

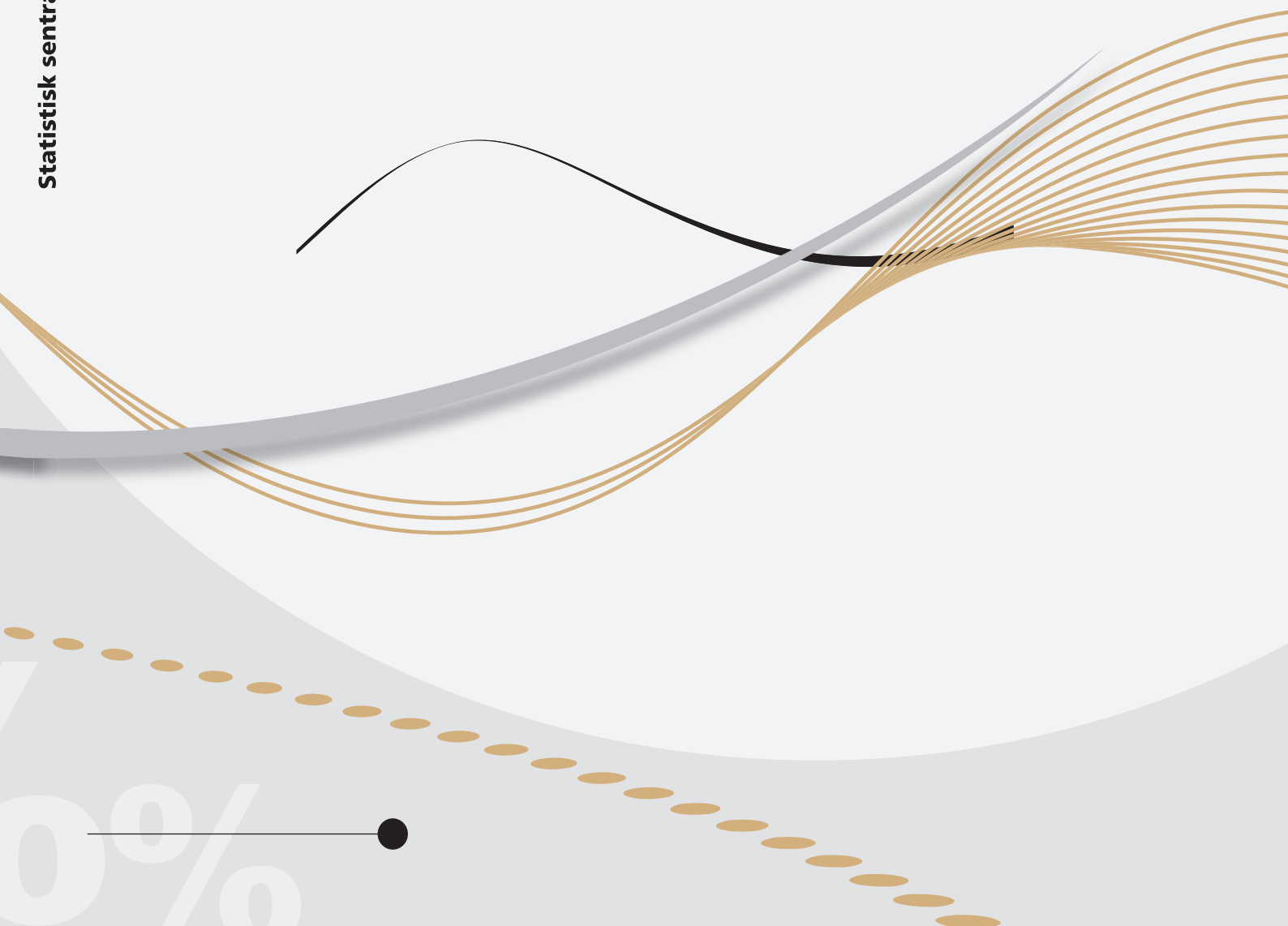
**Activity plan for 2013
Initiatives and priorities**

Statistics Norway

Statistics Norway



Statistisk sentralbyrå



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Initiatives and priorities
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Preface

The Activity plan for 2013 is Statistics Norway's overarching plan of activity in 2013. The plan gives a brief overview of risk assessments, which are presented in more detail in a separate publication.

The Activity plan is partly based on Statistics Norway's priorities as stipulated in Report no. 1 to the Storting (2012-2013), *Strategy 2007* and EU directives on statistics.

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

Statistics Norway, 6 February 2013

Frøydis Langmark
Chair of the Board

Hans Henrik Scheel
Director General

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1. Activities in 2013 – prerequisites and goals

1.1. Strategy

Strategy Statistics Norway's strategy is based on five main strategies, which in turn are based on user needs:

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

These overarching strategies provide guidelines for further operational targets for the challenges Statistics Norway will face in 2013 and 2014. The main focus of this work relates to adapting the activity to a tight budget, expanding and improving the statistics production, including in line with changes in international requirements, and developing skills and technological solutions for future needs.

Budgetary framework

1.2. Budget

The frame for the budget for 2013 is stipulated in sections 1620 and 4620 of the national budget for Statistics Norway, and the Ministry of Finance's letter of allocation dated 20 December 2012. The total budget is NOK 732.8 million, which is distributed as follows (in NOK 1 000):

<i>Total, NOK million</i>	<i>732.8</i>
Government assignments, item 01	521.6
User-financed assignments, item 21	201.2
Major equipment acquisitions, item 45	10.0

The budget for 2013 provides the frame for the activities planned in Statistics Norway in 2013. Fulfilling the budget requirements is dependent on the assignments that Statistics Norway undertakes during the year. The budget for 2013 has been nominally increased by 3.7 per cent from 2012, which in real terms is roughly unchanged.

The budget situation will require budgets to be tightened in all areas and monitoring all types of operating expenses, as well as systematic monitoring throughout the year. This means that all employees will be affected by notice the budget constraints. Lean, project management and other tools will be used in order to improve efficiency.

The budget in 2013 is challenging for several reasons:

- In order to develop new, standardised solutions, Statistics Norway has had a higher level of activity over the past two years than provided for in 2013. This has been funded through accumulated reserves and transfers from previous years.
- Several resource-intensive development projects requiring extensive use of consultants have been initiated, including the new ssb.no, improvements to IT security and the Windows upgrade (KOPP - client and security upgrade), and the project on joint data receipt (These projects are due to be completed in 2013).
- The demand for new and improved statistics and analyses is growing, and Eurostat is continually imposing new and more stringent requirements in relation to the content, scope and quality of statistics.
- Funds need to be allocated in 2013 for the move to new premises in 2014.
- The organisation must have the capacity to deal with changes and adaptations by investing in development tools such as Lean and the new system for project

and portfolio management. Statistics Norway is also dependent on external expertise in this area.

- The frame for the budget has not been increased, and the level of activity and costs remain high, particularly with regard to development projects. Maintaining a high professional standard in the statistics production, whilst simultaneously initiating development projects and tightening the budget presents a variety of challenges.
- The revenue that will be generated from external user-financed assignments for 2013 is uncertain.

1.3. Goals for activities in 2013

In addition to the goals for the ongoing production of statistics and research, Statistics Norway also has the following three goals for 2013:

- Continue projects and plans already underway
- Adopt a long-term approach to efficiency improvements and skills development
- Maintain a tight budget throughout the year

Work already underway will be completed and implemented in order to reap the benefits of new systems and standardised solutions. In 2013, more focus will be placed on consolidation as opposed to initiating new resource-intensive measures. The work on statutory assignments will continue, such as electronic integration with respondents, users and other statistics producers, coordinated data collection aimed at facilitating re-use of data and thereby reducing the response burden, as well as EDAG (electronic dialogue with employers).

A large portion of Statistics Norway's budget is spent on salaries. The budget situation necessitates a reduction in the number of employees in 2013, and cuts to the workforce may also be necessary in the years ahead. Some areas will require fewer resources than before, while others may require more. A staffing and skills plan will therefore be drawn up in order to meet the need for change. More emphasis needs to be placed on rotation among employees and flexibility throughout the organisation. Reduced staffing levels will be covered through natural wastage as far as possible.

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

- Timeliness is measured as the number of weeks after the end of the observation period.
Monthly statistics – 3.2 weeks or less
Quarterly statistics – maximum of 8 weeks
Annual statistics – less than 37.2 weeks
- Punctuality measures deviations from pre-announced publishing dates.
The deviation should be less than 10 per cent.
- Goals for response rates
Surveys with a requirement to respond: minimum of 96 per cent
Voluntary surveys: more than 74 per cent
- Goal for response burden
The total response burden shall be less than 100 man-years for surveys aimed at industry.
- Goal for electronic reporting
The share of electronic reporting shall be higher than 77 per cent.

