

Nyi Nordland



About the project

Why are we doing this project, and what insights have shaped this project

What is the overarching concept and the specific ideas being prototyped

How we did the prototyping and where we landed

Next steps recommendations and roadmap

About

The introduction of the
project and team

Here we will shortly explain what the project is
about and who has been important actors into it



In short

Nordland has ambitious plans to develop across a range of sectors. To unleash this potential, Nordland is dependent on new people bringing their unique skills, many of them only found internationally.

This project aims to make internationals experience in Nordland better, to assist employers acquire the necessary international skills, and in this way, support both newcomers, the county/fylke and communities to thrive sustainably over time.

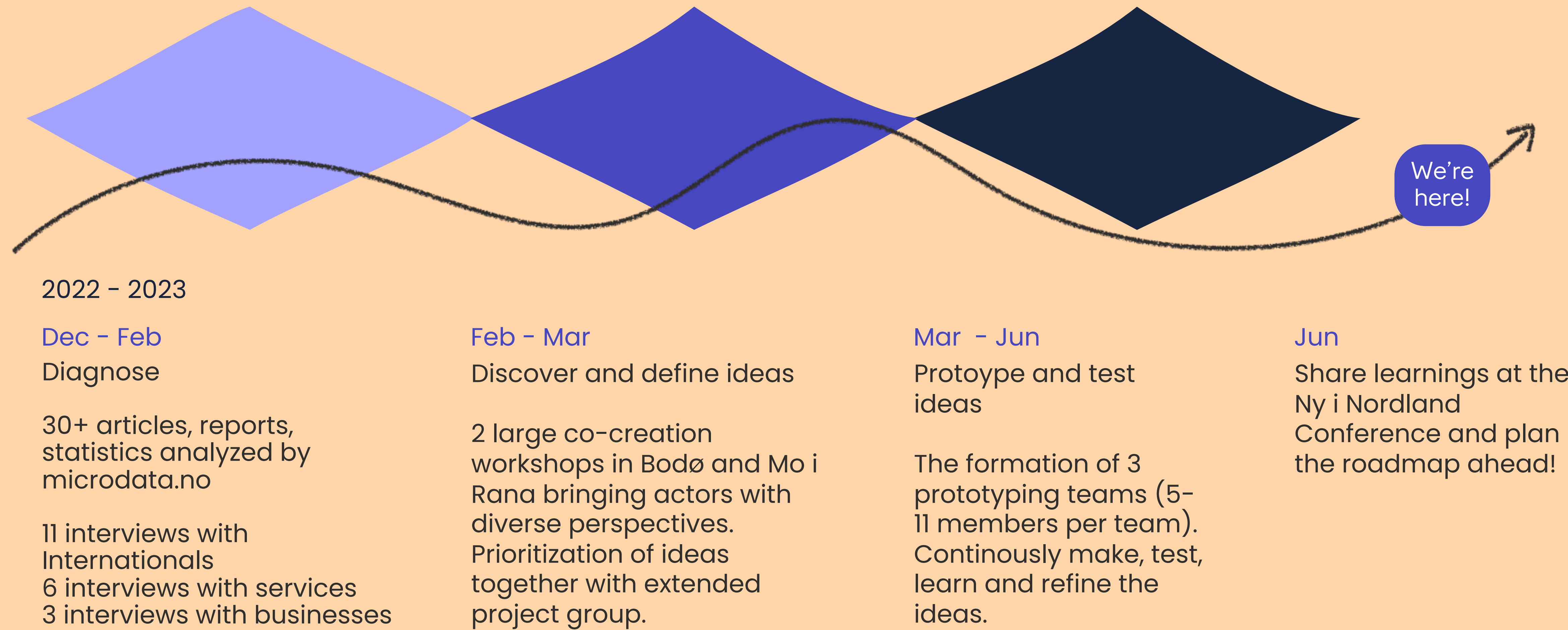
Public Procurement

Designit and Menon Economics were selected as the co-design and benefit realization partners for Ny i Nordland, through the public procurement process by Stimulab (Digdir and DogA), and received a total of NOK 3.2M to run the first phase of this project (Dec 2022 – June 2023).

Designit
a wipro company



Process



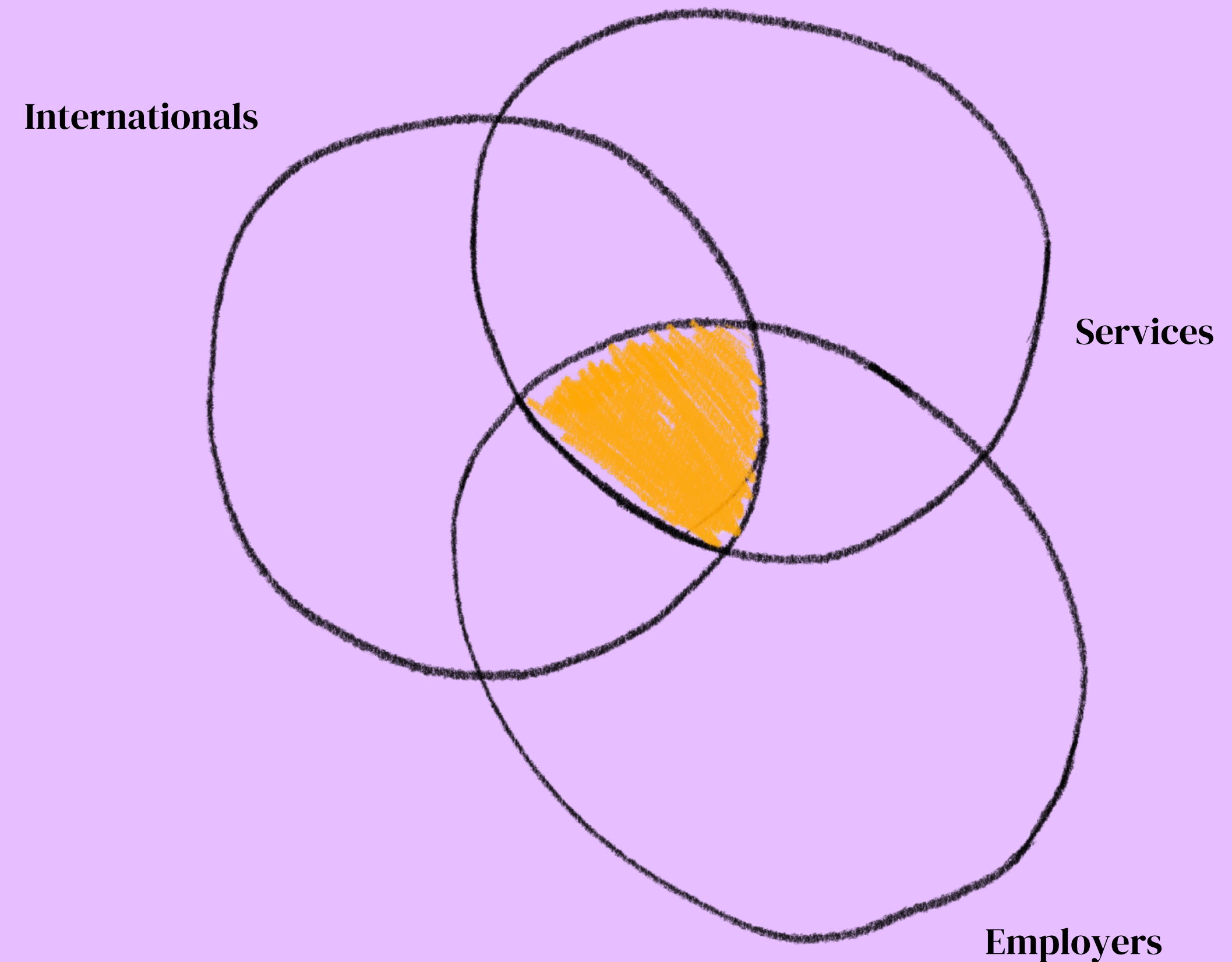
A participatory co-design approach

International Nordlanders and families are defining the need and initiatives we suggest.

