improvements to the current statistics. In early 2014, a report will be submitted to the Ministry of Transport and Communications recommending whether there is a basis for establishing new statistics in this area.

ICT statistics

Through the ICT statistics, Statistics Norway will measure the extent to which the public sector, industry and inhabitants use available tools and services in ICT. There are deficiencies in this area, including in eHealth, Green ICT and cloud services, which lead to less participation in the digital world. More information is needed on the public sector's use of ICT, particularly in the local authorities and county authorities. Attempts will be made to map this from 2015 onwards. Price indices for services within information and communication need to be reviewed and improved.

<i>Agricultural statistics</i>	<p>The annual agricultural survey has rotating topics. The main topic for 2013 was labour, while ground rent and use of buildings will be covered in 2014. It is becoming increasingly important to ensure good quality data on goods and activity in order to maintain the quality of the energy and environmental accounts. In 2014, the results of a special survey on fertilizer in agriculture will be presented, and a new survey is planned on the use of chemical pesticides. With the support of Eurostat, a system will be established for the preparation of statistics on prices of land and ground rent.</p>
<i>Innovation survey</i>	<p>Work will continue on developing and improving the data basis and indicators for industry's innovative ability. In 2014, official statistics on patent applications related to different industry statistics will be established in cooperation with the Patent Office. Efforts to establish statistics on trademarks and information related to design will start in 2014.</p> <p>R&D and innovation are conceptually difficult concepts. A separate full-scale innovation survey will therefore be conducted in 2013-14 in order to throw light on the effect of the different methods of conducting R&D and innovation surveys. Based on discussions with major industry players in 2013, the work will culminate in a conclusion as to whether we should continue with a combined R&D and innovation survey for industry, or whether we should divide this into two separate surveys. International comparisons of the R&D and innovation level will be given a special focus.</p>
<i>International cooperation for better statistics</i>	<p>The department will continue its international cooperation, including through participation in various meetings and work on the revision of handbooks. During the next five years it is expected that the EU will replace many of the current regulations with a new, overarching regulation, known as FRIBS (Integrated Framework for Business Statistics). FRIBS is currently being discussed in various working groups and may involve changes in both the definitions and requirements for the type of statistics that are to be produced. Requirements for the Agricultural Census 2020 will also be drawn up during this period. Close contact has been established with the other Nordic countries in order to clarify any common approaches on how we should influence the formulation of the new regulations.</p>
<i>Continuous improvement</i>	<p>The timeliness of the structural statistics will be improved in 2014 by a month compared with 2013 following extensive work in the transition to new routines for the production of statistics. Further simplification is also planned through reducing the number of sub-registers and the number of forms in connection with the transition from Idun to Altinn in 2015. This work must also take into account any changes when synchronising data during the preparation process (ISEE - Integrated System for Editing and Estimating).</p> <p>In 2014, the conclusions of a project on measuring the effect of editing in ISEE will have implications for the revision of several statistics. The results of this project will act as a tool to help the production of statistics to prioritise which units require manual editing, and thus which units can be corrected in an automated process.</p> <p>The transition to framework solutions and common systems for the remaining statistics will be continued in 2014, in line with the development of functionality. Further work will also be carried out on developing an alternative production system such that the functionality in ISEE is fully utilised.</p> <p>Work is also planned for the quality assurance of several statistics in the form of an evaluation of sample plans and a review of estimation routines etc. This does not necessarily represent a large number of hours of work per statistic, but will collectively constitute a certain amount of the department's total activity in 2014.</p>

The department has initiated activities related to continuous improvement, and since autumn 2013 has participated in the departmental Lean reviews. The work will be ongoing until spring 2014. The results of the review will be incorporated into the daily work even after the project is completed. Two employees in the department will closely follow the work during the project period and subsequently stimulate further Lean initiatives after the project period.

Relationship with respondents and register owners

In connection with the transition from Idun to Altinn II, a review of the forms used is being carried out with a view to improvements and simplification. This work will continue for much of 2014, and is likely to extend into 2016.

Development of turnover statistics based on the tax authorities' VAT register was one of the pilot projects within continuous improvements in autumn 2012. The greatest potential efficiency gain would be realised through the tax authorities enabling joint reporting of VAT. A working group has therefore been established in collaboration with the Directorate of Taxes to assess the basis for implementing changes that make the registry a more suitable basis for statistical purposes. The effect of any changes is expected to be realised in the second half of 2014.

The Directorate of Taxes and the Brønnøysund Register Centre have initiated projects that will involve changes in access to administrative data. Statistics Norway has been invited to take part in and contribute to both projects. The Directorate of Taxes will implement changes from 1 January 2015, and further changes are expected in the years ahead. The schedule of changes in the reporting of financial information to the Brønnøysund Register Centre is more uncertain and is partly dependant on the introduction of the EU Directive on accounting requirements for so-called micro enterprises. This is likely to have an impact in the longer term beyond 2015.

Added value of statistics through relevant research and analysis

There is a demand for statistics for "clusters" or groups of enterprises across the industry classification, such as oil and gas-related activities, maritime activities, the food chain, the knowledge economy, travel and tourism, high-tech businesses, etc. The department will strengthen the dissemination of statistics by contributing to pages on www.ssb.no that can act as a common entry point for various thematically related statistics, supplemented with international comparisons where possible.