- Development tasks* All parts of the organisation are undertaking major development tasks and many of the initiatives are spread over a number of years. Key goals in 2013 are:
- **Improving user satisfaction**
Statistics Norway attaches a great deal of importance to user satisfaction. In order to improve user satisfaction, Statistics Norway needs to find a better way to measure the satisfaction among different user groups. Various measuring methods will therefore be explored, including systemised feedback in connection with all externally-financed assignments.
 - **Launching the new ssb.no.**
The new ssb.no project will be completed and the new solution will be launched. Before this can happen, the acceptance requirements must be met, the content must be quality assured and routines, organisation and expertise must all be in place. The daily production and publishing of content on the website within the existing information architecture will then be secured.
 - **Better and quicker dissemination of micro data**
The demand for micro data for use in research is high, and the time it takes to supply the data is too long. In order to reduce this time and to streamline the work a new division will be created on 1 January 2013 for the supply of micro data.
 - **Conclude the Population and housing census**
Statistics on households and families, housing, activity status, employment and education, commuting and income will be published in 2013. Report will also be submitted to Eurostat and extensive quality reports will be compiled.
 - **Register cooperation**
A template has been developed for agreements on supplying data to Statistics Norway and a cooperation on the quality of administrative data with register owners. Efforts to establish agreements have started with register owners/cooperation partners in the Statistics Council. A total of 24 agencies supply 77 registers to Statistics Norway. The goal for 2013 is to establish 15 new cooperation agreements with suppliers of administrative registers.
 - **Non-response**
Statistics Norway aims to reduce the non-response rate in interview surveys by reducing the non-response due to non-contact in government assignments and also by stabilising other non-responses.
 - **EDAG**
Electronic dialogue with employers is a major project being undertaken in Statistics Norway during the period 2013-2015, and is aimed at both labour market statistics and wage statistics. The project entails developing a system for receiving large data sets, pre-systems for automatic controls and automated revisions and selection methods for more effective manual revisions.
 - **Main revision of the national accounts**
The purpose of the main revision is to incorporate the revised international standards for the national accounts; i.e. the UN standard (2008 SNA) and the EU standard (ESA 2010). In line with EU requirements, the revised national accounts will be published in autumn 2014. New balance of payments regulations from the EU will also be implemented, which include extended statistics on international trade of services, international investment position, direct investments and structural statistics for multinational enterprises. A new and more extensive table programme will also be implemented as part of the EU regulations.
 - **The KOPP project (client and security upgrade)**
New security architecture will be established in 2013 in order to separate the zone where the production data is processed from the zones where computers, administrative systems, e-mail and Internet access are processed. The project also aims to facilitate the use of new, updated administrative tools. The plan is for the

majority of this work to be completed in 2013, and for all the necessary technical work to be completed prior to the relocation of Statistics Norway in 2014.

- The Lean project

The Lean project was established in 2012. Improvement projects are being carried out with support from consultants, with the aim of achieving specific improvements. The project also provides training for Lean-advisers and project participants. Six projects were initiated in autumn 2012 in addition to three pilot projects that have now been concluded. Various projects with Statistics Norway's own Lean-advisers will gradually be initiated. The organisation of the project will be reviewed and adapted in line with the new tool for project management in Statistics Norway.

- Effective project execution

In order to execute projects more effectively within acceptable time frames and cost constraints, Statistics Norway will adopt new planning and project management systems.

- Planning the move of offices in Oslo

A relocation project has been established to deal with the developer's building design solutions, including the preparation of floor plans and processes relating to room allocation and the layout of the building. The relocation will be planned and quality assured in detail in 2013 in order to ensure a seamless transition from project to operation of the building in 2014.

- International activity

One of the main goals for the international statistical cooperation is greater comparability between the statistics. The EU's statistics programme is becoming increasingly more extensive, and new and more stringent requirements are constantly being imposed on the content, scope and quality of statistics. New statistics therefore need to be developed or existing statistics must be adapted on an ongoing basis. This will influence the focus of our activities.

1.4. Risk assessments 2013

Risk assessments are presented in a separate publication. The following areas have been selected:

- Production of statistics overall
- IT
- Financial management, including purchasing
- Security
- The move of offices in Oslo
- Financial statistics

Risk assessments for the following projects are given in the project documentation:

- The new ssb.no
- EDAG
- FDM/SMIE

In accordance with the new framework for project and portfolio management, risk assessment will form part of the planning and follow-up of all projects.

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

2. Initiatives and priorities

2.1. Statistics reflect society

2.1.1. Social and population statistics

The work in this area entails developing current statistics, carrying out analyses and implementing projects relating to population, voting, health, care services, living conditions, social security, legal matters, culture and education.

The demand for extended and new statistics and analyses within social and population statistics is growing both in Norway and internationally. The timeliness and quality of current statistics shall be maintained and improved by providing extended statistics, publishing new statistics in relevant areas and increasing the number of analyses through articles to *Samfunnspeilet* and the publication series *Statistical Analyses* and *Reports*. Performing analyses also adds to the expertise of personnel, thereby improving the quality of the current statistics.

Results from various major surveys and projects will be published in 2013:

<i>Population and housing census 2011</i>	The first key figures were published in June 2012. Statistics on households and families, housing, activity status, employment and education, commuting and income will be published in spring 2013. Reporting will also be submitted to Eurostat and extensive quality reports will be compiled in 2013.
<i>Education completed abroad</i>	The first data collection has been completed with a response rate of almost 72 per cent. The results were integrated into the current education statistics, which were published in June 2013. A supplementary data collection was carried out in autumn 2012 for immigrants arriving in Norway after the first survey. This will be 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 process closely so that it can use this register information in official statistics.
<i>PIAAC</i>	The data collection for PIAAC (Programme for International Assessment of Adult Competencies) was completed in 2012. The target of 5 000 interviews was achieved. Data has been sent to the international consortium. Results will be published in autumn 2013.
<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 will be 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 evaluated in 2013 and used in the planning of a new survey.
<i>Health survey</i>	The Health survey was conducted in autumn 2012 and the results are set to be published in 2013. Statistics Norway aims to harmonise this survey with Eurostat's EHIS survey. EHIS is subject to its own EU regulations, and data is expected to be collected in 2014.
<i>Survey on adult learning (AES)</i>	This survey was conducted in 2012. The results will be published in the first half of 2013.
<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. Ongoing work entails FHI taking over technical operation of the registry from summer 2013 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 work will also entail a clarification of roles in the production of statistics and the warrant for linking data.

Accidents at work and occupational illnesses

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.

Linking the health register

Statistics Norway would like to develop statistics based on data from the Norwegian patient register (NPR) juxtaposed with data from Statistics Norway. This will provide society with 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.

Harmonised dwelling and household statistics

Following the publication of household and dwelling statistics in the Population and housing census 2011, a project was initiated to continue the efforts to harmonise household and dwelling populations. The aim is to establish a data basis that is common to all register-based dwelling and household statistics in Statistics Norway. This entails improving the consistency between dwellings and households and incorporating actual addresses for relevant groups. As previously, improvements are needed in the data in the source registers and the methods used in Statistics Norway need to be developed.

Reorganisation

Several statistics will undergo a reorganisation or review of production routines with a view to streamlining work processes and improving quality. This applies to statistics on child welfare, family protection, prisons and the specialist health services, plus others. The reorganisation of the child welfare statistics requires new IT solutions to be developed, and these must be coordinated with the general IT development in relation to changes in ISEE etc.

EDAG is the main focus in 2013

2.1.2. Statistics on work, income and wages

Electronic dialogue with employers (EDAG) will be the main area of focus for the period 2013-2015, both for the labour market statistics and wage statistics. The project entails devising a system for receiving large data sets, pre-systems for automatic controls, automated revisions and selection methods for more effective manual revisions. It is important to ensure that metadata is valid at all stages and during all processes. A new database solution needs to be devised in order to secure delivery through specialised systems and deliveries to other key users, such as the structural statistics and national accounts. The database solution must also serve deliveries of micro data to researchers. The project will improve quality and timeliness and could pave the way for new products.

Role of the Labour force survey

Due in part to the EDAG project, a review will be undertaken of the role of the Labour force survey in the business cycle and structural statistics for the labour market. Monthly deliveries of data through EDAG may change the Labour force survey's role as a main source to a supplementary source for current employment statistics. The Labour force survey will continue to be central to international reporting and comparisons of labour market data and for measuring unemployment trends. The Labour force survey is also important as a checkpoint for the quality of EDAG data.

New presentation for employment statistics

In the labour market area, a review will be undertaken of the employment statistics in order to adapt the publication to changes resulting from the new pension arrangements. Priority will be given to publishing data with a focus on gross flows in the labour market.