The project has also focused on being a networked collaboration between the people providing the services in Nordland.

In practice, this means that we have worked as close as colleagues with the project group, as well as build relationships and included extended key actors of Nordland in the whole process.

The project aims to follow the democratic process of «medvirkning», continuously including diverse perspectives, anchoring and distributing ownership.



This is a networked collaboration



This is a networked collaboration

Project group



Manuela Aguirre
Design director
Designit



Linn C. Sailer
Sr. Service designer
Designit



Renate E. Bergersen
Project lead
Menon



Siri Arntzen
Project manager
Nord University



Thina M. B. Mohus
Nordland
Fylkeskommune



Jelena Budesa
Dønna Kommune



Shivani Prakash
Service designer
Designit



Angel Lamar
Systemic designer
Designit



Nina Bruvik Westberg
Sr. Economist
Menon



Mari Didriksen
Nordland
Fylkeskommune



Salamatu Winningha
Nordland
Fylkeskommune



Silje Nordgård
Sjøfossen Næringskommune
Gildeskål



Giulia Bazoli
Lead UX designer
Designit



Henriette S. Marki
Lead service designer
Designit



Jonas Erraia
Sr. Economist
Menon



Yasna Mimbela
Project manager
Rana Utvikling



Hege S. Bekken
Nordland
Fylkeskommune



Iselin Breirem
Rana Utvikling



Leila Sliman
Visual Designer
Designit



Antonia Fedlmeier
Service Designer
Designit



Sander Aslesen
Economist
Menon



Karoline Nilssen
Project leader
Bodø Kommune



Odd Henriksen
County director
Nordland fylkeskommune



Erika Puziene
Herøy Kommune



Mathie Rødal
Economist
Menon



Umair N. Mughal
Project manager
(From April 2023)
Nord University



Ingrid B. Mathisen
Rana Kommune



Malgorzata Dvorakova
Nordland Fylkeskommune



Åsne Henden
Gildeskål Kommune



Britt Kjensli
Nordland Fylkeskommune

This is a networked collaboration

Participants in WS's

 Siri Arntzen Project manager Nord University	 Thina M. B. Mohus Nordland Fylkeskommune	 Hege S. Bekken Nordland Fylkeskommune	 Elena Zhurova Sæther Nord University	 Mariann Bratland Karrieresenteret Helgeland	 Ingrid B. Mathisen Rana Kommune
 Mari Didriksen Nordland Fylkeskommune	 Salamatu Winningha Nordland Fylkeskommune	 Silje Nordgård Sjøfossen Næringskommune Gildeskål	 Maja Wolland Blomberg Nord University	 Oddmar N. Sjøvik Karrieresenteret Helgeland	 Nina Skaret Rana Utvikling Etablererservice
 Erika Puziene Herøy Kommune	 Jelena Budesa Dønna Kommune	 Iselin Breirem Rana Utvikling	 Kjersti G. Selfors Skatteetaten Rana	 Elisabeth Fagernes Karrieresenteret Helgeland	 Frank Terje Olsen Case Worker Nordland Tax Authorities Bodø
 Karoline Nilssen Project leader Bodø Kommune	 Yasna Mimbela Project manager Rana Utvikling	 Giulia Bazoli Lead UX designer Designit	 Georg Enga Vitensenter Nordland	 Allison Trimmer International Nordlander	 Siv Anita Storteig Case Worker Nordland Tax Authorities Bodø
 Manuela Aguirre Design director Designit	 Linn C. Sailer Sr. Service designer Designit	 Renate E. Bergersen Project lead Menon	 Anne-Kine Dahlen Bustnes Sparebank 1 Helgeland	 Katrine Sivertsen Freyr	 Lisbeth Mastermo Immigration section leader Nordland Police District Bodø
 Shivani Prakash Service designer Designit	 Angel Lamar Systemic designer Designit	 Jonas Erraia Sr. Economist Menon			

This is a networked collaboration

Prototyping period:

Project group (6)
(Regularly synced core)



Mari Didriksen
Nordland
Fylkeskommune



Umair N. Mughal
Project manager
(From April 2023)
Nord University



Renate E. Bergersen
Project lead
Menon



**Nina Bruvik
Westberg**
Economist
Menon



Henriette S. Marki
Lead Service Designer
Designit



Manuela Aguirre
Design director
Designit

Group 1: Nordhub (11)



Mari Didriksen
Nordland
Fylkeskommune



Vibeke Holm
Innovation driver
UDI



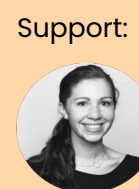
**Anna Bollestad
Jøsok**
Case worker
UDI



Anders Gjøen
Business Developer EUeID
& Trust Service
Bank ID



Yasna Mimbela
Project manager
Rana Utvikling



Support:

Manuela Aguirre
Design director
Designit



**Nina Bruvik
Westberg**
Economist
Menon



Lisbeth Mastermo
Immigration section leader
Nordland Police District
Bodø



**Monica Bomnes
Forsland**
Immigration case worker
Mosjøen Police



Frank Terje Olsen
Case Worker
Nordland Tax Authorities
Bodø



Siv Anita Storteig
Case Worker
Nordland Tax Authorities
Bodø

Group 2: Superhost (11)



Iselin Breirem
Rana Utvikling



Jelena Budes
Dønna Kommune



Erika Puziene
Herøy Kommune



Ingrid B. Mathisen
Rana Kommune



Åsne Henden
Gildeskål Kommune



Support:

Henriette S. Marki
Lead Service Designer
Designit



**Nina Bruvik
Westberg**
Economist
Menon



Olav Karlsen
Mosjøen og omegn
næringssselskap



Hege S. Bekken
Nordland
Fylkeskommune



Malgorzata Dvorakova
Nordland
Fylkeskommune



Britt Kjensli
Nordland
Fylkeskommune

Group 3: Service
coordinator (8)



Salamatu Winningha
Nordland
Fylkeskommune



Thina M. B. Mohus
Nordland
Fylkeskommune



Hege S. Bekken
Nordland
Fylkeskommune



Malgorzata Dvorakova
Nordland
Fylkeskommune



Britt Kjensli
Nordland
Fylkeskommune

Support:



Manuela Aguirre
Design director
Designit



Henriette S. Marki
Lead Service Designer
Designit



**Nina Bruvik
Westberg**
Economist
Menon

This is a networked collaboration

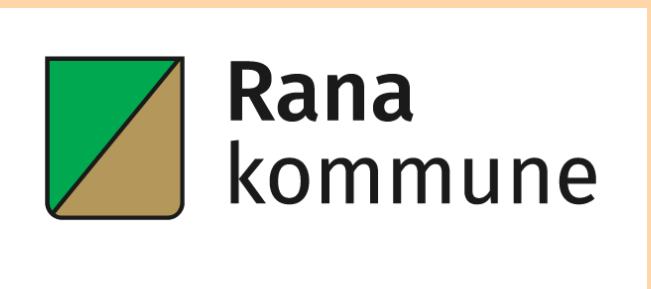
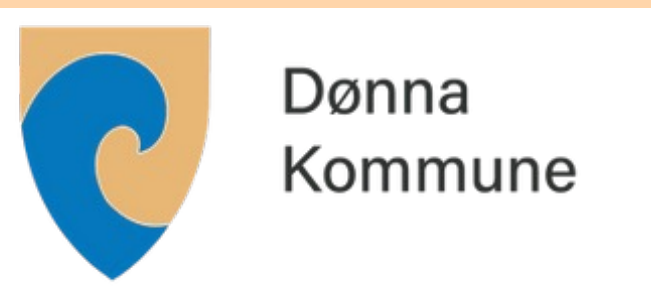
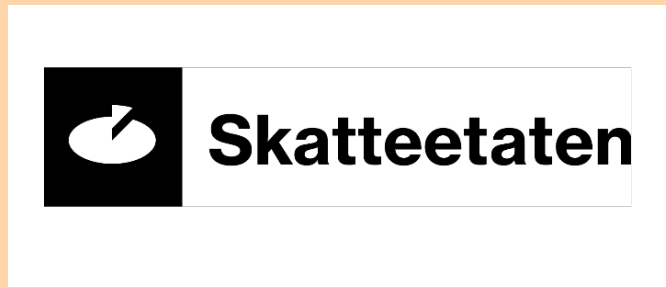
Project owner



Project group



Prototyping partners



Why

The reasons for why we are doing this and what has happened so far



In this section we summarise the journey leading us to the suggested concept and prototypes. We explain the background for the project based on summarised user insights, the goals, the vision and the identified opportunity areas.