In order to strengthen analytical skills, production processes will be streamlined through Lean. More multidisciplinary analyses of time series of short-term and annual statistics, in order to see how the various statistics intercept turning points in the economy, can help to improve communication about data sources and the methodologies in the various statistics. This will also make us better equipped to handle ad-hoc presentations of statistics based on current issues in the public debate. More methodological studies, such as results from the separate innovation survey for 2011-2013, will also be disseminated effectively in Statistics Norway's series. The department has participated in Lean reviews since autumn 2013 and work to strengthen analytical skills will extend beyond 2014.

6. Research department (500)

The research activity in Statistics Norway has three overarching goals:

- Contribute to new knowledge – beyond what can be ascertained from statistics alone
- Develop an analysis tool for social planning
- Analyse Statistics Norway's statistics

The activity is aimed at contributing to the research community, providing high-quality statistics and producing an analysis tool and results for use by public bodies and the general public. The standard of research activity will remain at a high

international level and add value to the statistics through research of a high quality. In this way, the research activity will contribute to a factual and evidence-based basis for policy and public debate. The Research department shall be a leading applied research environment in selected areas within social economics, demography and living conditions research.

Resources and staffing in 2014

The Research department is planning for a resource input of about 90 FTEs in 2014. The share of the FTEs funded over user-financed assignments is more than 50 per cent. Given the nature of the department's activities and other framework conditions, this is considered to be too high, and means the department is vulnerable to fluctuating revenues from user-financed assignments. It is therefore the intention to reduce the share of these assignments over time. In the event that funding for government assignments is not increased, this means that the workforce will also need to be reduced somewhat in the longer term.

6.1. Overarching priorities in 2014

Macro economy

The macro economic research is to be strengthened. The macro models are being updated and developed, which will provide a better basis for studying the driving forces behind and macro economic consequences of changes in immigration, and will improve the modelling of financial factors that have a major impact on the real economy. The provision of model services to the administration and Storting is continuing. The analyses of economic cycles will continue to around the same extent as previously. Long-term studies of the correlation between demography, public finances and economic development are also ongoing.

Tax analyses, public sector economy and micro econometric analyses

The tax and pension models will be updated and developed. The service to the administration and parties at Storting will continue in roughly the same scope as before. Use of Statistics Norway's micro data for econometric analyses of behaviour in establishments, enterprises, individuals and households is being continued. These results are also used in all of the models. Other prioritised areas include factors that affect the influx to the social security system, intergenerational correlations and distribution analyses.

Resource and environmental economics

Studies of the effects of policy instruments within the environment and energy are being prioritised, together with analyses of the impact of technology choices on emissions and the environment. Models for energy markets are being maintained and developed.

Population analyses and living conditions research

The work on population projections continues, and research on supporting topics will be given priority. This particularly applies to analyses of factors that affect migration and the potential consequences for future developments in the population. The link between the research and projections will be strengthened. Analyses of immigration and links to economic driving forces are a priority.

Harmonisation of the model portfolio – robustness in deliveries of models and analysis tools

The department develops and maintains a considerable number of large models. The quality of the department's supply of analyses and analyses tools to the administration is high, both with regard to traditional models, model analyses and more independent analyses. However, we are vulnerable in some areas, particularly in relation to personnel involved in the development and operation of some of the models, and the fulfilment of obligations and deliveries related to these. A project is to be initiated to assess the organisation of the work with the models, whether a greater degree of harmonisation and standardisation is possible and appropriate, and whether it is necessary to increase staffing levels in connection with the operation and development of models.

Several models have a common data source, but aggregation level, platform, programming language etc. can vary. Several of the models may have the potential for automating the production run, and there is also some overlap between models. We will therefore assess the division of labour and harmonisation between the

models. The goal is a more efficient and robust operation and development of the models. The assessment will also include a clarification of the future model portfolio.

Systematic quality assurance and continued focus on scientific releases

The scope of scientific releases has increased in recent years, both in terms of extent of published works and the quality of the publication channels. This work will continue and represents important quality assurance of the activity.

We will also devise a system for quality assurance and evaluation of the parts of the activity that are now less directly exposed to evaluation through scientific releases. This applies to the model portfolio, the work on economic trends and population projections. This can be achieved through self-evaluation, the use of external experts, evaluations by key users, or a combination of these. In 2014, we will devise a system for how such evaluations should be carried out, including how the results of the evaluations will be followed up. The system will have a common template that allows it to be used in several areas.

Retrospective review of the statistics production

With regard to the retrospective review of the production of statistics, the contact with units that produce statistics is generally good, and the scope has increased in recent years. The retrospective review takes place in many different ways, ranging from permanent and institutionalised forms of cooperation to collaboration on specific projects and more sporadic and informal contact. We will review and map the resource use and structure of this type of work in order to see if it is possible to reap even greater benefits from the efforts with a greater degree of systematisation and formalisation. In order for the retrospective review from the research of statistics to be fruitful, resource input is required on the part of both the supplier and recipient of the statistics.

Micro data: greater degree of internal sharing of experiences and cooperation

Many project groups in the Research department are frequent users of Statistics Norway's micro data. The work entailed in the collection, adaptation and documentation of data in the department has room for improvement: some of the work is currently doubled up, and there is insufficient sharing of experiences between researchers who use the same data material. Rules and procedures relating to the approval of projects, read permissions etc. will lay down guidelines on what can be achieved, but harmonisation and synergy effects are, nevertheless, possible. In 2014, we will consider how this can be practically implemented. A first step might be to have a local data administrator for the entire department.

6.2. Priorities within the different specialist areas

Macro economy

Important tasks include applied macroeconomic research, empirical-based macroeconomic modelling/operations, economic cycle monitoring and applied model-based analyses and retrospective reviews of statistics, particularly related to the national accounts.