<i>Labour force costs</i>	The four-yearly labour force cost survey will be conducted in 2013. A systematic review of the correlation between the labour force cost indices and the labour force cost survey will also be carried out. Discussions will also be initiated on how EDAG data can provide a better basis for creating the labour force cost indices.
<i>Tax statistics</i>	Tax statistics for personal taxpayers were produced in the first half of 2012. These were based on wage items from the first overview of assessed taxes in the spring. Consideration is being given to whether and to what degree it would be appropriate to use the sampling technique to also prioritise the Directorate of Taxes' revision of the assessment for capital income with a view to producing a preliminary version of the tax statistics at an earlier date.
<i>Income and wealth statistics</i>	The timeliness of the income statistics was improved by three months in 2012. Efforts to correlate the housing income and housing stock with the income and wealth statistics will be given priority, with the intention of publishing the resulting statistics in 2013. In 2013, priority will be given to obtaining an overview of a possible data basis in order to obtain complete figures for occupational pensions and occupational pension wealth in both the public and private sectors. This requires close communication with insurance companies in order to clarify the basis for a complete set of statistics that cover local authorities, central government and the private sector.
<i>Prices</i>	<p>Efficiency gains can be achieved through closer harmonisation of the data basis for the Consumer price index (CPI) and the Purchasing power parities (PPP), particularly through harmonisation of the establishment samples and in the use of the bar code data in the PPP.</p> <p>Three major projects funded by Eurostat within the area of Harmonised index of consumer prices (HICP) and the new COICOP (Classification of Individual Consumption according to Purpose) by Eurostat will be continued in 2013. The benefits of harmonisation here and in the CPI are central. Efforts to improve price indices for the export and import markets and the phasing out of UHVP (External merchandise trade - value and prices) are ongoing. A review will be undertaken of the publishing routines for the Producer price index (PPI) and the Price index of first-hand domestic sales (PIF). Priority will also be given to improving the efficiency of the data collection, and the implementation of new establishments in the CPI needs to be modernised.</p>
<i>New international guidelines – main revision 2014</i>	<p>2.1.3. National accounts, prices and financial statistics</p> <p>New international guidelines are to be introduced in the national and financial accounts and in the balance of payments, including the international investment position, direct investments and international trade of services. These statutory guidelines are to be implemented in the EU and EEA countries in autumn 2014, which means there will be a new main revision of the national accounts' long time series. Both of the regulations include requirements for improved timeliness, increased frequency and more specifications.</p>
<i>One main project and ten sub-projects</i>	Work is in progress and is organised as a main project with ten sub-projects. As part of the main revision, the Research department will do a model calculation of the <i>pension liabilities</i> for unfunded pension schemes such as National Insurance and the Norwegian Public Service Pension Fund in accordance with a new table. The Department of industry statistics will be involved in preparing data for <i>research and development</i> . These costs will be capitalised and integrated into the core accounts, and used in connection with projects on <i>global production</i> . In the latter area, methods to ensure that we only include the Norwegian part of the production for companies that operate globally (including multinationals) need to be established. The outsourced production abroad and the identification and treatment of processing in the real accounts presents a variety of challenges. The

new *Consumption survey* from 2012 is to be incorporated into the national accounts.

Other changes include:

- Adoption of the new institutional sector classification in the national accounts' income and financial accounts in autumn 2014.
- All parts of the institutional national accounts (the income and financial accounts, balance of payments and international investment position) are to be harmonised, with special focus on the household sector. As a follow-up by the Stiglitz Commission, further work will be undertaken on micro-macro links for the household sector in relation to, for example, consumption, income and wealth.
- General government will be expanded, and reporting will be more extensive in areas where the public sector is involved.
- The requirements for the capital calculations (real capital and intangible assets) will be more stringent.
- Other wealth figures in the national accounts and balance of payments must also be improved, partly by establishing new quarterly statistics for the international investment position (IIP). Statistics need to be prepared for financial derivatives, and methods for valuations of shares that are not listed must be developed etc.
- The statistics on direct investment both in Norway and abroad need to be prepared according to gross receivables and liabilities (new) and an extended directional principle.
- Changes will be made to guiding principles for military acquisitions, and new methods will be introduced for estimating life and non-life insurance in current and fixed prices.

In order to meet the new requirements, improvements need to be made to the data basis for non-profit organisations (to be distinguished from the household sector), and there needs to be access to more accounts data for the non-financial enterprise sector and the new financial enterprises. The data sources and methods for the sector *Abroad* need to be coordinated in order to ensure a greater degree of consistency between the different sub-statistics.

Extensions of the structural regulations

The enterprise statistics and statistics on boards, management and ownership in industry need to be developed in order to meet the new requirements of the Regulation of the European Parliament and of the Council on structural statistics. New requirements are also being developed for internationally comparable statistics in the areas employer enterprises and innovative 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). Efforts to transform the supervisory and statistical reporting on the financial market into a fully integrated IFRS for financial institutions need to be initiated. Meanwhile, more frequent and more relevant interest rate statistics are planned. Solvency II rules for insurance companies are expected to be implemented in Norwegian regulations for the fiscal year 2013, and the implications for insurance reporting are to be clarified in cooperation with the Financial Supervisory Authority of Norway. The new requirements also apply to the securities statistics.

Efficiency improvement measures

Focus will be placed on improving the efficiency in work processes by developing and re-using common framework solutions. Common solutions for preparing and receiving data will be implemented as soon as they are available, and the top priority is to replace Excel and IDUN-based solutions that are currently used for transactions abroad (to the transactions abroad database). Another major improvement is the new IT solution, which includes a preparation solution for the external trade of goods. Where statistics have a large data set, 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. An analysis environment needs to be established for the other external statistics, and the aim is to re-use IT solutions that are established in connection with the EDAG project.

The cooperation between the national accounts and financial accounts on the one hand and the environments that compile data input to these systems will be strengthened in order to ensure coordination and improve data quality both in the source statistics and the macro statistics.

A multidisciplinary Lean project will be carried out within ocean transport, where one of the main objectives is to ensure consistency in Statistics Norway's price and volume sizes.

2.1.4. Statistics on the public sector

Kostra The efforts to coordinate technical routines in Kostra with general IT routines in Statistics Norway have been completed for the most part. It has been decided not to transfer data in Kostra to the Altinn II solution for the moment. The focus on municipal units will continue in order to increase the comparability of the key figures.

StatRes The funding from the Ministry of Government Administration, Reform and Church Affairs ran out in 2012 and Statistics Norway is continuing the existing statistics under government assignments. Any further development of statistics on public administration will be funded by respondents.

2.1.5. Industry statistics

Agricultural survey A project aimed at improving the quality of the agricultural survey was initiated in 2012. The survey rotates topics, and in 2013 the main topic is labour. A review of the survey's methodology is being undertaken in order to ensure better consistency with the agricultural survey's measurement of labour in the agricultural survey of 2010.

Dwelling statistics Efforts will be made to expand the dwelling statistics through the use of data from the register base (Matrikkelen) on the disposal of dwellings due to demolition and fire etc., and by changing the number of dwellings as a result of restructuring and change of use (such as new dwellings being created due to the conversion of industrial space to residential space). This expansion of the statistics will make dwelling accounts more complete and show the development in the levels, acquisitions and sales of dwellings in Norway.

Price statistics for cabins/holiday homes In 2013, Statistics Norway will consider the potential for developing a value estimation model that provides estimated market values for cabins/holiday homes in the same way as is currently the case for dwellings and business premises. This model could subsequently be used as a basis for developing price statistics for holiday homes.

Tourism A new Regulation of the European Council on tourism (the travel survey) extends the reporting requirement to Eurostat. In 2012, units and systems were mapped in order to include data for these. The smaller units will be included in the reporting to Eurostat in June 2013.

Better utilisation of the functionality in framework solutions Further adaptation to framework solutions and common systems will be a priority area in 2013. The first step is to transfer the surveys that have not yet been transferred to ISEE (Integrated System for Editing and Estimating), and the second step is to develop an alternative production system so that the functionality that is and will be available in ISEE is fully exploited. Several of the changes will be implemented in close cooperation with both the methodology and IT experts, and some ISEE adaptations may be necessary.

A project was initiated in 2012 aimed at improving the turnover statistics based on the Directorate of Taxes' VAT register. The aim is to clarify user needs and establish a common production system that is based on best practice. As an extension of this work, ISEE Driller and other framework solutions will be used for the turnover statistics in 2013.

R&D statistics Following up the efforts to consider improvements in R&D forms and a potential splitting of the R&D and innovation survey by conducting a separate full-scale innovation survey for 2014 are top priorities. Data for research and development will be prepared in order to form a basis for capitalisation of the national accounts.

More effective editing With regard to editing, it is important that a routine is in place to review the large, complex and determining units. The less critical units can be edited in a more summary manner, alternatively in routines for automatic alignment. It is particularly in the structural statistics that the degree of automatic editing has increased. Streamlining the micro revision can free up time that can be spent on better managing data deliveries to the national accounts. How the less critical units can be edited in a more summary manner has not yet been resolved, although an obvious goal must be to achieve more automatic alignment for all industries, and to introduce further limits in the controls.

2.1.6. Energy, environmental and resource statistics

Harmonisation of accounts A key project for the energy and environmental area is to progress the harmonisation of the energy accounts, environmental accounts and national accounts. This also applies to the harmonisation of the oil and gas statistics. Organisational changes may be necessary in both of these areas in order to improve the harmonisation between the structural statistics, external trade statistics and national accounts.

Land statistics In 2012, a standard for land classification was established, which has paved the way for more frequent and higher quality publications of land statistics. The organisation of land statistics for analysis purposes can also be improved. Statistics Norway plans to apply for external funding for the project, which will cover the preparation and execution of analyses comparing planning data from the planning register with land use statistics, land use in areas outside urban areas (LNFR sites), densification of urban areas, irreversible sales of cultivated land, acquisition of new cultivated land and land use in areas that are prone to floods and landslides. A quality check of the waste accounts will also be carried out.

Energy and the environment The work within energy and the environment was reorganised in 2011 in order to give a more holistic perspective of energy and emission statistics with regard to quality, expertise and efficiency. The quality and timeliness of the statistics products will be maintained or improved, and the scope of some products will be assessed. This applies to municipal energy and environmental statistics, and statistics on environmental investments and international cooperation, plus others. The assessments will place a large focus on quality and the response burden.

New EU regulations in this area represent major challenges. Neither Statistics Norway nor the business sector has a satisfactory data basis to comply with the regulations. Establishing statistics as provided for in the regulations will require innovative thinking and new methodologies, without increasing the response burden to industry.

2.1.7. Svalbard statistics

The work on describing social development on Svalbard, including the environmental situation, continues. National statistics by region will include Svalbard as a separate region where it is natural to do so, and separate surveys will be conducted for Svalbard. New statistics on the public sector on Svalbard were established in 2012. In 2013, statistics on commercial activity, population, prices,

travel and communication, as well as the public sector will be continued. More statistics will also be published relating to the environment and further work will be carried out on R&D statistics. In addition, a new consumption survey for Svalbard will be published in 2013.