The project can be explained through three levels

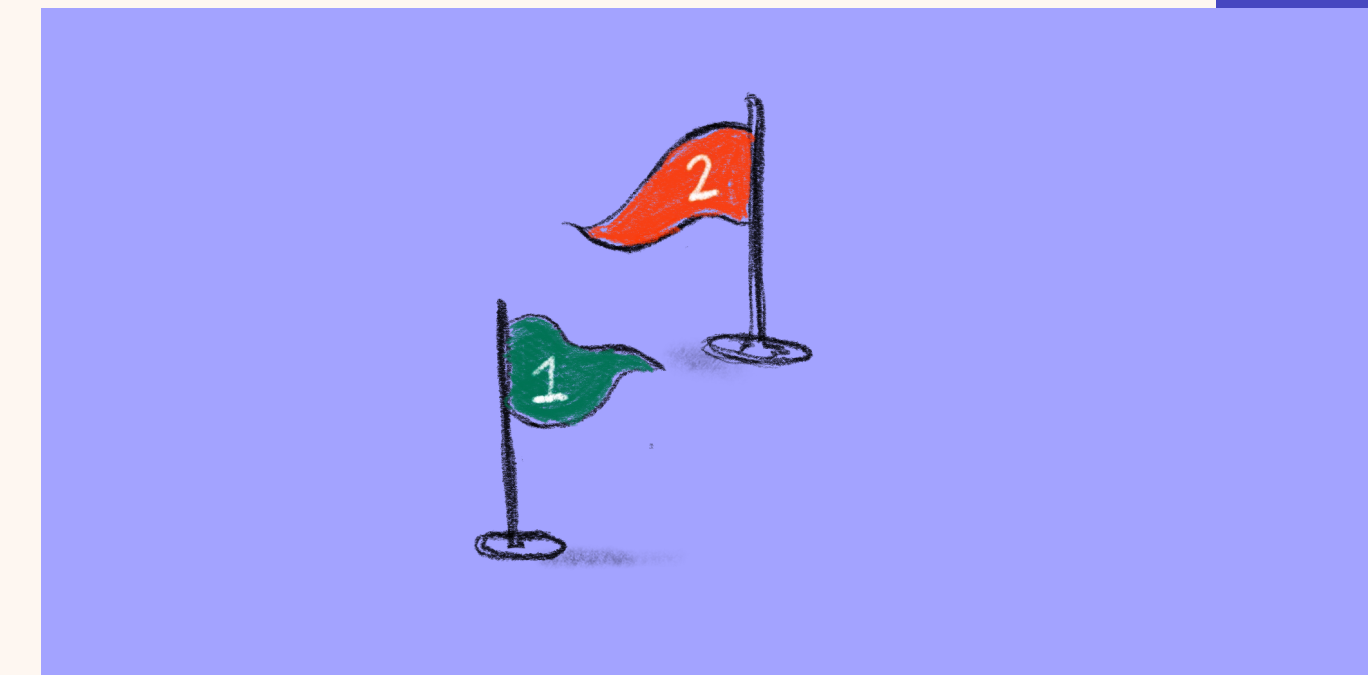
The defined needs, goals and vision of the project are anchored through continuous collaborative work with all actors involved.

This foundation has been continuously adjusted through the different research, co-design and prototyping activities shared in the Triple Diamond process.

Vision



Goals



Needs



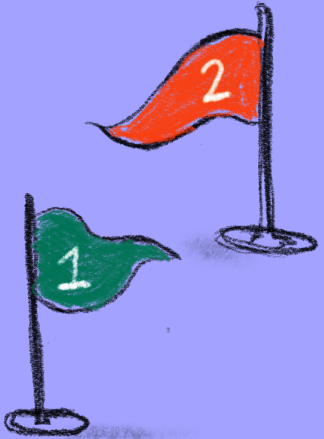
Vision

Nordland is a region where a strong and diverse community thrives and supports a sustainable economy & society



Goals

Int. Nordlanders are quickly and smoothly integrated into society



The county has a large sustained workforce of Int. Nordlanders

Needs

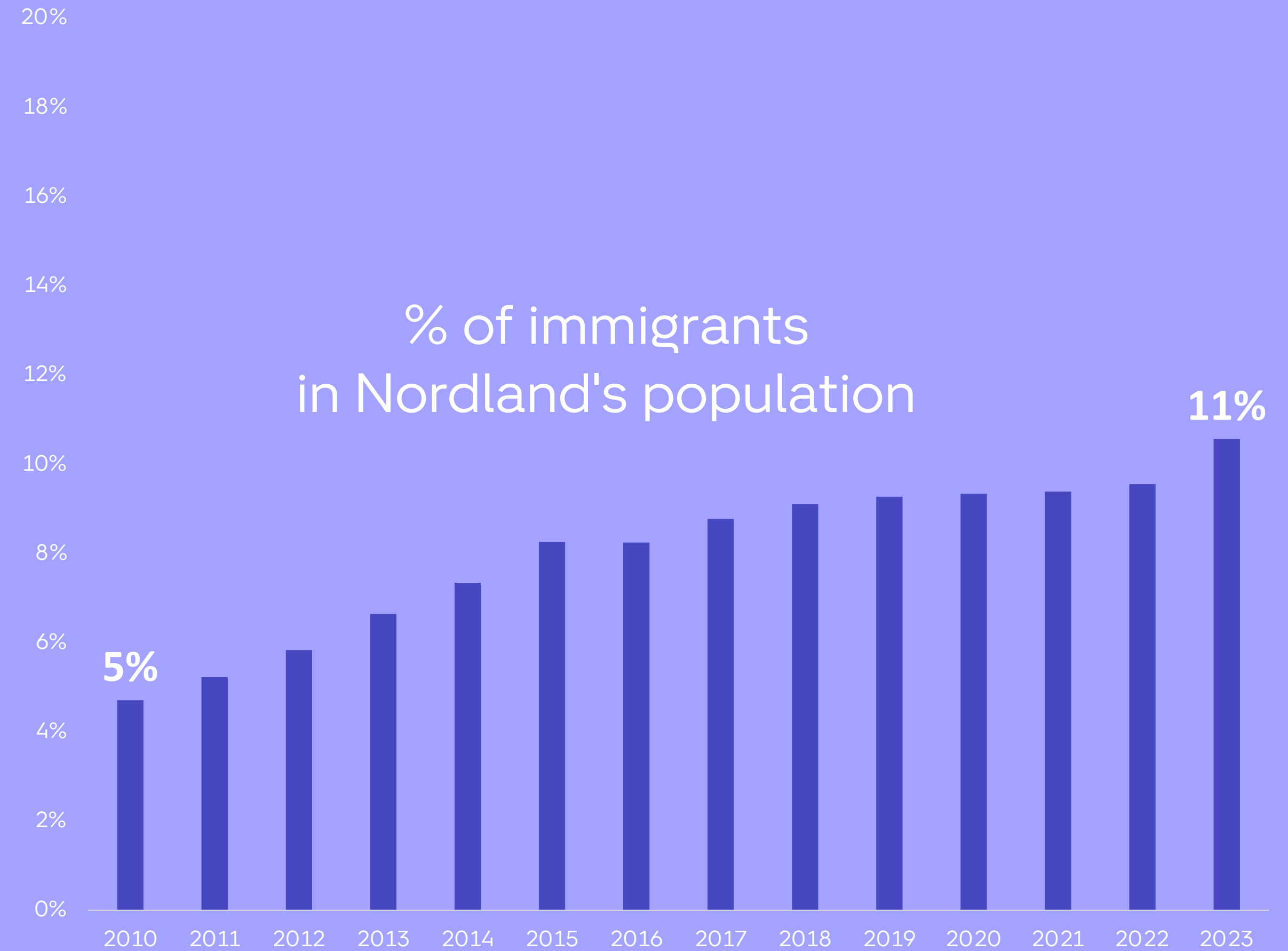


Goal #1 The county has a large and sustained workforce of Int. Nordlanders

- International immigration can help to avoid Nordland's population from shrinking
- 7/10 companies i Nordland have challenges filling vacant positions*
- Health and social services in Nordland could employ 1200 more workers**
- Nordland's fastest growing sectors (seafood, manufacturing & tourism) need more workers in the future