In recent years, a greater focus on academic research in the field has led to increased benefits in the form of international releases, and this work will be strengthened in the future. However, this must not be at the expense of other core areas and must have a direct or indirect foundation in these. The preferred method for strengthening this work is through various externally-funded research projects.

Prioritised areas include financial markets/credit, consumption/saving behaviour and the impact of immigration on the economy. Funds from the Research Council of Norway and other external funding can be used to conduct research with a less immediate utility value for the models, but should support the models. The quality of the models depends on whether they are used. Model-based analyses of the Norwegian economy should therefore be prioritised.

Micro economy

Key topics for analysis include the labour market, income distribution, business behaviour, education economics, the design of a personal and corporate tax system

and welfare schemes, as well as the resource use in the public service production, partly through the local authorities' economic behaviour. An important task is the development and operation of the corporate taxation model LOTTE-AS and the KOMMODE model for municipal finances. These core tasks will essentially be a standard feature in the years ahead. A key focus area going forward is the study of business behaviour and corporate taxation including further development of the LOTTE-AS model. The goal is to establish a robust research environment in this field. Analyses of the labour market behaviour of immigrants and recipients of social security benefits will also be given priority.

Public sector economy

Important research topics are consequences of changes in the tax system, demographic trends, government transfers and the scope of public service production. The importance of public revenues and expenditures, job opportunities, macro economics and income distribution are at the centre of most of the analyses. Causal relations are mapped using statistical methods applied to micro data, and impact analyses make use of both macroeconomic and micro economic calculation models. One of the main tasks is to provide a high-quality model tool and analyses for social planning for the Ministry of Finance and other ministries.

The work on "Lotte-trygd" is mainly financed externally, and resource use in 2014 is directed away from model development to applied analyses, while research on behavioural effects continues.

Climate, energy and environmental economics

The main areas are currently climate and energy policy (including energy market models), equilibrium models for the Norwegian economy, petroleum economics, energy use in households and sustainable development. Retrospective reviews of statistics are undertaken in various fields through extensive use of Statistics Norway's data. Funding from the Research Council of Norway for research in this field has been lower in recent years, while the number of parties showing an interest in the climate and environmental field is steadily increasing. In the years ahead, the activity level and the distribution among the various subject areas will be influenced by the availability of funding through the Research Council of Norway and other sources. The research profile will be about the same as today with regard to distribution between academic research and administration service.

Demography and living conditions

Developments in demography and living conditions are primarily analysed using Statistics Norway's various data sources. Important fixed tasks of the government assignments is to conduct population projections and update and develop the projection models. Monitoring and analysing fertility, family changes, mortality, migration, immigration, family and work also fall under this heading. We prioritise research in family demography, immigration and immigrants, other demographic components and work and family life. In 2014, the Research department will work, in particular, to document and evaluate the population projection models, ensure that we are retaining expertise in survey methodology and analysis, as well as seek to secure long-term future funding through applications to the Research Council of Norway. In general terms, priority is given to quantitative research projects that contribute to long-term skills-building and which are based on recognised quantitative methods and Statistics Norway's various data sources.

7. Department of communications (600)

The Department of communications work will have a particular emphasis on positioning and profiling Statistics Norway as society's leading provider of facts, with an outstanding reputation, satisfied users and quality in the dissemination of research and statistics. In 2013, the department was reorganised. The main purpose was to organise the work to a greater extent in dialogue with the rest of society and to strategically position Statistics Norway as a leading and credible provider of facts. This work will continue in 2014.

7.1. Main priorities:

- Devise a communications strategy
- Strengthen Statistics Norway's external communication
- Create an overarching plan for the further development of ssb.no, including visualisation of statistics
- Improve internal communication
- Undertake a strategic review of Statistics Norway's written publications
- Undertake a Lean review of the entire department

Devise a communications strategy

In 2014, the Department of communications will finalise a communications strategy. The communications strategy will support Statistics Norway's overarching strategy and include strategies for external and internal communication, the Internet, social media and take in Statistics Norway's dissemination policy. The communications strategy will apply to all of Statistics Norway, not just the Department of communications. All departments will therefore be involved before the strategy is finalised.

Strengthen Statistics Norway's external communication

The Department of communications will conduct a survey to monitor trust in Statistics Norway in 2014 with a view to carrying out such surveys annually. This will form the basis for an analysis of Statistics Norway's surroundings, and will help establish a clearer picture of the needs to strengthen its external communications. These surveys will be interpreted in conjunction with user surveys on ssb.no and other user surveys that Statistics Norway conducts among clients and respondents.

Statistics Norway is often in the media, usually in relation to concrete results within statistics and research. We want to strengthen the communication on behalf of the institution in the areas that Statistics Norway highlights in the overall strategy. This will be done through editorials, use of feature articles and newspaper articles, organising seminars and creating a standardised system for the advice to employees who are approached with a view to speaking to the media.

Public relations

Statistics Norway's director general, directors and other key personnel regularly appear at conferences organised by various social institutions and other environments. We will establish a better overview of these and suggest new arenas where Statistics Norway should be visible, such as Science Week (*Forskningsdagene*), Arendal Week (*Arendalsuka*) and the autumn conference of the Norwegian Association of Economists. Some of the courses we hold on using the statistics are also good arenas for making Statistics Norway visible in other relevant environments, such as the Nordic Media Festival in Bergen, where 1 700 journalists gather.