2.2. Research of high quality

The research activity has three overarching goals:

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

The activity is aimed at contributing to the research community, providing higher quality statistics and producing an analysis tool and results for use by public bodies and the general public. The Research department's ambition is to be a leading applied research environment in selected areas within social economics, demography and living conditions. The research standard will remain at a high international level.

Tax analyses, public sector economy and micro econometric analyses

The tax and pension models will be updated and developed further in 2013. Within the LOTTE system, the national insurance module will be implemented in 2013, and the LOTTE model will be updated with a new basis much earlier in the year than previously. Public sector pensions have now been incorporated into MOSART. A large project funded by the Research Council of Norway on evaluating the pension reform is in its initial phase. The service to the administration and parties at Storting will continue with 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. Micro economic research gives an insight into the behaviour of individuals and households, including how they respond to changes in framework conditions such as taxes and public sector initiatives. These results are also used in all of the models. How immigrants adapt to the labour market and the effect of immigrants on the labour market are studied using micro data. Other prioritised areas include education choices, factors that affect the influx to the social security system and intergenerational correlations.

Tax research is a field with a long history in Statistics Norway. The work will be escalated in 2013 through two major projects funded by the Research Council of Norway. The tax research will also benefit from Statistics Norway's participation in a centre for research into tax economics at the University of Oslo together with the Ragnar Frisch Centre for Economic Research and the Department of Economics.

Research related to local government finances will be escalated in 2013 with the appointment of a postgraduate student funded by the Ministry of Local Government and Regional Development and by stepping up the cooperation with other research environments within local government finances, including NTNU.

Resource and environmental economics

Studies of the effects of agreements and use of policy instruments in the environment and energy policy are given priority, together with analyses of the impact of technology choices on emissions and the environment. Models for energy markets are being maintained and developed. The work on a new equilibrium model, which is initially being developed for environmental economics analyses, started in 2012 and will continue in 2013. The cooperation with the Frisch Centre and the University of Oslo through the Oslo Centre for Research on

Environmentally friendly Energy (CREE) is being further developed, and extensive project cooperation is planned for 2013 and the years ahead.

Macro economic analyses The work on economic cycle analysis is a key part of Statistics Norway's research activity. In 2013, corresponding activity in other countries will be examined, for example at the National Institute of Economic Research in Sweden. Micro-based analyses of consumption and savings behaviour, housing investments and debt/financial wealth will also be initiated in order to elucidate the macro correlations that are observed.

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 fluctuations in immigration. Efforts to make immigration endogenic in the macro models continue, whereby more account is being taken of how changing economic trends affect immigration and how this in turn impacts the Norwegian economy, for example through the composition of wages. The provision of model services to the administration and Storting is continuing. Long-term studies of the correlation between demography, central government finances and economic development are also ongoing.

Population analyses and research on living conditions Research that is relevant to the population projections will be given priority, and the link between the research and the projections will be strengthened. This particularly applies to analyses of factors that affect migration and the potential consequences for future developments in the population. Analyses of immigration and links to economic driving forces are a priority, and the analyses of immigration and of the immigrants' demographic behaviour subsequent to immigration (fertility, mortality, moving within Norway, emigration and re-immigration) will be escalated. The interplay between population trends and living conditions is being studied, and studies based on Statistics Norway's micro data are being carried out on social disparities in living conditions. Consideration is being given to whether population projections should be published every two years.

2.3. Satisfied users and motivated respondents

2.3.1. Satisfied users

Reorganisation to be implemented The Department of communications is organising the work on discussions with other parties on Statistics Norway's strategic positioning. This reorientation entails the Department of communications making a more active contribution to profiling and positioning Statistics Norway as a leading and credible supplier of facts in society.

Launching and commissioning of the new ssb.no The new ssb.no project will be concluded and the new website will be made operational. The acceptance requirements will be met, the content will be quality assured, and routines, organisation and expertise will be in place.

Once the new ssb.no is operational, the daily production and publication of content on the website within the existing information architecture will be secured. In addition to securing the daily production, work will be undertaken on fault correction and improvements will be documented and prioritised.

A user survey will be conducted of the new ssb.no in the second half of 2013 if this can be done without affecting the daily operation.

Table builder and StatBank The table builder will be used in the daily operation. The new ssb.no entails new and more stringent requirements for the quality of StatBank. The main emphasis will therefore be on the management of StatBank, giving advice to the statistics divisions and quality assuring the content. One of Statistics Norway's goals in this area is to improve the quality of content in tables and metadata in StatBank.

<i>Review of printed publications</i>	A strategic review will be initiated of the scope and organisation of printed publications in Statistics Norway. This particularly applies to flagship publications such as the <i>Statistical yearbook of Norway</i> and the <i>This is</i> publications. A plan will be drawn up for this work.
<i>Population of Norway 1814-2014</i>	In connection with the marking of the 200th anniversary of the Constitution of Norway in 2014, Statistics Norway will publish <i>Norges befolkning 1814-2014</i> , describing the population trends over the past 200 years. The book will also be published on Statistics Norway's website. The final draft of the book will be ready to print in 2013. The demographic change will form the framework for the publication, which will have numerous links to other statistics highlighting key changes. The project will also review the electoral system.
<i>Work remaining after the digitisation and discarding projects</i>	Two major projects were carried out and completed in 2012; the five-yearly digitisation project and the two-yearly discarding project. The digitisation of Statistics Norway's 20 400 publications through the years up to 2000, and the discarding and handover of around 100 000 publications from the physical collection in the library, which held 180 000 publications, is now complete. However, crucial work still needs to be done in both projects, and this work will be incorporated into the daily operation in 2013. The aim is for Statistics Norway's own publications to be easily accessible on the new ssb.no and available via search engines. The library's physical collection must be relevant and accessible to the users, but only as a minor part of a growing trend towards a digital library.
<i>Micro data for research</i>	<p>Demand is high for micro data for use in research. This applies to linked micro data from administrative registers as well as individual data from Statistics Norway's interview surveys. Statistics Norway has gradually improved researchers' access to data. One initiative has been to make the researchers more aware of the processing tasks by means of a dedicated page on the new ssb.no.</p> <p>A new division is being established for the supply of micro data in order to streamline the work. More effective organisation can enable a closer concordance between costs and revenues in the assignment part of this activity. One of the aims here is to reduce the delivery time for disseminating micro data to researchers. Various factors affect the delivery time, including approval requirements, where Statistics Norway is dependent on external authorities. The Research Council of Norway has granted funds for a project where the objective is to facilitate anonymous access to de-identified micro data for researchers (RAIRD). The project is being carried out in cooperation with the Norwegian Social Science Data Services (NSD) and will be implemented in full after five years.</p>
	<p>2.3.2. Data collection and statistical methods</p>
<i>More formal contact with register owners</i>	In 2013, Statistics Norway is set to establish 15 new agreements for the supply of data to Statistics Norway and cooperation with relevant register owners on the quality of administrative data. Further details are given in Section 2.4.1.
<i>Measuring the quality of population registers</i>	The population administration is to establish quality indicators for the population registers that show the development of quality in the registers over time. The indicators will measure accuracy, degree of completeness and integratability. The current solution for Statistics Norway's land registry (Matrikkelen) needs to be optimised in order to safeguard the necessary quality and to save resources used to input and extract data. Through this work, Statistics Norway will consider a modernisation of Statistics Norway's land registry.
<i>Harmonisation of samples</i>	In order to keep the sample sizes at an acceptably low level, and to achieve the goal of rolling samples to enable as many respondents as possible to escape the burden of response, the addresses in all samples from establishments and enterprises, individuals and households are to be harmonised. In 2013, Statistics Norway aims to adopt methodical principles for transparency, fairness and predictability in the

sampling in all sample surveys. One common application for drawing samples in surveys on individuals and households will be explored. A new sample plan for such surveys will also be implemented.

<i>Transition to Altinn and use of common framework solutions</i>	In connection with the transition to Altinn II, improvements will be made to Statistics Norway's data collection. In 2013, the rate of conversion from IDUN to Altinn will be substantially increased in Statistics Norway. Statistics Norway will review the remaining IDUN forms with the aim of putting the new Altinn II solutions into production in 2014. The transition to Altinn II is underpinned by a range of framework solutions for facilitating and following up the data collection. Work will be undertaken to ensure that the framework solutions are adopted in full and that the standardisation initiatives are followed up. Use of paper in the data collection is to be kept to a minimum, with the focus on reducing paper in the data collection for short-term statistics.
<i>Further development of joint data receipt</i>	Efforts to establish joint data receipt in Statistics Norway will continue in 2013. An important guideline for further development is the receipt of EDAG data. The greatest challenge will be managing large data sets. Another key area is replacing the current receipt arrangement in order to reduce costs and free up IT resources. In addition, work on the development of Statistics Norway's domain area in the common public metadata system SERES will be intensified.
<i>Considering alternatives to Altinn</i>	In 2013, Statistics Norway will consider an alternative data collection portal to Altinn for self-administered surveys aimed at individuals and households where the collection methods include interviews. The project will explore whether Statistics Norway's current tools, such as KOSTRA and Blaise IS, can be used, and other tools will be considered. Statistics Norway will also evaluate other data collection solutions as an alternative to form-based delivery for individual and repeat reports from establishments and enterprises.
<i>Voluntary surveys</i>	In 2013, Statistics Norway is to develop new initiatives aimed at increasing the participation in critical groups. Statistics Norway will also conclude a project to develop standardised methods aimed at correcting for the effect of non-response, and start implementation. In order to counteract the effect of non-response, priority will be given to developing a database containing information on the actual data collection and non-response profiles. The interview activity will develop a tracking system for use in internal registers, such as the Norwegian State Educational Loan Fund (Lånekassen), in order to increase the success rate in the contact work.
<i>Measuring the response burden</i>	Statistics Norway will take systematic measurements of the response burden by means of a common standard. The standard covers the measuring of the actual response burden (time). The perceived response burden (problems) will be examined using supplementary measurements.
<i>Developing the interview organisation</i>	Organisation of the interview activity will be evaluated with regard to the future need for central and local interviewers.
<i>Response and advisory service</i>	The response and advisory service will be developed with the aim of reducing the number of enquiries. The advisory service offered to respondents will be via the new ssb.no. Logs and experiences from the response service will be used to improve the data collection as regards advance information to respondents and reporting tools. One of the focus areas is the systematic follow-up of different groups of respondents, such as large enterprises.
<i>User testing activity</i>	The requirements for documented quality improvements or cost reductions will dictate the prioritisation of which surveys should be user tested.