*NHOs kompetansebarometer 2022

**NAVs bedriftsundersøkelse 2023

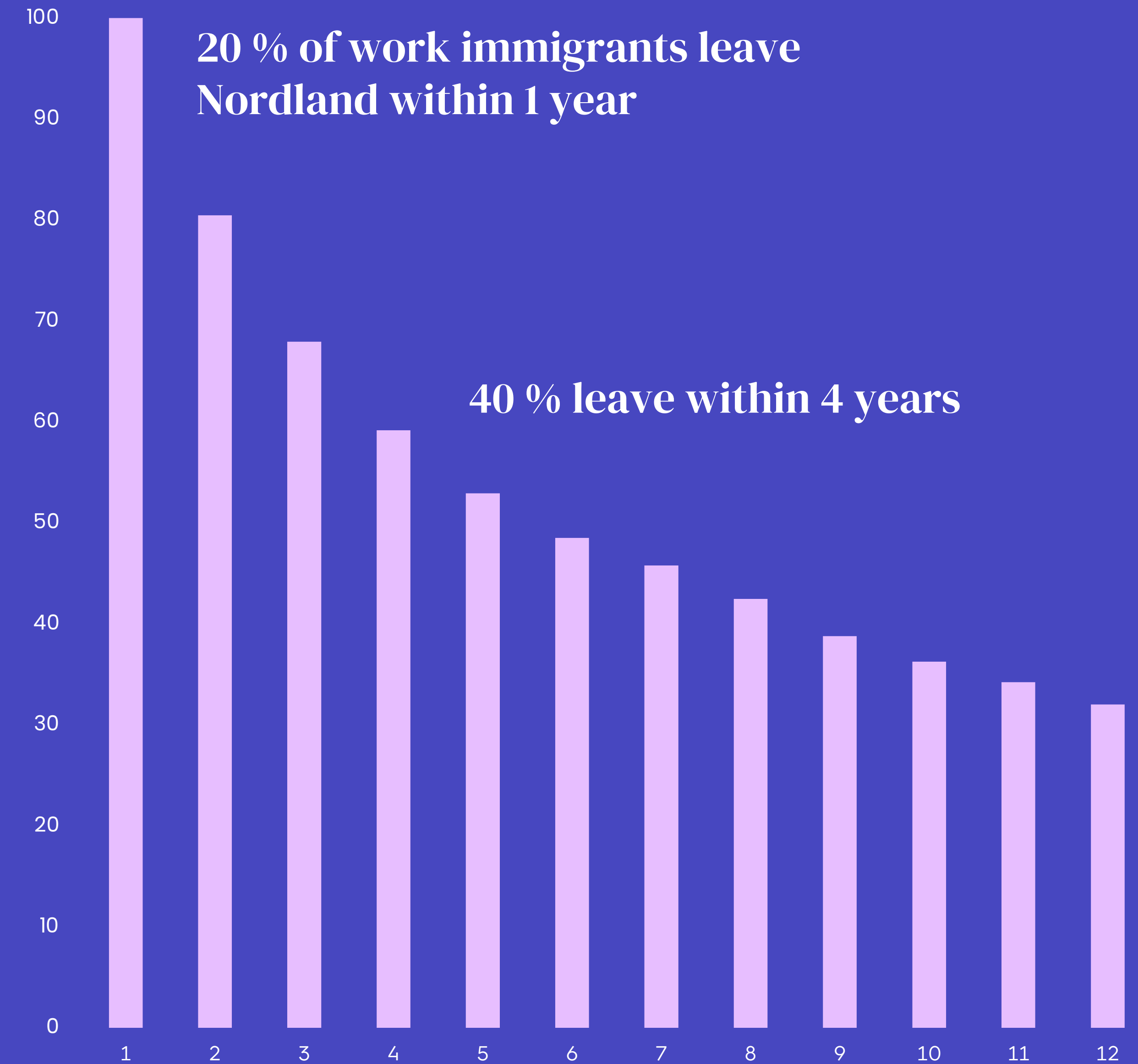


Source: Statistics Norway

Goal #2 Int. Nordlanders are quickly and smoothly integrated into society

- The biggest investment for everyone (Nordland, Services, Employers and Internationals) is within the first year
- 1/5 Internationals who relocate to Nordland leave within the first year, so all that investment is lost, and a recruitment cycle needs to restart

*If you want to dig deeper into the insights, please read our [insights report](#).



Source: Statistics Norway

Unpacking the actor's needs across perspectives

The insights from the more extensive insight report "Ny i Nordland Insights Presentation Designit x Menon Feb 9 2023" has been restructured into this visual landscape to better explain the three main perspectives of challenges and needs.

Backstage System

The backstage organisation of the services and initiatives and systemic landscape of actors that indirectly affect int. Nordlanders lives

Frontstage Services

The frontstage where new Int. Nordlanders experience services and initiatives

International Nordlanders

The International Nordlanders everyday context and personal experiences



International Nordlanders

International Nordlanders' unique context defines their experience in Nordland. The ones who stumble upon friendly helpers or relevant opportunities might end up having great experiences, while others feel lost, disconnected and isolated.

The families of those relocating for work often struggle to get employment of their own, and some end up in jobs they are over-qualified for and bored in.