Courses for external participants in Norwegian and international statistics

We will continue to hold a combination of general courses (on international statistics, navigation on ssb.no, historical statistics in connection with the anniversary of the Constitution etc.) in Statistics Norway and to provide courses externally for selected target groups, such as students of journalism, municipal planners (KOSTRA database) and user groups that contact Statistics Norway.

Overarching plan for continued development of ssb.no

Ssb.no is the main channel for communication and dissemination of all statistics and research in Statistics Norway. The Department of communications will draw up a comprehensive plan for the development of ssb.no in 2014, following completion of the extensive restructuring in 2013.

Over the next few years, ssb.no will be further developed to meet users' needs even more effectively, including through the systematic analysis of web statistics and feedback, user surveys (next to be conducted in January/February 2014), and increased dialogue with the statistics divisions. Key focus areas include facilitating the website for mobile devices, measures to provide better guidance to users on

search pages/theme pages and statistics pages, and providing interactive content via maps and other visualisations, preferably via a graph builder based on application programming interfaces (APIs) and the table builder.

All of ssb.no, including the parts that are on the old platform, shall comply with the accessibility requirements in the regulations for public sector websites. The parts of the website located on the old platform shall, where possible, be transferred to new publishing solutions that streamline the publishing process on ssb.no and simplify the technical management of the website.

In 2014, the Department of communications will present a project with a view to resolving a number of the pending tasks with regard to the development of new functionality on ssb.no.

The department aims to introduce a new user interface for StatBank within a few years, most likely by adopting PX-Web, which was developed by the Swedish statistical agency. A pilot project will be initiated in 2014.

In 2014, the Department of communications will carry out a project aimed at improving access to the 20 000 publications in PDF format and the tables under historical statistics. This will partly entail developing a separate search function, systematising access to the different subject areas, additions to StatBank and even more externally-oriented activities relating to relevant user groups.

*Visualisation of statistics
and GIS data*

There is potentially a great added value for users in that Statistics Norway increasingly presents statistics and other data as GIS data (location-based data). Beyond creating simple, interactive visualisations based on data sets in the API solution on ssb.no, the department will establish a working group to assess best practice solutions with other statistical agencies, potential software that Statistics Norway can use, clarify user needs and initiate a portfolio project if deemed appropriate.

*Operation and
administration of ssb.no and
StatBank*

In 2014, the department will seek to streamline the daily operation of ssb.no and StatBank in order to free up resources for other tasks related to essential development projects, systematic working to improve the quality of tables in StatBank and content on the web based on a needs analysis and a new web strategy. The Department of communications shall regularly provide relevant information on error correction, timeliness and punctuality etc.

*Improved internal
communication*

Internal communication takes place vertically and horizontally in formal and informal fora. The Department of communications can devise a strategy and propose guidelines, but most of this communication takes place without the department being directly involved. The department's part of the follow-up is primarily the work on the intranet, and facilitating the provision of other parties' information on the intranet. The department otherwise acts as advisors for projects that rely on effective internal communication in order to succeed.

The Department of communications aims to map the internal communication in Statistics Norway. The mapping will record where people obtain information from, how they share information, how they prefer to be informed, what they would like to see on the intranet etc. This will provide us with a good basis for our work on internal communication.

The Department of communications has started a clear-up of the intranet, and a project proposal will be drawn up in 2014 for a further strengthening of the intranet.

*Strategic review of written
publications*

In 2013, the Department of communications started a strategic review of the scope and organisation of printed publications in Statistics Norway, partly with a view to

reducing the amount of printed material. This review will be completed in 2014. The goal for 2014 is to discontinue one or more series in print format and only continue digitally. The directors' meeting has decided to discontinue the *Statistical yearbook of Norway* in hard copy, and the Department of communications will draw up a plan for how the content of the yearbook can be organised on ssb.no.

*Population of Norway
1814-2014*

In connection with the marking of the 200th anniversary of the Constitution of Norway in 2014, Statistics Norway is publishing *Norges befolkning 1814-2014*. The book describes the population trends over the last 200 years. The demographic development will form the framework for the publication, and other statistics will be used to highlight key changes.

Lean review

Lean reviews are now underway in all three divisions in the Department of communications in order to identify more effective ways of working.

8. Department of IT (700)

The main tasks of the department are in the following areas:

- Administration and further development of the technical platform, applications and tools in accordance with agreements
- Development projects subject to portfolio management
- IT advisory services and participation in national and international cooperations

8.1. New strategy

A new IT strategy will be in place in 2014. The strategy will support Statistics Norway's new main strategy. The core areas of a new IT strategy will be the continuation of work on common IT solutions that support the work processes in the production of statistics. Effective metadata systems shall be developed, thus simplifying the reuse of data and improving the organisation and coherence in Statistics Norway's data sources.

Statistics Norway's IT solutions will help to portray Statistics Norway as a modern and user-friendly organisation, and support the credibility of its statistics and analyses.

The IT review in autumn 2013 will form the basis for new measures in the management and organisation of IT operations in Statistics Norway. The current organisation is a temporary arrangement until summer 2014. The review also includes a capacity assessment and will form part of the basis for further skills development.

Main goals for 2014

The department has the following overarching goals for 2014:

- Complete the KOPP project (electronic system introduced to prevent sensitive data being accessed by unauthorised parties). Finalise a new storage solution, with implementation of a new back-up and archive system in 2014
- Continue the development work in EDAG. EDAG's contribution to shared solutions will also include the development of a data warehouse solution in 2014 and a new analysis environment
- Plan initiation of the necessary upgrading of Statistics Norway's metadata systems
- Administer and further develop IT systems and applications in accordance with the relevant cooperation agreements

*IT development, statistics
applications*

The last reporting for Statistics Norway's portfolio projects shows in the overview of hours worked that only 9 per cent of available IT resources work on development in these projects. Other resources are tied up in the ongoing operation

and management of existing solutions. This is partly because the recently deployed solutions such as ssb.no and FDM/SMIE require a great deal of IT resources for operation and management.