2.3.3. Statistical methods

The ongoing demand for methodology assistance from the different divisions will be met. Assistance will also be given in several major multi-discipline projects in Statistics Norway.

The key focus areas in 2013 are:

- Statistical methods for describing and assessing the quality in registers/register-based statistics, e.g. in EDAG
- Development of ISEE, with special emphasis on selective editing, including effective editing of large data sets (EDAG)
- Harmonisation and standardisation of the drawing of samples and assessing sample sizes
- Development and implementation of methods for non-response management and correction
- Population and housing census 2011. Measuring quality and confidentiality.

2.4. Cooperation for better statistics

2.4.1. National cooperation

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

Statistics Council

The Statistics Council is an instrument for coordinating the production of Norwegian official statistics in order to safeguard and improve their quality. The Council encompasses 25 statistics producers and important register owners. New EU directives also impose requirements on statistics producers other than Statistics Norway.

A more formalised cooperation was initiated in 2012 with register owners to safeguard the quality of registers that are used in the statistics production. This entails new cooperation agreements, initially with those represented in the Statistics Council. Around half of the members of the Council own registers that are used in Statistics Norway's statistics production.

Register cooperation

A template has been created for agreements on supplying data to Statistics Norway and cooperations to safeguard the quality of administrative data with register owners. The work to establish agreements started with register owners in the Statistics Council. A total of 24 agencies supply 77 registers to Statistics Norway. The target for 2013 is to establish 15 new cooperation agreements with suppliers of administrative registers.

In addition Statistics Norway (SN) is using four administrative registers as base registers for the production of statistics. The base registers are:

- The Central Coordinating Register for Legal Entities (CCRLE)
- The Cadastre (Ground properties, addresses, buildings and dwellings)
- The Central Population Register (CPR)
- The Register on Employers and Employees

There is also cooperation in the following areas

- The SKATE cooperation (management and coordination of services in e-administration), overarching matters in the register cooperation/requirements for joint solutions
- Cooperation with Altinn
- Cooperation forum for the Central Coordinating Register for Legal Entities with owners of associated registers and the Norwegian Mapping Authority
- Norway Digital and sub-groups

- Ongoing cooperation between register owners and statistics divisions
- Ad-hoc cooperation in connection with development projects etc.

Data processing agreements Data collection from financial enterprises is a cooperation between the Financial Supervisory Authority of Norway, the Central Bank of Norway and Statistics Norway. Statistics Norway is responsible for collecting supervisory and accounting information for all types of financial enterprises, and for common database solutions.

Statistics Norway also processes data in a number of other areas for other government agencies, e.g. in Kostra. Statistics Norway currently has a data processing agreement with the Ministry of Health and Care Services.

e-administration - Altinn and SERES Statistics Norway's participation in the e-administration cooperation continues. More extensive and clearer requirements for integration internally in the administration are expected, and Statistics Norway is to continue its efforts to adapt its own data processing and IT architecture to the general requirements for the public sector. Statistics Norway participates in the cooperation forum SKATE, where strategic challenges in ICT and e-administration are discussed.

2.4.2. International statistical cooperation

Statistics Norway is an active participant in the international statistical cooperation. This includes work on the preparation, execution and follow-up of both the ongoing work and more time-limited assignments. Statistics Norway is chairing the EFTA cooperation on statistics for a two-year period until October 2013.

The response to the financial crisis experienced in many EU countries is driving the fast pace in developments in the European Statistical System (ESS), which is headed by the European Commission and Eurostat. There is a growing need for more statistics on new and existing areas and more stringent quality requirements. Eurostat has restructured the organisation and management of ESS. Part of this work entails creating director groups that will prepare the cases before they go to the ESS Committee to a greater extent than previously. This requires more coordination and assistance internally in Statistics Norway and in relation to other Norwegian members of the ESS.

Peer review A new peer review will be undertaken based on the revised guidelines for European statistics (Code of Practice) in 2014. The scope of these reviews is still to be determined, but Statistics Norway is part of a task force that will develop methodology and plan for this. Statistics Norway's statistics system (organisation and quality of product and processes) will be evaluated.

The internal work in 2013 will strengthen the coordination in this area in order to ensure early detection of issues that can impact Statistics Norway. This will ensure more uniform processing and increase the potential to exert influence at an earlier stage in the processes. Technical cooperation and training within the frameworks of the EEA/EFTA will also be followed up, and a course on international work will be held.

Other international cooperation

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

UN - Statistical Commission (UNSC) Statistics Norway is representing Norway in the UN's Statistical Commission for a four-year period until 2013. Statistics Norway attends the annual meeting.

Statistics Norway also takes part in the annual United Nation's Conference of European Statisticians (CES) and the OECD's Committee of Statistics (CSTAT).

Study visits Statistics Norway has study visits from national statistics offices throughout the world every year.

Nordic cooperation

Statistics Norway is chairing the Nordic cooperation in 2013, which entails responsibility for a number of Nordic meetings and other Nordic coordination. The work in 2013 will primarily consist of arranging the Nordic statistics conference in Bergen to be held from 14 to 16 August 2013.

In association with the statistician meeting, the Nordic chief statistician meeting will be held in Rosendal. This meeting is held every three years, and has a larger participation than the annual chief statistician meetings. The Nordic chief statisticians also meet in connection with EEA meetings.

2.4.3. International development cooperation

Statistics Norway's international development cooperation has three main objectives:

- Helping developing countries to develop and strengthen their national statistical systems
- Helping to ensure that Norwegian aid and foreign aid policy are, to an increasing extent, based on fact-based knowledge of our development partner countries
- Helping to ensure that Statistics Norway as an active player in the global statistics community is well informed about statistics production in developing countries and the needs, opportunities and expertise for their national statistics offices.

Statistics Norway's strategy for achieving these objectives is as follows:

- Continue the long-term institution cooperation with partner countries that are a high priority for the Norwegian authorities within foreign affairs and development cooperation
- Contribute to the global professional development within selected niches/specialist areas where Statistics Norway has comparative advantages
- Contribute to active use of national statistics in the partner countries and in Norwegian aid environments by complementing statistics published internationally
- Consolidate the support work in the different sections of Statistics Norway

Statistics Norway is currently reviewing this strategy and aims to document this in a separate strategy memo in the first quarter of 2013. The scope and organisation of the activity will also be reviewed.

2.5. Quality at every stage

2.5.1. The quality work

Continuous improvement - Lean

The Lean work started at the end of 2011, and was established in 2012. The plan is now to consolidate Lean in the organisation in 2013. Lean has a long-term focus, but in 2013 Statistics Norway plans to benefit from the efforts that are now being put into improvement processes.

Improvement projects are underway with consultant support, which in addition to making specific improvements, are being used to train a Lean advisers and project participants. 6 projects were initiated in autumn 2013, and 8 have been completed. A number of projects with Statistics Norway's own advisers are planned.

