



ANALYSING LABOUR AND WELFARE-RELATED TRENDS TO IMPROVE OPERATIONAL AND STRATEGIC CHOICES OVER A 10-15-YEAR PERIOD.



NORWAY

Horizon scan

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The Horizon Scan allows the Norwegian PES to take account of current and future societal changes and to consider how these changes might affect its strategic choices within a 10-15-year period. The Scan focuses on the most important social trends and their consequences for the Norwegian PES, including trends in demography, user behaviour, technology, labour markets, living conditions and health, and political trends.

Name of the PES	Norwegian PES (Arbeids- og velferdsetaten (NAV)).
Scope of measure (a pilot project or a national reform)	National.
When was the practice implemented?	The scan was first published in June 2014 ¹ and since then there have been three major updates, the latest one in January 2021 ² . The next update is planned to be published in 2023.
What was the driver for introducing the practice? Was it internal or external?	The driver for introducing the Horizon Scan largely came from external sources. The impetus comes from changes occurring in society and the need for the Norwegian PES to consider how these changes might affect it strategically.
Which organisation was involved in its implementation?	The Norwegian PES Horizon Scan is produced by the Directorate of Labour and Welfare. Several stakeholders have been involved in developing the last Horizon scan via workshops: the Norwegian Association of Local and Regional Authorities (KS), the Norwegian PES' central customers committee, Trade Unions, Employer Organisations, and other Norwegian public agencies.
Which groups were targeted by the practice?	Norwegian PES, county governors, Norwegian Association of Local and Regional Authorities (KS), Norwegian PES' central customers committee, Ministry of Labour and Social Affairs, Employer Organisations, and Trade Unions.
What were the practice's main objectives?	<ol style="list-style-type: none"> 1. To help the Norwegian PES formulate more accurate strategies and plans for the years ahead. The findings of the Horizon Scan will be an important source when updating NAV's corporate strategy in 2022. 2. To contribute to reflection and discussion about the opportunities and challenges the Norwegian PES faces in the future and considering how these will affect the organisation in general and the individual employee.

1 Horizon Scan: Developments, trends and consequences towards 2025. NAV June 2014. Available from: <https://www.nav.no/no/nav-og-samfunn/kunnskap/analyser-fra-nav/nav-rapportserie/nav-rapporter/omverdensanalyse-2014>

2 NAV's Horizon Scan: Developments, trends and consequences towards 2035, NAV January 2021. Available from: www.nav.no/omverdensanalyse

What activities were carried out?

Activities carried out include the following:

- ▶ The research for the Horizon Scan is based on available research and analyses, including external research and the Norwegian PES's own publications.
- ▶ It has been necessary to involve the whole Norwegian PES in the preparation of the Horizon Scan report in order to ensure support and relevant input.
- ▶ For the 2021 Horizon Scan, two questionnaire surveys have been conducted, one among Norwegian PES employees and one among customer representatives.
- ▶ In addition, there have been a few dozen workshops and meetings with presentations of the preliminary results, their discussion, and the collection of additional input.
- ▶ The Horizon Scan reports are updated regularly, with a major update every two years.
- ▶ The Horizon Scan is general in nature. The Norwegian PES covers large and complex areas where societal trends do not necessarily all pull in the same direction or at the same pace and therefore developments can vary from place to place and from area to area. Units in the Norwegian PES are encouraged to prepare more local and detailed horizon scans where relevant.

The conclusions are based on what is believed to be the most probable developments.

What resources and other relevant organisational aspects were involved?

The work has mainly been carried out by an internal expert group.

What were the source(s) of funding?

There has mainly been no explicit funding. For the experts involved in summarising research, arranging workshops, and writing the reports, this is part of their regular work responsibilities. However, for the 2021 Horizon Scan, the Norwegian PES's Research and Development budget was also used to finance an external report on trends in labour and welfare policy towards 2035.

What were the outputs of the practice: people reached and products?

The Horizon scan has been published as a report and a presentation in both PowerPoint and video format.

What outcomes have been identified?

In a survey among Norwegian PES employees in 2020, employees were asked to what extent they are familiar with the Horizon Scan, what they think of it, and whether it affects the priorities of the Norwegian PES. Overall, 53% of the respondents answered positively (4–6 on a scale from 1–6) in terms of their knowledge of the Horizon Scan, up from 44% in 2018. When asked about how useful the Horizon Scan is, the proportion that indicated 4–6 was 58%, up from 43% in 2018. In general, the Horizon Scan is more well-known and perceived to be useful to managers (known by 87% of managers and considered useful by 81%).

What are the lessons learnt and success factors?

To use mostly internal experts and to involve the whole organisation in producing the Horizon Scan has been a success factor, as it has made the Horizon Scan more relevant and useful. The Horizon Scan is well known and is used extensively.

The following lessons have been learnt from the 2021 Horizon Scan concerning the possible impacts of population growth, globalisation, etc. on the labour market and the possible implications for the Norwegian PES.

- ▶ The population is growing at a slower rate and ageing even more than previously estimated. However, three out of four Norwegian PES employees work with services and benefits for people of working age, a group that will have modest growth.
- ▶ Ensuring a sustainable welfare state will be more challenging in the future. This will lead to increasing demands for rationalisation of the public sector, and the results show that the Norwegian PES may be challenged to follow-up more user groups towards employment than today.
- ▶ Restructuring of the labour market will accelerate due to technological developments and the green transition, among other things, and the coronavirus pandemic will accelerate this restructuring. A faster pace of restructuring means that people must expect to change their job more frequently than before and continuously update their skills.
- ▶ The public's expectations of the Norwegian PES services are expected to rise in the future. This is especially true of expectations for coordinated services in the public sector that are more adapted to the individual.
- ▶ Digitalisation will provide new opportunities in data-driven services. Many benefits and services are suitable for automation and self-service. With innovative use of data, the PES will be able to better tailor services to the individual's needs and coordinate services across the Norwegian PES and other actors – and thus meet the users' expectations.
- ▶ Abrupt and unforeseen events will occur. Therefore, the Norwegian PES must be able to quickly reprioritise.



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