The development resources are mainly used in EDAG and the KOPP project. The resources in the EDAG project will increase in 2014.

An updated status of the development of common solutions is being prepared as a basis for further work in 2014. This will form the basis for a new master plan for the continuation of the work on common solutions.

The RAIRD project has been the subject of extensive planning in 2013. In 2014, the development work will start in earnest.

The upgrade of Statistics Norway's metadata systems shall entail prioritising the development of a new classification database, partly aimed at making Statistics Norway's classifications and standards available as open data.

IT infrastructure

The move to Akersveien will affect the work in the first quarter.

The KOPP project is planned for completion by the end of April 2014. Support for coordination in the production zone is to be established, but so far no plans or specifications have been drawn up for this.

A new storage solution will be in place by year-end. This will signal the end of many years' work to upgrade the core infrastructure (network, servers and storage).

Implementation of a new back-up and archive solution begins in spring 2014 and will be completed during the year. In connection with this, a new disaster recovery measure will be established with the mirroring of data between the data centres in Kongsvinger and a continuity plan for all systems in accordance with requirements for uptime and availability.

The monitoring of infrastructure and systems will be reviewed and improved.

The IT department will prioritise several security-related tasks, including establishing an infrastructure in Statistics Norway for coordination with the ID port and for facilitating more paperless routines, such as electronic signature.

9. Department of data collection and methods (800)

The department is responsible for collecting and coordinating data in Statistics Norway. The department is also responsible for population administration and statistical methods. In 2014, the department shall:

- Streamline and improve the quality of direct data collections and limit the actual and perceived response burden.
- Help to standardise, quality assure and streamline the statistics production by developing and implementing statistical methods.
- Help to improve the quality of administrative register sources through a formal cooperation with register owners.
- Provide full-coverage, up-to-date population registers with the associated quality indicators.

Review of the portfolio of user-financed assignments

The department will review the portfolio of current and potential user-financed assignments in cooperation with the statistics departments in order to define what is outside the core activity. New guidelines will be drawn up in the first half-year.

<i>Help improve skills in methodology in Statistics Norway</i>	Together with the Division for human resources, the department will map how it can help to improve methodology expertise in the statistics sections. A plan shall be drawn up in the first half-year.
<i>Statistical methods</i>	<p>The key focus areas in 2014 are to:</p> <ul style="list-style-type: none"> • complete the project on standardised non-response management for surveys aimed at households and individuals • further develop the ISEE, with special emphasis on selective editing. Including effective editing of large data sets (EDAG). • harmonise and standardise sample selection through Norsamu (harmonisation of samples for economic surveys). Assessment of sample sizes and response rate targets. • consider how to show the quality of the individual statistics <p>Using quality indicators and expanding the content of the population registers</p> <p>The production system for the quality indicators shall be reviewed in order to make it easier to add and quantify new quality indicators and to extract lists of errors for the register owners based on administrative data. The reports and indicators shall be placed at the disposal of the users of the population registers. Moreover, the content in the population registers will continue to be expanded in order to enable more users to use them to determine their relevant populations and extract their own samples.</p>
<i>International cooperation</i>	The department will be more involved in the cooperation with other statistical agencies, and take part in international dialogues on methodology and data collection. Many of the employees in the department are involved in international projects.
<i>Follow up cooperation agreements with suppliers of administrative data</i>	In 2014, Statistics Norway will follow up the parties we have agreements with on the supply of data to Statistics Norway and work together on the quality of administrative data. In addition, the department will enter into agreements with potential new parties. The new agreements will recommend measures/controls for the register owners aimed at reducing the number of errors in the initial registration of new units.
<i>Ensuring sufficient participation in voluntary surveys and offsetting the effects of non-response</i>	Statistics Norway shall reduce non-response in interview-based surveys by improving the contact information. A separate project will be considered aimed at achieving fully automated links of contact information using internal registers. In the first quarter, the project will explore the possibilities for cooperation with the National Collection Agency and DIFI. In addition, the department will further develop the interviewers' skills in order to gain the respondents' support for the surveys, and a training package should be put in place in the first half-year.
<i>Harmonisation of samples</i>	All samples drawn from activities, enterprises, persons, households and addresses shall be harmonised. The aim is to keep the sample sizes at an acceptable level and to roll samples in order to enable as many respondents as possible to avoid the response burden. Norsamu will be implemented in 2014, which harmonises the drawing of samples for surveys on individuals and households. The aim is to adopt methodical principles for fairness and predictability in the drawing of all sample surveys in 2014.
<i>Using social media to contact respondents</i>	The response and advisory service will be modernised in 2014. In cooperation with the Department of communications, social media will be used for the department's contact with respondents. Facebook will be tested for the hunting statistics in the first half-year and for the rental market survey in the second half-year.
<i>Clarify reporting tools in Statistics Norway</i>	The project on integrated reporting will analyse whether common framework solutions can be employed for reporting to Statistics Norway. The development both nationally and internationally is clearly heading towards increased use of