<i>Better use of expertise</i>	<p>A system will be implemented to assist departments and divisions to identify solutions to the long-term expertise and capacity challenges in the units. This will be based on:</p> <ul style="list-style-type: none"> • Development of the statistics production – national and international demand • Technological development and expected changes in working methods and resource requirements • Need for new and different expertise • Changes in Statistics Norway's staffing – natural wastage, turnover and rotation of positions <p>In order to set a common direction in the development, departments and divisions will analyse the expected development in their own area, their need for expertise, staffing changes as a result of technological developments, and natural wastage.</p>
<i>Project and portfolio management</i>	<p>In 2012, work was carried out in Statistics Norway to improve its own systems and routines for project and portfolio management based on frameworks for best practice from the Cabinet Office in the UK. The aim is to facilitate systematic management of individual projects and project portfolios, in order to ensure that the correct projects are initiated and that the projects are completed with the scheduled delivery at the right time and using the planned resources. Statistics Norway will implement the new systems and routines in the organisation in 2013, partly through the creation of a portfolio office and testing of the framework in selected pilot projects.</p>
<i>Quality controls</i>	<p>A quality review of a total of 18 statistics in 2011 and 2012 has resulted in a series of improvement proposals, which are now being followed up. The experiences from the reviews will be examined, also with regard to new reviews and the ongoing improvement work using Lean techniques, which have also been used in these reviews.</p>
<i>Security and emergency preparedness</i>	<p>Statistics Norway has a well established system for security and emergency preparedness. A dedicated security team has been formed, which is headed by a security adviser who is responsible for the overall security. In addition, the different security areas, such as IT security and building security, are also the responsibility of individual departments.</p> <p>New requirements for security and emergency preparedness are expected from the central authorities. Work in this area will therefore be followed up with exercises and testing of systems.</p>
<i>Standardised solutions</i>	<p>Effective retrieval and processing of data helps to keep costs down while simultaneously ensuring a high quality and timeliness. In recent years, Statistics Norway has worked on the transition from specific solutions to different forms of standardised solutions (i.e. frameworks) and automated solutions.</p>
<i>Controls in forms</i>	<p>Control systems that identify errors during the completion or submission process help to improve the efficiency of the data collection, whilst also reducing the perceived response burden. Experiences with placing controls with the respondents in web-based surveys have been positive. This work will be continued in 2013.</p>
<i>ISEE</i>	<p>ISEE (Integrated System for Editing and Estimating) was developed by Statistics Norway and gives standardised access to various statistics modules for the preparation of data. ISEE is made up of several parts, including Dynarev (system for data revisions), PRIS (revision and index calculation), STRUKTUR (estimating of total figures based on a sample) and Grid/Driller (a system for inspection from overarching/aggregate level of large data volumes and registers).</p>

Around 160 statistics now use ISEE, and this number is set to increase in 2013. Special focus will be given to facilitating the use of ISEE for statistics with large data sets, particularly with data from EDAG.

Effective editing The aim of the editing process is for it to be automated as much as possible, and that micro editing are reserved for the large and determining units. In 2013, greater emphasis will be placed on facilitating ISEE for selective editing and automatic alignment.

2.5.2. IT administration and development

Ongoing administration Less than 20 per cent of Statistics Norway's IT resources are available for new development and focus projects. Most of the resources need to be prioritised for the ongoing administration and operation. The most important objective of IT work in Statistics Norway for 2013 is to ensure predictable deliveries and complete development tasks through better planning and follow-up.

Objectives of development work in 2013 Existing service management and system development processes are to be developed further, and will be formalised and established with all IT personnel in order to ensure that a standardised method is used to implement new services and put them into production, and that development projects are in line with the adopted strategies and plans.

The objectives of the development work in 2013 are:

- Implement a modernised technological platform with up-to-date systems software and security solutions in line with the target profile presented to the Norwegian Data Protection Authority in autumn 2012
- Contribute to the development of Statistics Norway's internal, common production platform for statistics to solve the needs in EDAG, so that other register-based statistics may eventually use these solutions
- Simplify and improve customer services and work processes in the IT work in line with the objectives for the work on continuous improvement using Lean techniques.

IT infrastructure The main project is to continue the KOPP project (client and security upgrade). A new security architecture will be established in 2013, which entails separating the zone where production data is processed from the zones for computers and administrative systems, e-mail and Internet access. The project also entails facilitating the use of new, updated administrative tools. The upgrade also requires old systems to be upgraded to newer versions. This work is a major coordinated undertaking, where testing and involvement of users and system owners are crucial to the quality of the execution. The plan is for most of the work to be completed by the end of 2013, and for all the necessary technical work to be completed before the relocation in 2014.

New solutions for storage and back-up of data are also needed in order to improve performance when accessing data and to increase the storage capacity. These new solutions will be purchased in 2013.

Infrastructure for new and ongoing development projects will also be established in line with performance requirements, uptime etc. Extensive preparations are also being made for the move to Akersveien 26.

2.5.3. Personnel and skills development

Efforts have begun in the various departments and divisions to identify solutions to the long-term skills and capacity challenges faced by the organisation. In order to set a common direction in the development, departments and divisions will analyse the expected development in their own specialist area, their need for expertise, staffing changes as a result of technological developments, and natural wastage.

The following principles form the basis for plans and initiatives in this area:

- In general, restructuring processes in Statistics Norway shall be implemented so that they benefit both Statistics Norway's efficiency requirements and the employees' needs for security. Security is achieved through open processes where goals and consequences are known to the greatest extent possible.
- As an employer, Statistics Norway shall comply with laws and agreements that are applicable in relation to restructuring and efficiency.
- Statistics Norway shall ensure that a high quality is retained in the statistics production and that capacity is available to meet new needs.
- Statistics Norway is responsible for ensuring that the Kongsvinger and Oslo offices have sufficient resources and expertise.
- Statistics Norway shall protect and strengthen its reputation as an attractive employer.
- Skills development and skills sharing shall be strengthened through education and by increasing the degree of teamwork/rotation.

Statistics Norway aims to secure competent employees with a high level of relevant expertise through recruitment planning.

2.6. Administration and financial management

Financial and performance management

Activities that are pivotal to organisational and performance management will be aggregated in a new division for performance management. Performance management covers the processes and activities that Statistics Norway carries out to set goals, define tasks and achieve the goals, measure results and use the information for management, control and training purposes with the aim of developing and improving the activity.

Effective performance management requires good internal controls and risk management (cf. requirements in the regulations on financial management *Økonomiregelverket*), and the new division will be responsible for developing these areas in Statistics Norway. The work will focus on preparation of an overarching activity plan and annual/half-yearly report, coordination of strategic planning, development of management indicators, project and portfolio management, coordination and quality assurance of the basis for decisions and information to the board and management, and external reporting to the Ministry of Finance, Office of the Auditor General of Norway etc. The unit will work closely with the Division for finance management as well as the other divisions.

New government chart of accounts

In 2013, Statistics Norway will be recording the activity accounts according to the government's new standard chart of accounts. The project was established by, and is receiving assistance from, the Norwegian Government Agency for Financial Management (DFØ) and external consultants. The scope of the project is to be extended from 2014 to accommodate the recommended government accounting standards by introducing accrued performance accounts. The transition to accrued performance accounts requires developing expertise at various levels in the organisation in 2013, and new routines and reports need to be developed and implemented. Introduction of the new principles will help to improve financial management.

Reporting of accounts

Documents are published on Statistics Norway's intranet and as printed documents, plans and reports. In the follow-up of the budget, two main reports are prepared for the Ministry of Finance (as of 30 June and 31 December). Four reports (as of 30 April, 31 August, 31 October and 31 December) are prepared for Statistics Norway's executive committee, in addition to extra reports as the need arises.

Property management

In addition to ordinary activities, maintenance and service, priority is also being given to the preparations for the move to Akersveien. This entails tidying the buildings in Kongens gate, recording what furniture can be re-used, and

updating/amending a number of agreements. Property management aims to facilitate a good physical working environment and provide a service to the users within areas related to buildings, purchasing, external areas, interior, waste management, cleaning and physical security.

A different security system has been chosen for the new premises in Akersveien to that currently used by Statistics Norway. The new system will also be purchased for the Kongsvinger premises in 2013.

Archives Initial implementation of an archives plan will take place in Statistics Norway in 2013. A dedicated security module will be added to Statistics Norway's archive system, WebSak. When all employees are in the correct zones in connection with KOPP, WebSak will be upgraded to a new version, with the capability for more effective archiving of documents from the recruitment system, Webcruiter, and the tender system, Merzell. The organisation project will be carried out in 2013, with the aim of tidying all physical archives prior to the move to Akersveien.

New premises in Oslo from 2014 A relocation project has been established to deal with building matters with the developer, including preparation of drawings, process distribution and fitting of rooms. Detailed planning and quality assurance will take place in 2013 in order to ensure a smooth transition from project to operation of the building in 2014. Tenders will be invited for everything that is needed for the new building within the frameworks of the budget. Technical solutions and the layout of workplaces will be determined, and the employees will be involved in organising the general working conditions in the new building.

3. Resources

3.1. Budget

In section 1620 of the national budget, the total for Statistics Norway equates to NOK 732.8 million for 2013. This amount is split as follows between the different items:

Item 01 NOK 521.6 million

Item 21 NOK 201.2 million

Item 45 NOK 10.0 million

Total operating budget in 2013 Statistics Norway's total operating revenues for 2013 are budgeted at NOK 718.7 million (government appropriations and user-financed revenues). In addition to this is the investment budget of NOK 10 million.

For items 01 and 21 in total, an operating profit of NOK 8.9 million is budgeted for 2013.

Government assignments - item 01 Budgeted expenses for this item total NOK 500 million. An operating profit of NOK 21.6 million is budgeted. Application has been made for a transfer of funds from 2012 to 2013 in the sum of NOK 17.5 million.

User-financed revenues - item 21 Statistics Norway's budget for 2013 for user-financed income is NOK 197.1 million. This is an increase of NOK 6.1 million compared to budgeted revenues for 2012.

The item is budgeted with a deficit of NOK 12.7 million. Transferred funds from 2012 to 2013 equate to NOK 31.8 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 28 per cent of Statistics Norway's total budget.

Investments – item 45 Budgeted expenditure for investments totals NOK 10 million.