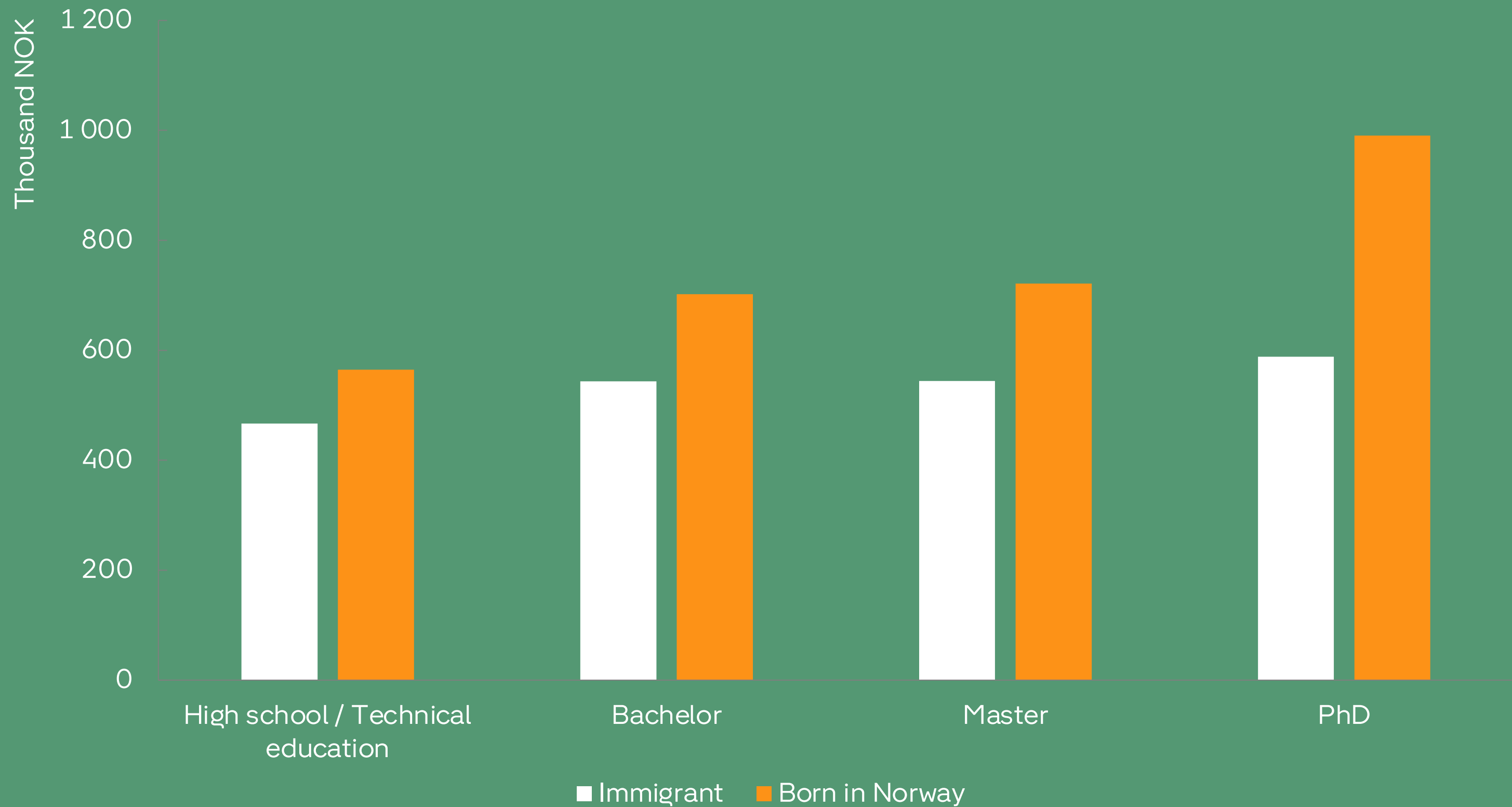


«My ex-boss helped us to organise a place to stay, and also helped with the deposit when we first moved here. They also vouched for my moving when I needed a new landlord.»

«My husband never got a job as an engineer - he could not get a job. It went to those who had a Norwegian passport.»

Work immigrants earn systematically less: The graph shows the salary gap between workers from abroad and Norwegian citizens working in Nordland, distributed after level of education,.

Source: Statistics Norway



Frontstage Services

The services and actors supporting Int. Nordlanders when they first arrive here are often experienced as siloed, with local variations of availability.

The «mandatory» processes (like applying for a visa, acquiring a bankID, registering for child benefit etc) can feel complex and time-consuming to go through.

Nordland's geography means that misunderstandings have larger consequences for Int. Nordlanders and their families.



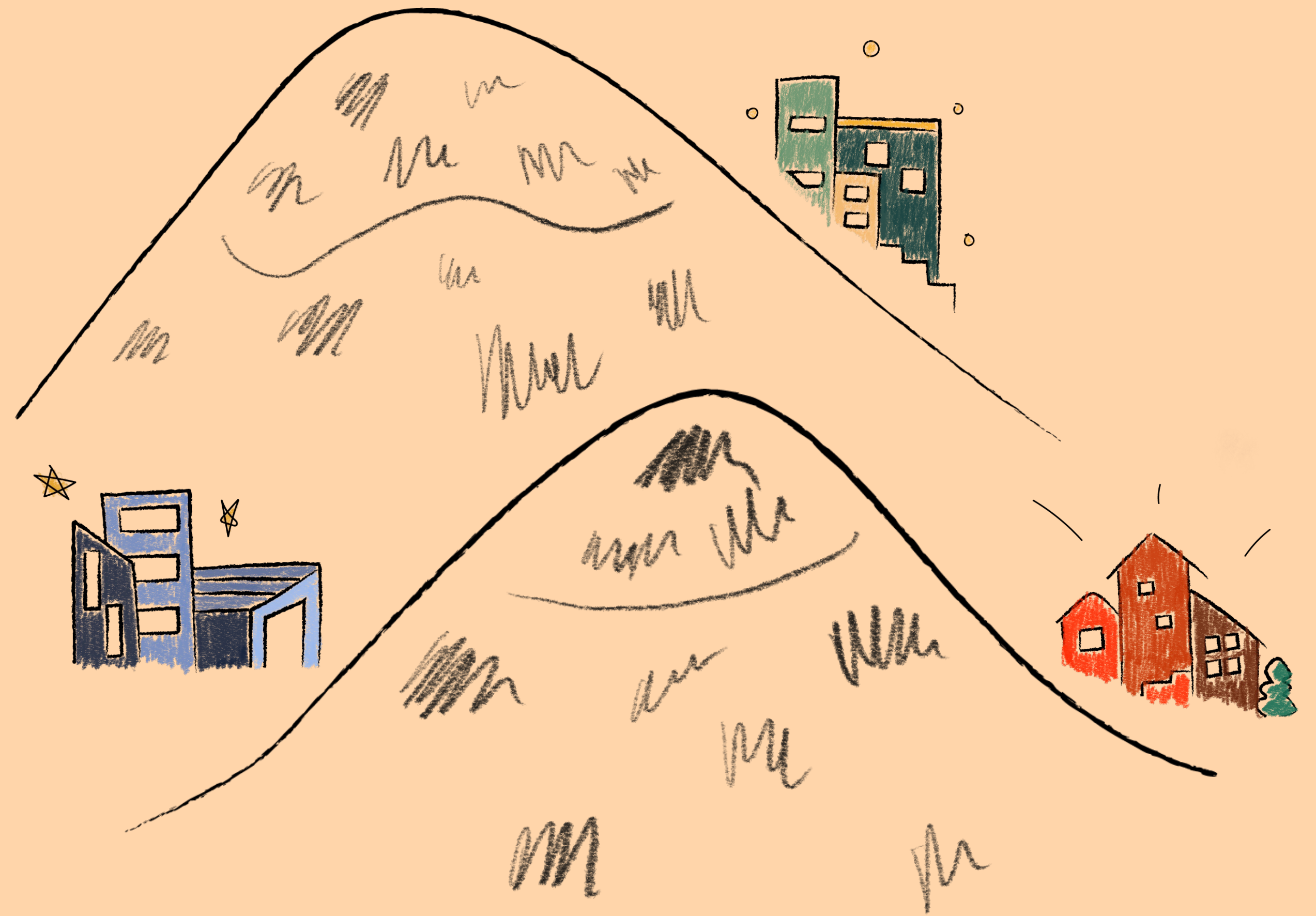
«Velkommen til kasteballetaten.»

«I arrange accommodation for those who come so they have a good environment and can be together when they have time off. When you feel good at work and in private time, morale improves a lot.»

Backstage System

Public actors have limited overview and understanding of Int. Nordlanders' diverse user journeys through public services. They also collaborate and coordinate to a limited extent, both with each other, and with private and voluntary services.

Systemic structures to ensure social integration and attention to international Nordlanders holistic needs are not sufficiently formalised.