	multi-method design, which emphasises the importance of facilitating harmonised solutions that contribute to faster and more efficient transfer of data between different platforms. In the first half of 2014, the project will clarify Statistics Norway's needs for reporting channels in the years ahead. The goal is to harmonise and reduce the number of portals/channels.
<i>Measuring the response burden</i>	The response burden will be measured for all questionnaires used in Altinn in 2014.
<i>Consider different incentives and extend the requirement to respond</i>	The department will consider various forms of incentives during the first half of 2014. Consideration will also be given to extending the requirement to respond in 2014.
<i>Project to finalise the restructuring of Altinn</i>	The department plans to establish a portfolio project aimed at improving the control and progress of the restructuring of Altinn. The project will also address the changes needed in the IT systems that are used in this process.
<i>Developing FDM/SMIE in order to implement EDAG and continue the restructuring of Altinn</i>	In 2014, FDM/SMIE will be able to manage data from EDAG Joint Management. This will require the system to be developed to manage the receipt of data and conversion from the EDAG format to ISEE. Furthermore, development of the system shall largely be governed by the business needs identified in the project portfolio for the Altinn restructuring.
<i>Implementing routines to reduce the number of errors</i>	The department will continue to work to reduce the number of errors associated with the preprint and dispatch, as has been initiated in the Lean work. This will be achieved by formalising the checklist procedures performed prior to letters and questionnaires being sent out to respondents. New routines will be implemented in the first quarter of 2014.
<i>Reduce the use of paper in data collection</i>	Efforts to reduce the use of paper forms and reminders will be continued in 2014. Along with the transition to AltinnII, we will facilitate fully electronic reporting. Minimal resources will be used on updating, ordering, dispatching and receiving paper forms.
<i>Clarify and plan use of smart phones and apps for direct data collection</i>	The department is currently developing mobile-friendly questionnaires, both for surveys of individuals and households, and has created a prototype for the questionnaire in the Labour Market Survey for use on smart phones and other handheld devices.

10. Department of national accounts and financial statistics (900)

The department prepares the majority of the macro economic statistics in Statistics Norway. The most important of these are the national accounts, financial accounts and balance of payments, as well as the statistics on public finances. The department is also responsible for the preparation of primary statistics in a number of areas, such as trade in goods and services, tax and accounting statistics for industry and statistics on the securities markets. In addition, the department manages the coordination work throughout Statistics Norway, including KOSTRA. Furthermore, the department is the data processor for the Financial Supervisory Authority of Norway and Norges Bank in the field of banking and insurance.

10.1. Main priorities in 2014

In order to satisfy international requirements and important national needs, the production and publication of statistical products essentially needs to continue in 2014 to the same extent as before.

Throughout the macro economic statistics field, new international guidelines will be introduced in 2014 in accordance with obligatory EU/EEA requirements in relation to the national accounts, balance of payments and direct investment. This means that a main revision will be conducted where the time series will be revised dating back to 1970 in some areas of statistics.

A total of NOK 7 million has been appropriated under chapter 1620 item 01. Part of this sum will be used to focus on how the increasing internationalisation of industry affects the primary statistics and thus the national accounts.

The department is also facing a number of challenges, particularly in relation to the increased reporting obligation to Eurostat on enterprise demography and monitoring of financial stability. Central government's chart of accounts are to be reorganised, which means that processing routines and dissemination of, for example, central government accounts for use in the statistics on public finances, the national accounts and international statistics reporting also need to be reorganised. In order to meet strong user needs, monthly interest rate statistics will be established in 2014.

Reusing information from administrative registers is an important part of the basis for the statistics. Both the Directorate of Taxes and the Brønnøysund Register Centre plan to reorganise the collection of tax and accounting information respectively as part of the effort to reduce the cost to industry. An important part of the work in 2014 will therefore be to work closely with the Directorate of Taxes and the Brønnøysund Register Centre to ensure that Statistics Norway continues to have access to the necessary information on industry for use in the national accounts etc.

These conditions involve significant budgetary and quality challenges that the department needs to resolve in 2014 through clearly prioritising what other development, analysis and research tasks that the department can be involved in. As part of this work, the department must continue to streamline work processes by developing and reusing common solutions, working on quality projects, conducting targeted skills building and continuing the Lean work. The department has large and important development projects that need to be pushed back to 2015 and later. Execution of these projects is dependent on budget funds and access to critical resources, such as IT.

New international guidelines – main revision 2014

In 2014, the department must devote a large part of its time to the revision of the national accounts and balance of payments etc. in connection with the introduction of new guidelines in 2008 SNA (System of National Accounts), ESA 2010 (European System of Accounts), and the changes in the balance of payments regulation (BPM6 and the direct investment manual by OECD). These statutory guidelines are to be implemented simultaneously in EU and EEA countries in order to ensure comparability between countries and over time. The main revision with updated time series will be published in November 2014.

Both of the regulations include a new table programme. The programmes entail requirements for improving timeliness and more frequent statistics, and all exception schemes are to be revoked. After the main revision, the quarterly institutional income and capital accounts will cover all the main sectors, and statistics on international investment will be prepared on a quarterly basis. A new institutional sector classification will be applied in the national accounts in connection with the main revision in 2014.

The work entails modifying IT systems, new publishing and reporting systems, reporting of new variables and new computational methods.

There will be a special emphasis on harmonising the household sector's income and capital accounts and financial accounts. The balance of payments and statistics on international investment will also be harmonised.

The work on the main revision is organised into one main project and six sub-projects. The change that is expected to have the greatest impact on the GDP is that connected to the capitalisation of research and development costs, i.e. the costs are to be regarded as intangible assets, and as such must be capitalised and depreciated.