Operating budget 2013 – total for items 01 and 21. NOK 1 000

	Accounts 2011	Rev. budget 2012	Accounts 2012	Budget 2013
Government appropriations.....	503 400	506 200	506 200	521 600
Assignment revenues.....	207 236	201 559	207 361	197 096
Wage reimbursements	4 600	0	10 800	
Extra income, sales revenues item 01	302		317	
Refunds	17 025		16 591	
Total revenues and refunds	732 564	707 759	741 269	718 696
Wage costs.....	518 427	513 236	540 880	510 759
Goods and services.....	209 900	209 090	215 742	199 009
Total expenditure	728 327	722 326	756 622	709 768
Operating loss/profit.....	4 237	-14 568	-15 352	8 928
Brought forward from previous year.....	60 365	64 601	64 601	
Carry forward to next year.....	64 602	50 033	49 249	

Government assignments, item 01. NOK 1 000

	Accounts 2011	Rev. budget 2012	Accounts 2012	Budget 2013
Government appropriations	503 400	506 200	506 200	521 600
Wage reimbursements	4 600		10 800	
Extra income, sales revenues.....	302		317	
Refunds.....	17 025		16 591	
Total revenues and refunds	525 328	506 200	533 908	521 600
Wage costs	393 844	361 267	389 585	365 286
Goods and services	142 318	136 046	138 797	134 672
Total expenditure	536 161	497 313	528 382	499 958
Operating loss/profit	-10 834	8 887	5 526	21 642
Brought forward from previous year.....	22 759	11 925	11 925	
Carry forward to next year.....	11 925	20 812	17 451	

User-financed assignments, item 21. NOK 1 000

	Accounts 2011	Rev. budget 2012	Accounts 2012	Budget 2013
Revenue requirement in national budget.....	188 900	194 800	194 800	201 200
Extra/reduced revenue.....	18 336	6 759	12 561	-4 104
Assignment revenues.....	207 236	201 559	207 361	197 096
Total revenues.....	207 236	201 559	207 361	197 096
Wage costs.....	124 584	151 969	151 295	145 473
Goods and services.....	67 582	73 044	76 944	64 337
Total expenditure.....	192 166	225 013	228 240	209 810
Operating loss/profit	15 070	-23 454	-20 879	-12 714
Brought forward from previous year.....	37 606	52 676	52 676	
Carry forward to next year.....	52 676	29 222	31 797	

Major acquisitions, item 45. NOK 1 000

	Accounts 2011	Rev. budget 2012	Accounts 2012	Budget 2013
Government appropriations.....	9 600	9 800	9 800	10 000
Total expenditure.....	3 213	9 800	6 869	10 000
Operating loss/profit.....	6 387	0	2 931	0
Brought forward from previous year.....	3	6 390	6 390	
Carry forward to next year.....	6 390	6 390	9 321	

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

3.2. Personnel

Recruiting and retaining competent employees is a priority in Statistics Norway.

Working environment - HSE

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

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

Job vacancy advertisements clearly state that Statistics Norway facilitates working conditions to accommodate persons with reduced functional capacity, and qualified applicants with reduced functional capacity should always be invited to interview.

HSE work in 2013 will be performed in accordance with the HSE manual. Emphasis will be given to the local HSE reviews and action plans for HSE work in the individual departments.

Number of employees

At the end of the first half of 2012, Statistics Norway had 970 employees. The corresponding figure at the end of 2011 was 980, which included 13 employees on parental leave. At this time, Statistics Norway also had 196 interviewers; 97 located centrally and 99 located locally throughout Norway.

Number of full-time equivalents (FTEs)

A total of 907.5 man-years are budgeted for 2013, which is 6 fewer than for 2012. Budgeted man-years for government assignments total 650 and for user-financed assignments the figure is 257. Approximately 65 man-years are also planned for interviewers.

Reorganisations carried out in 2012 with effect from 1 January 2013 can entail a change in the number of man-years at departmental level.

Budgeted man-years, by financing and department. Main categories 2013

Department	Total man-years 2012	Total man-years FTEs 2013	Government assignments		User-financed assignments ¹	
			2012	2013	2012	2013
Total	913.4	905.8	672.0	648.8	241.4	257.1
100 Administration ²	85.6	91.8	47.1	45.5	38.5	46.3
200 Economics, energy and the environment	106.3	106.1	75.9	77.0	30.4	29.1
300 Social statistics	109.7	115.9	68.5	69.8	41.2	46.1
400 Industry statistics	107.9	102.8	93.2	88.1	14.7	14.7
500 Research	93.7	92.9	44.1	42.6	49.6	50.3
600 Communications	50.0	45.1	42.8	33.1	7.2	12.0
700 IT	110.3	93.1	95.9	81.6	14.4	11.5
800 Data collection and methods	120.3	132.4	87.9	96.6	32.4	35.8
900 National accounts and financial statistics	129.6	125.8	116.6	114.5	13.0	11.3

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

² The Division for international development cooperation is part of the Department of administration.

³ For user-financed assignments in the Division for international development cooperation (140), short-term assignments are posted to the individual divisions and departments.

Appendix A: Extract from Proposition no. 1 S (2012-2013)

Key challenges and priorities in the statistics production in 2013

Statistics Norway works systematically to develop and improve the overall statistics product. Focus is placed on developing statistics for priority areas where coverage is limited. The demand for new and improved statistics and analyses is high, such as in areas that directly or indirectly describe social trends and living conditions for different groups. At the same time, the quality of current statistics also has to be maintained or improved, and timeliness improved. The production of statistics must follow international requirements and guidelines. The follow-up of a range of new EU regulations, initially within the financial statistics and national accounts, as well as social statistics, will require considerable resources in 2013. The growing demand for both new and improved statistics has led to an ongoing need to modernise and streamline the statistics production. This work will be continued in 2013, particularly through various standardisation initiatives. Statistics Norway also aims to limit the total response burden on businesses as much as possible.

Statistics Norway has initiated a programme for continuous improvements, which will cover all efficiency improvement efforts. This work will save costs and make way for new priorities. The efficiency improvement work will continue as part of the daily operation once the introductory programme is concluded at the end of 2013.

Information security

Work is ongoing in Statistics Norway to further develop routines for security and emergency preparedness in all areas. The activity is adapted to the requirements and guidelines of the Personal Data Act and the Security Act. Exercises and controls are carried out to ensure compliance with guidelines. The work on data security will continue to be given a high priority in 2013, and Statistics Norway will take part in relevant, central exercises relating to security and emergency preparedness.

Electronic data collection

Modernisation of the data collection has been ongoing for a number of years and has proved successful in terms of more effective work processes and a higher quality in the statistics. Efforts to standardise and improve the electronic data collection will continue in 2013. Particular emphasis is being placed on replacing form-based reporting with more effective solutions where possible. The transition to Altinn II will enable a more automated data collection and will improve communication with respondents, other agencies and statistics producers. Re-using data and developing effective reporting solutions helps to maintain a low response burden.

The intention is that businesses will only need to report information once to one government agency. To this end, Statistics Norway is taking part in the planning of a new common communications system for employers' reporting on employees and wages etc. to the Directorate of Taxes, NAV and Statistics Norway. This system is called EDAG (electronic dialogue with employers) and is described in more detail in chapter 1618 Norwegian Tax Administration.

A total of NOK 4.1 million has been allocated to Statistics Norway in 2013 as part of the EDAG project. A further NOK 7 million has also been granted to develop Statistics Norway's IT platform, both externally (mainly in relation to Altinn-based solutions) and internally for Statistics Norway's specialist systems. Effective use of EDAG requires greater electronic integration, including the development of common solutions.

More new EU regulations aimed at social statistics

Eurostat is currently developing several EU regulations that will require extensive restructuring of content in administrative registers and major changes in Statistics Norway's own data collection and statistical routines. Establishing new statistics on accidents at work and occupational illnesses will require a new reporting system for fatal accidents from the relevant regulatory authorities in close cooperation with NAV. With regard to living conditions, the national living conditions survey in 2011 was coordinated with Eurostat's Survey on Income and Living Conditions (EU-SILC). In addition to the general national and European modules, the survey also includes annual modules covering various different needs. In 2013, quality of life was the topic for this module.

Main revision of the national accounts etc.

The planning of a new revision of the national accounts began in 2012, with the aim of incorporating the revised UN standards (2008 SNA) through adaptation to the EU standard (ESA 2010). Eurostat has planned for the revised national accounts to be published in autumn 2014. The revised manual for the balance of payments by IMF will also be implemented. This also applies to the revised manual for direct investment by the OECD and new guidelines for international trade of services. In conjunction with the increasing internationalisation and globalisation, there is a need for adjustments and expansions in the financial statistics and national accounts with regard to timeliness, frequency, degree of detail and international comparability. This will partly be based on new EU requirements and the action plan drawn up by the 20 largest economies (the G20 countries) to strengthen the statistics basis.

Employment and wage statistics

The employment and wage statistics will be further developed in conjunction with the EDAG project. EDAG will provide an extended and better quality basis for the statistics and improved timeliness for the employment statistics. In 2013, Statistics Norway will establish a new production system for the employment and wage statistics. A pilot version is planned in 2014 ahead of the planned launch of EDAG in 2015. Focus will be given to coordinating the revision and preparation of wage and employment data in order to save resources and ensure consistency in the end products. A review of the Labour Force Survey (LFS) will be initiated in 2013, which is partly aimed at assessing and planning how Statistics Norway can optimise exploitation of register-based employment data in this area through EDAG. The EU's supplementary survey to the LFS will cover occupational injuries and occupational illnesses in 2013.

Svalbard statistics

The work on describing trends on Svalbard, including the environmental situation, will continue. National statistics by region will include Svalbard as a separate region where it is natural to do so, and separate surveys will be conducted for Svalbard. The price statistics, population statistics, industry statistics, environmental statistics, travel and communication statistics, as well as R&D statistics will also be continued in 2013. Publication of a new consumption survey for Svalbard is also planned for 2013.