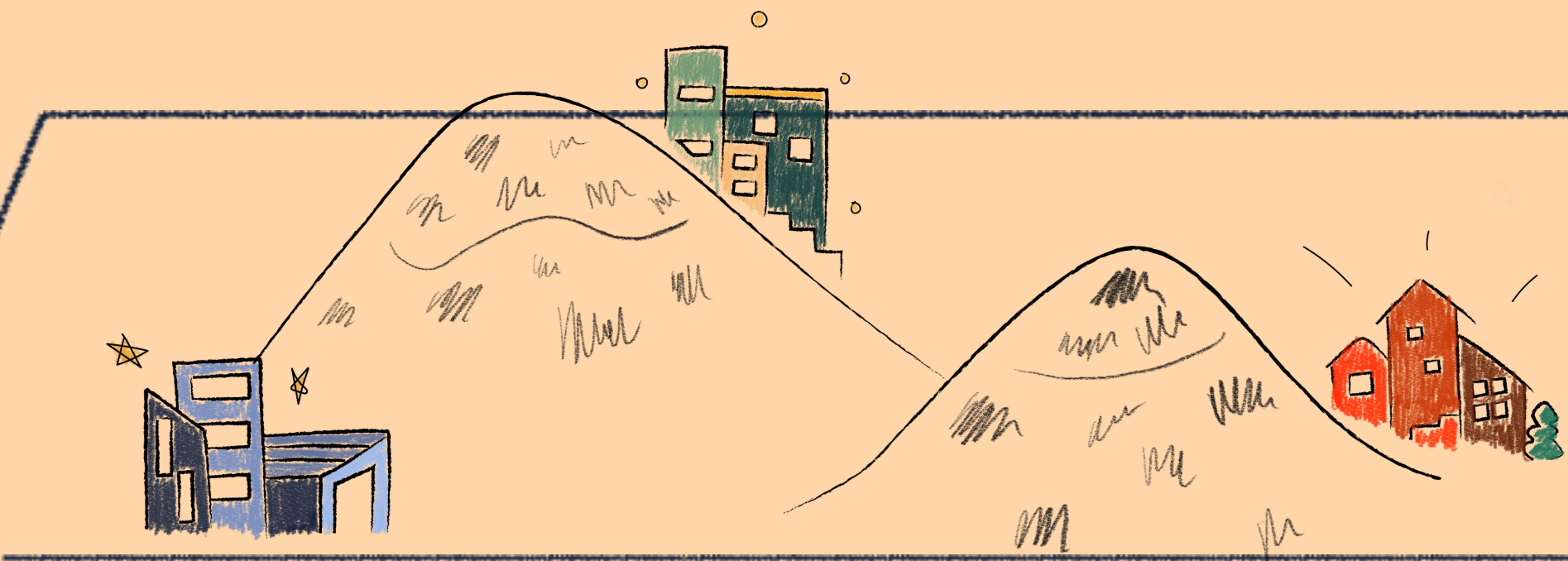


«I think they're obliged to report the move within eight days, but then we may have an appointment after a month and a half. (...) Huge consequences: The employer does not pay out wages on time or they receive 50% tax. And can't get a bank account, so in the worst case, you won't get paid at all.»

«We do not use interpretation services, we are obliged, but very few of us know that and even less know how to book it. (...) Sometimes we use google translate, or call someone they know who can translate. We have a duty to provide guidance, but there is always some of the info that is lost that way. »

Summary of needs across perspectives

Backstage
System



- Lack overview and understanding of Int. Nordlanders’ user journey
- Lack coordination and collaboration in both policies and activities.

Frontstage
Services



- Siloed with local variations of availability.*
- Complex and time-consuming practical processes*
- Lack of formalised focus on holistic needs.*

International
Nordlanders



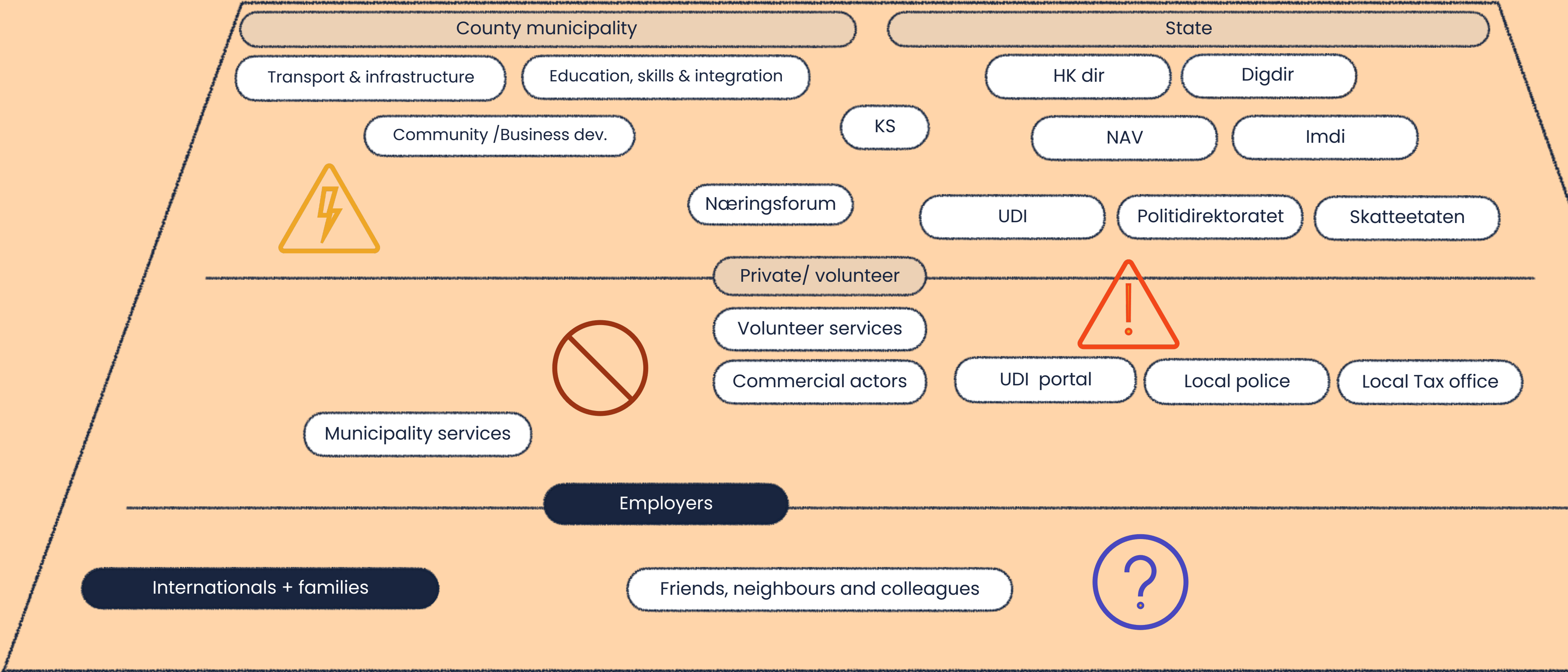
- Unique contexts, different needs
- Great experiences – if lucky
- Some feel lost, disconnected and isolated.

Solutions needs to take into account a systemic landscape of actors

Backstage
System

Frontstage
Services

International
Nordlanders



What

The overarching concept and the specific ideas to meet users' needs.



In this section we describe how the overarching concept is structured, what the core values of the concept and the individual ideas within the concept are.

The ideas come from Nordland

Ideas were inspired by insights and gathered through co-creating sessions with key actors in Nordland.

We prioritised to work further with the ideas that were evaluated as having the highest possible effect and impact, and where ownership could be placed in Nordland fylke and the municipalities. The chosen ideas were gathered under a holistic concept titled “Soft landing in Nordland”.

There are several other relevant ideas that we did not have time to work on now, that we recommend to be included in further development. (See document delivery of ideas and initiatives bank)



Overarching holistic concept:

Soft landing in Nordland

We know that arriving in Nordland is an essential period when relocating from abroad.

The goal of the Soft landing is for different actors in the county ecosystem to support and reinforce each other in attracting, welcoming, guiding, and integrating internationals in Nordland through a shared foundation.



Soft landing values

Guided by key values, all actors working together can plant practical and social solutions for the arrival period that will give internationals a better foundation to thrive and enjoy their new life in Nordland.