Increasing internationalisation of industry – consequences for the national accounts

Focus has been placed on how stronger internationalisation of industry affects the primary statistics and thus the national accounts. Assessments have been made of how much this explains the large and growing imbalances being registered in the national accounts. NOK 7 million has been appropriated for mapping and analysis work in 2014, of which NOK 4.3 million will be transferred to department 900¹. The department will establish a study group with members from different areas of Statistics Norway to work on the relevant issues. The goal is that in 2014 Statistics Norway will:

- Establish a system to strengthen the work of “large activities”. It is assumed that this can be done by a group with responsibility for mapping and processing data from “large units”, as was done in other countries, including Finland and the Netherlands.
- Secure more resources and knowledge in the work on classifying units. Classifying industries presents a challenge, particularly for units with activity abroad.
- Clarify the need to renew/modify the data collection as a consequence of greater globalisation. Consideration should be given here to the overall response burden. The goal is that this does not increase.
- Consider how to strengthen the work on processing accounting data. Employee expertise is a key factor here.

Efforts to establish good quality data, either with regard to utilising accounting data, conducting sample surveys for export and import data and other transactions with foreign countries, entail a large volume of demanding work. A great deal of time and resources are needed to set up and carry out any new data collection.

Other national and international requirements

Simplification processes

Through the projects RANK (reduction of cost to industry) and SARI (harmonisation of reporting accounting information by industry), the Directorate of Taxes and the Brønnøysund Register Centre respectively aim to reduce the reporting obligations imposed on industry, and particularly small and medium-sized enterprises. Since the vast majority of enterprises in Norway are small or medium-sized, the said projects can present Statistics Norway with major challenges in relation to gaining access to the necessary information from industry. The Directorate of Taxes' trading statement is the most important source of information for Statistics Norway's structural statistics, and the trading statements and data from the Register of Company Accounts in Brønnøysund is the most important source for financial statistics for limited companies. Both of these primary statistics play a significant role in the national accounts. Meanwhile, the Ministry of Finance is calling for more company information in order to calculate the revenue effects of changes in corporation tax.

¹ The majority of the funds, however, will be used to finance the main revision in 2014.

Direct investments

Transaction statistics on direct investments were discontinued in spring 2013 due to quality issues. Because the statistics are subject to EU regulation and reporting obligations to the OECD, Eurostat and the OECD have requested a thorough review of the challenges. A schedule needs to be drawn up showing when we can re-establish the statistics. The department has therefore proposed a pilot project aimed at clarifying how the challenges of the current source base can be resolved. The department plans to start this work in 2014.

Expansion of the structure regulations

Enterprise demographics are part of the EU Regulation on structural statistics. New requirements and the need for internationally comparable statistics in this area are still under development. Eurostat is in the process of drawing up new requirements for activities in “employer enterprises” and innovative and high-growth enterprises.

Financial stability

Work will be undertaken to cover new and expanded data needs in the wake of the financial crisis, where the most important processes will be under the auspices of the G20, IMF and the Basel Committee on Banking Supervision (BIS). Clarification must be given in 2014 on whether Norway is to join the IMF's SDDS *Plus*. Efforts to transform the supervisory and statistical reporting on the financial markets into a fully integrated IFRS for financial institutions need to be initiated. Meanwhile, more frequent and more relevant interest rate statistics are planned in 2014 in order to meet user needs. Solvency II rules for insurance companies are expected to be implemented in Norwegian regulations for the fiscal year 2016, and the implications for insurance reporting are to be clarified in cooperation with the Financial Supervisory Authority of Norway in 2014. The new requirements also apply to the securities statistics.

Data Structure Definition and SDMX

Eurostat and other international organisations are in the process of introducing a new common mandatory format for data structure (a DSD (Data Structure Definition) for each statistics area) and a technical format for data transfer and data exchange of statistics and metadata to/from the member states, called SDMX- ML (Statistical Data and Metadata eXchange, with XML syntax). The macro economic statistics on department 900 are subject to the new reporting regime as from autumn 2014. It is assumed that considerable resources can be saved by investing in such common formats for data exchange. In the short term, however, major efforts are required by the statistics divisions and other environments, such as IT, in order to establish the technical solutions. It is important to put in place cost-effective framework solutions in Statistics Norway that prevent doubling up the work. This applies, for example, to harmonising the basis for international reporting and national releases. Within the macro economic statistics, Statistics Norway has so far not had the capacity to participate in the pilot or the ongoing test work. This work must be done in 2014. Eurostat requires the new main revision figures to be reported in SDMX in autumn 2014.

Streamlining the work processes

The department shall adopt common solutions for editing (further developed ISEE) and data receipt (further developed FDM) as soon as they are available. The highest priority is to replace Excel and IDUN-based data receipt solutions that are currently used in the balance of payments field. In the summer of 2013, a process was initiated to develop a new form in Altinn for receiving data on foreign trade in services. Using ISEE, a new production system for statistics will be established in the first half of 2014. Similarly, efforts are underway in relation to statistics on the non-financial enterprises' financial transactions with other countries, but because the FDM cannot yet receive dynamic forms the work has come to a halt. For statistics with large data sets, consideration must be given to the extent to which the ISEE Driller solution can be used, and to what can be achieved by using SELEKT for more targeted revisions.

The current IT solution for KOSTRA releases is old and outdated. Users experienced considerable instability and freezes in the release on 15 March 2013. Work is therefore underway to consider the options for a new KOSTRA publishing solution. Consideration will be given to whether it is possible to use some of the routines that have been established on ssb.no, or whether a customised IT solution is needed to meet user needs in this area. Furthermore, work to complete the new data receipt solution for banks and financial institutions is in the initiation phase.