Research and analysis in 2013

The research activity in Statistics Norway aims to provide a new insight into finance-related behaviour and the economic effects of different events, including political initiatives. The research is also aimed at providing a retrospective review of the statistics. The research effort continues in 2013, mainly in the same vein as last year, but particularly in relation to challenges in areas such as the environment, pensions and living conditions. The priorities in the different areas of research are described in more detail below.

Tax analyses and public sector finances

The tax and pension models are being updated and developed. Services aimed at the administration and the Storting parties will continue. Distribution analyses will be further developed, with a special focus on income and wealth distribution and the effects of public welfare arrangements.

Resource and environmental economics

Studies of agreements and use of policy instruments in the environment and energy policy are a priority area, together with analyses of the impact of technological advances and technology choices on emissions and the environment.

Micro econometric analyses

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

Macro economic analyses

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

Population analyses and research on living conditions

The work on publishing annual population projections continues. Analyses of immigration and mortality are prioritised, and the correlation between population trends and living conditions is being examined.

Budget 2013

A budget ceiling of NOK 732.8 million has been proposed for Statistics Norway for 2013. This entails approximately the same level of activity as in 2012.

The following primary objectives apply to Statistics Norway's ongoing activity:

- Developing statistics for areas with insufficient coverage
- Maintaining the scope of the current statistics production with at least the same level of quality as before
- Improving the timeliness of the dissemination of statistics
- Reducing the response burden
- Maintaining the research standard at a high international level
- Focussing further on user-friendly and effective dissemination of statistics and research results on Statistics Norway's website

Item 01 Operating expenses

This item includes wage costs, training expenses, rental and operation of office premises, travel, office equipment etc. The proposed appropriation for this item in 2013 is NOK 521.6 million – an increase of 3.9 percentage points from the balanced budget in 2012. The increase is mainly due to adjustments for wages and inflation.

Item 21 Special operating expenses, transferrable

Special operating expenses are attributed to user-financed assignments. The scope of such assignments is estimated at NOK 201.2 million in 2013.

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

Statistics Norway can exceed the appropriation for the assignment activity in chapter 1620, item 21 Special operating expenses, by the amount that corresponds

to the extra revenues in chapter 4620, item 02 Assignment revenues. Any unused extra revenues can be included when calculating transferrable amounts in item 21, cf. the proposal on decision II.2.

Item 45 Major equipment acquisitions and maintenance, transferrable

This appropriation will mainly be used on investments to further develop the data security and data capacity in Statistics Norway's technology platform.

Appendix B: Executive management and planning in Statistics Norway

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

Responsibilities and composition of the Board

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

The Board was made up as follows on 1 January 2013

Frøydis Langmark BMed, Chair of the Board
 Tor Borgenvik (Adviser), Deputy Chair of the Board
 Professor Ragnar Torvik
 Knut Andersen (Managing Director, Leines)
 Dr Ragnhild Balsvik
 Randi Punsvik (Director of public relations)
 Kaja Sillerud Haugen (Adviser)

Deputy members:

Anne Britt Djuve (Researcher)
 Eirik Pedersen (Managing Director)
 Ole Bjørn Røste (Associate Professor)
 Bitten Sveri (Chief administrative officer)
 Anders Sønstebø (Adviser)

Responsibilities and duties of Director General

The Director General is responsible for the activity in the various disciplines in Statistics Norway. In accordance with the provisions of the Statistics Act, the Director General shall devise and present to the Board proposals for long-term programmes, annual budgets, annual working plans and annual reports. He is also responsible for ensuring that the working plan is carried out in the most appropriate and financially expedient manner possible. Hans Henrik Scheel is the Director General in Statistics Norway.

The Director General heads Statistics Norway in cooperation with the Deputy Director General, Olav Ljones, and the heads of department. The department heads are as follows:

Torstein Bye, Director of Economics, energy and the environment
 Elisabeth Nørgaard, Director of Social statistics
 Per Morten Holt, Director of Industry statistics
 Anna Rømo, Director of National accounts and financial statistics
 Torbjørn Hægeland, Director of Research
 Bjørnar Gundersen, Director of Administration
 Siv Nordrum, Director of Communications
 Rune Gløersen, Director of IT
 Anne Sundvoll, Director of Data collection and methods

Organisation

The key areas of Statistics Norway's organisation and management structure are presented in the document *Statistics Norway's organisation and management*, which is updated at least once a year. The most recent version of the document was issued in May 2012 in *Internal documents 23/2012*.

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

Internal committees

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

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

The *Security committee* is an advisory body on matters relating to security. The committee can also initiate, establish and follow up preventive security measures.

The *Committee for statistical standards* governs the work on statistical standards. The committee prepares annual reports on the standard work, and assists with the work on determining the content of statistical standards and devising plans for the work during the planning period.

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

Work on the activity plan

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

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

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

Departmental activity plans

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

Products and product register

The system for recording hours worked and the product register are important management and follow-up tools. All products and projects are given a product number. Reports on hours worked broken down by product/division/person can be retrieved from the product register. Data relating to the response burden, breakdowns of resource use in activities, data collection frequency and whether the data was sourced from a separate data collection or from a register can also be extracted. The product register is a vital component for target and performance management in Statistics Norway.

Budget

Each department draws up a budget proposal based on preliminary budget ceilings given in the draft activity plan. Chapter 3.1 on resources contains the budget for 2013 as a whole and divided into government assignments and user-financed assignments. The overview also shows accounting figures. A total overview of the internal budget allocation is also issued every year.

Performance appraisal and assessment of posts

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

Reporting of financial results

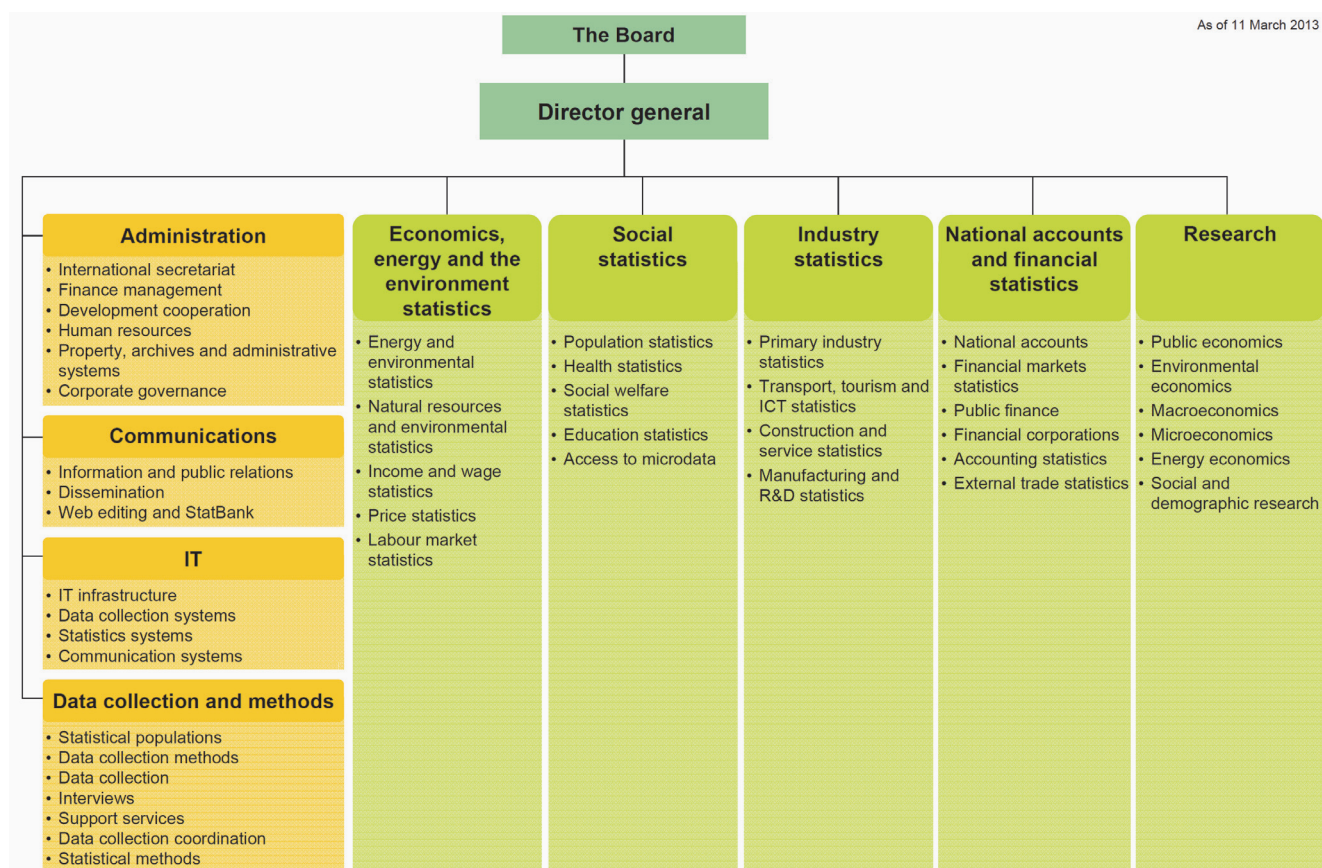
The most important reporting to the Ministry of Finance is the half-yearly and annual reports. The deadline for submission of the half-yearly report is always around 20 August, and around 20 February for the annual report.

The Board prepares a separate directors' report each year.

Strategies

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

Appendix C: Statistics Norway organisation



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