Welcomed by locals



Guided by officials



Connected by the community



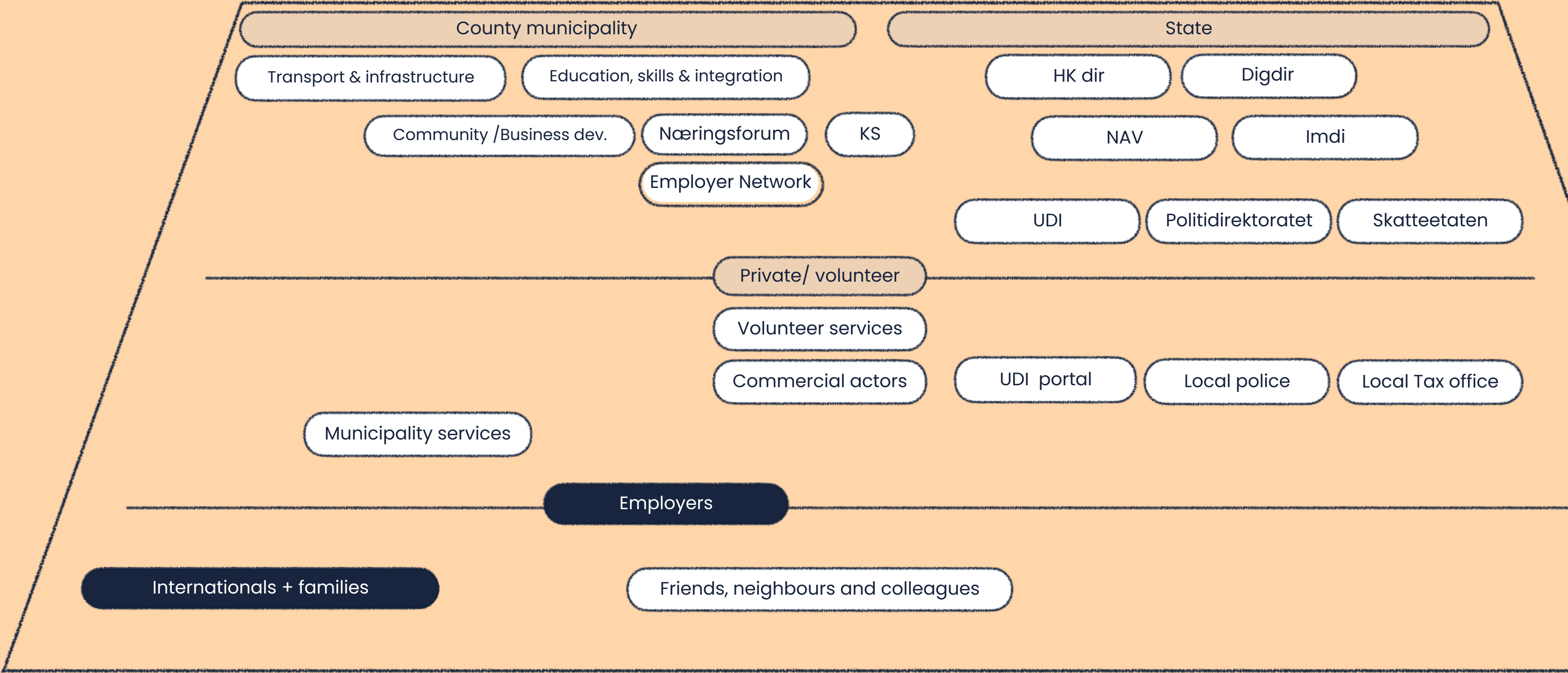
Included by work

How does the Holistic Softlanding fit in the ecosystem of actors?

Backstage
System

Frontstage
Services

International
Nordlanders

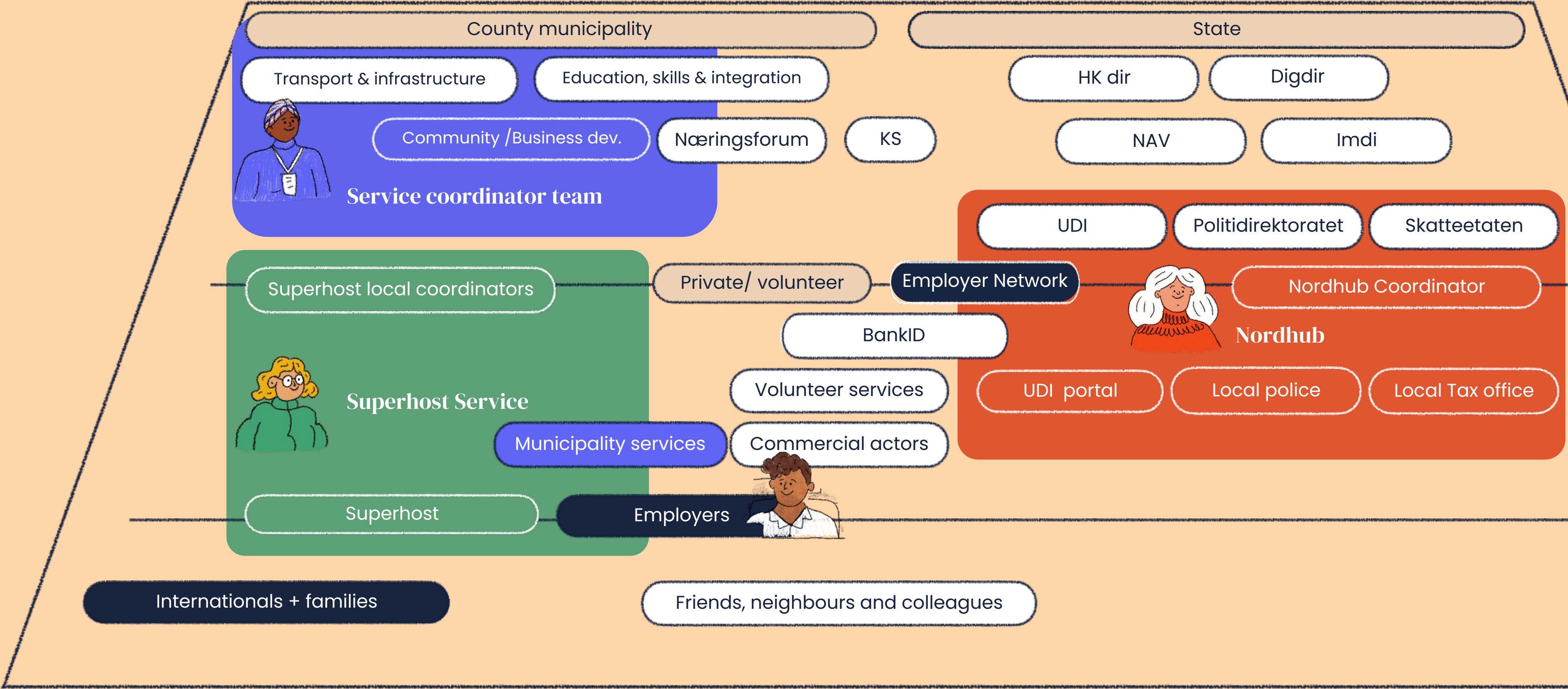


How does the Holistic Softlanding fit in the ecosystem of actors?