The central Lean review of department 900 will start at the end of 2014.

11.Resources

11.1. Budget

In section 1620 of the national budget, the total for Statistics Norway equates to NOK 743.4 million for 2014. This amount is split as follows between the different items:

- Item 01 NOK 524.9 million
- Item 21 NOK 208.3 million
- Item 45 NOK 10.2 million

Total operating budget in 2014

Statistics Norway's total operating revenues for 2014 are budgeted at NOK 722 million (government appropriations and user-financed revenues). In addition to this is the investment budget of NOK 10.2 million.

For items 01 and 21 in total, an operating loss of NOK 28.5 million is budgeted for in 2014.

Government assignments - item 01

Budgeted expenses for this item total NOK 530.8 million. An operating loss of NOK 5.9 million is budgeted. Application has been made for a transfer of funds from 2013 to 2014 in the sum of NOK 18.5 million.

User-financed revenues - item 21

Statistics Norway's budget for 2014 for user-financed income is NOK 197.1 million. The item is budgeted with a deficit of NOK 22.6 million. Transferred funds from 2013 to 2014 equate to NOK 39.6 million, which Statistics Norway is seeking to transfer. The large amount for transfer is related to the accrual of payments received and expenditure. In line with the cash principle, the accounts will show expenses and revenues that are paid in the financial year. The accounts do not take account of the obligations linked to payments received.

The user-financed assignments make up around 27 per cent of Statistics Norway's total budget.

Investments – item 45

Budgeted expenditure for investments totals NOK 10.2 million.

Operating budget 2014 – total for items 01 and 21. NOK 1 000

	Accounts 2012	Rev. budget 2013	Accounts 2013	Budget 2014
Government appropriations	506 200	521 600	521 600	524 900
Assignment revenues	207 361	195 346	195 951	197 141
Wage reimbursements	10 800	5 100	5 100	
Extra income, sales revenues item 01	305		-58	
Refunds	16 591		17 014	
Total revenues and refunds	741 257	722 046	739 607	722 041
Wage costs	540 880	517 274	533 358	506 440
Goods and services	215 742	200 129	197 364	244 107
Total expenditure	756 622	717 403	730 722	750 547
Operating loss/profit	-15 364	4 643	8 885	-28 506
Brought forward from previous year	64 601	49 185	49 185	
Carry forward to next year	49 237	53 828	58 070	

Government assignments, item 01. NOK 1 000

	Accounts 2012	Rev. budget 2013	Accounts 2013	Budget 2014
Government appropriations.....	506 200	521 600	521 600	524 900
Wage reimbursements	10 800	5 100	5 100	
Extra income, sales revenues	305		-58	
Refunds	16 591		17 014	
Total revenues and refunds	533 896	526 700	543 656	524 900
Wage costs	389 585	376 845	392 542	363 980
Goods and services	138 797	152 822	150 117	166 869
Total expenditure	528 382	529 667	542 659	530 849
Operating loss/profit	5 514	-2 967	997	-5 949
Brought forward from previous year	11 925	17 439	17 439	
Carry forward to next year	17 439	14 472	18 436	

User-financed assignments, item 21. NOK 1 000

	Accounts 2012	Rev. budget 2013	Accounts 2013	Budget 2014
Revenue requirement in national budget.....	194 800	201 200	201 200	208 300
Extra/reduced revenue	12 561	-5 854	-5 249	-11 159
Assignment revenues	207 361	195 346	195 951	197 141
Total revenues	207 361	195 346	195 951	197 141
Wage costs	151 295	140 429	140 816	142 460
Goods and services	76 944	47 307	47 247	77 238
Total expenditure	228 240	187 736	188 063	219 698
Operating loss/profit	-20 879	7 610	7 888	-22 557
Brought forward from previous year	52 676	31 746	31 746	
Carry forward to next year	31 797	39 356	39 634	

Major acquisitions, item 45. NOK 1 000

	Accounts 2012	Rev. budget 2013	Accounts 2013	Budget 2014
Government appropriations	9 800	10 000	10 000	10 200
Total expenditure	6 869	10 000	3 016	10 200
Operating loss/profit	2 931	0	6 984	0
Brought forward from previous year	6 390	9 321	9 321	
Carry forward to next year	9 321	9 321	16 305	

11.2. Personnel

Budgeted FTEs, by financing and department. Main categories 2014

Department	Total FTEs 2013	Total FTEs 2014	Government assignments		User-financed assignments ¹	
			2013	2014	2013	2014
Total.....	905.9	864.0	648.8	621.0	257.1	243.0
100 Administration	91.8	88.6	45.5	51.6	46.3	37.0
200 Economics, energy and the environment	106.1	103.7	77.0	74.1	29.1	29.6
300 Social statistics	115.9	111.9	69.8	52.7	46.1	59.2
400 Industry statistics	102.8	99.7	88.1	84.9	14.7	14.8
500 Research	92.9	88.7	42.6	41.9	50.3	46.8
600 Communications	45.1	38.2	33.1	28.2	12.0	10.0
700 IT	93.1	88.1	81.6	79.1	11.5	9.0
800 Data collection and methods	132.4	121.3	96.6	94.0	35.8	27.3
900 National accounts and financial statistics	125.8	123.8	114.5	114.5	11.3	9.3

¹ User-financed assignments also include FTEs financed by overheads.

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