Backstage
System

Frontstage
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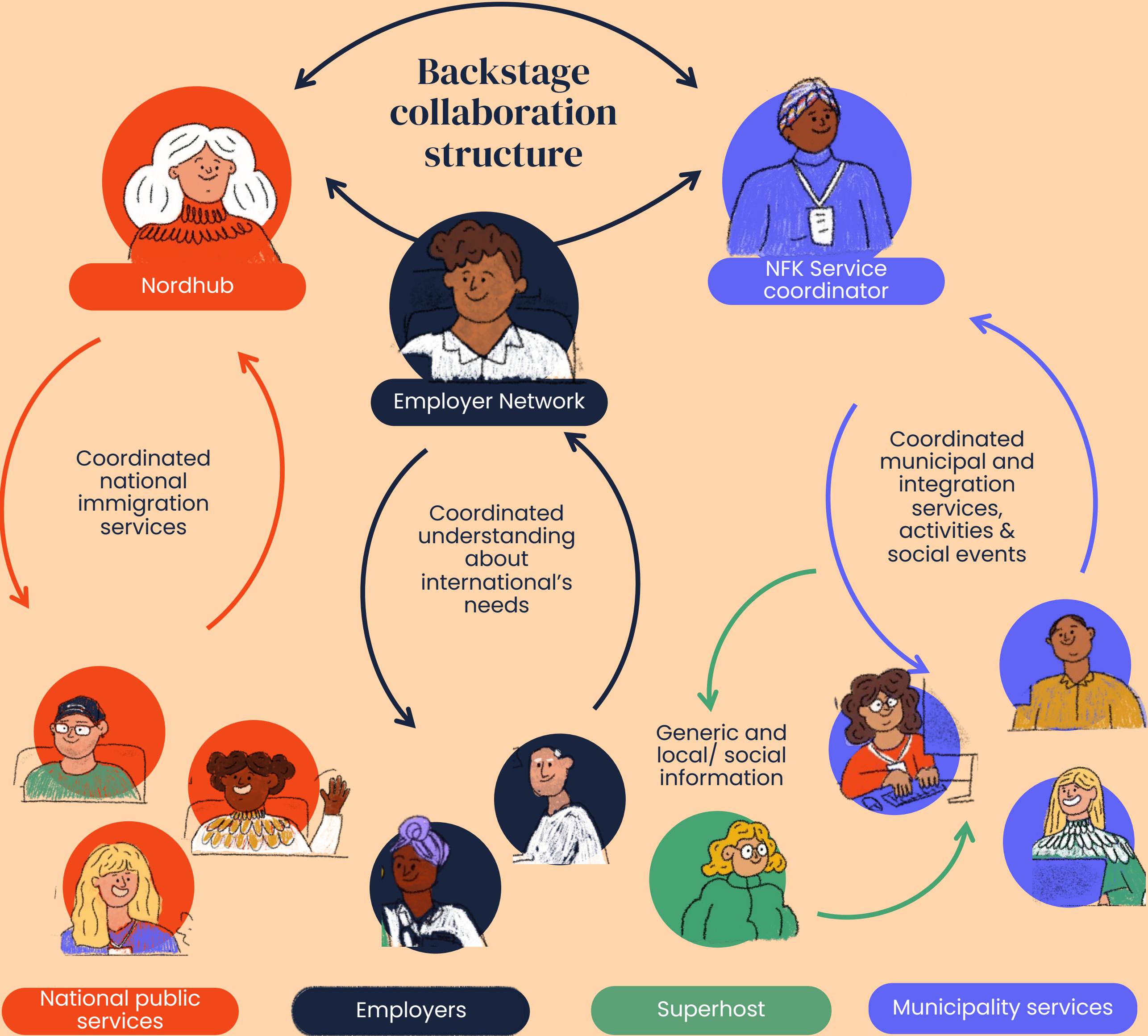
International
Nordlanders



The important connections

The holistic softlanding is more than the sum of its parts, the backstage collaboration between HR networks, national immigration actors (**Nordhub**), and municipality services (**NFK Service Coordinator**) supports existing frontstage roles that meet internationals in a coherent way.

This including a new service called **Superhost**, a dedicated guide to connect internationals to their local areas.





Service coordinator team

Service coordinator is a suggestion of new roles/team on fylke/county level working more systemically with integration efforts across municipalities.

Fylkeskommune

Service Coordinator Team



Superhost

The Superhost is a suggested new official service in all municipalities in Nordland, where a host gives internationals social and practical introductions to their new local areas.

Superhost local coordinators

Superhost



Nordhub

The Nordhub is a suggestion of a new collaborative structure for official actors and employers working cross-siloed to make official processes simpler and more efficient.

Nordhub Coordinator

UDI portal

Local police

Local Tax office

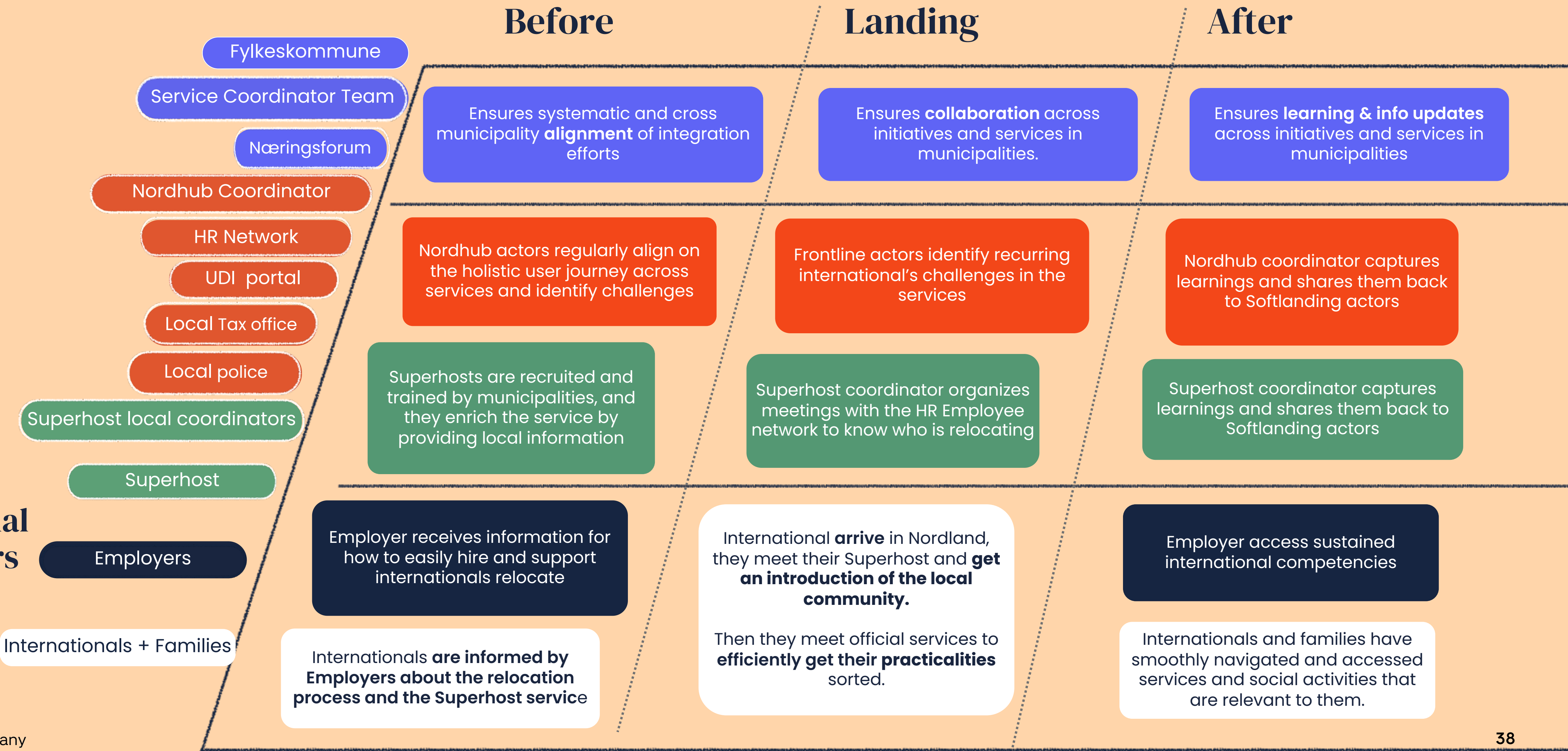
HR Network

How is the Holistic Softlanding Ecosystem experienced?

Backstage
System

Frontstage
Services

International
Nordlanders



Holistic Softlanding Ecosystem

Vision	Nordland is a region where a strong and diverse community thrives and supports a sustainable economy & society	
Project goals	Int. Nordlanders are quickly and smoothly integrated into society	The county has a large and sustained workforce of Int. Nordlanders

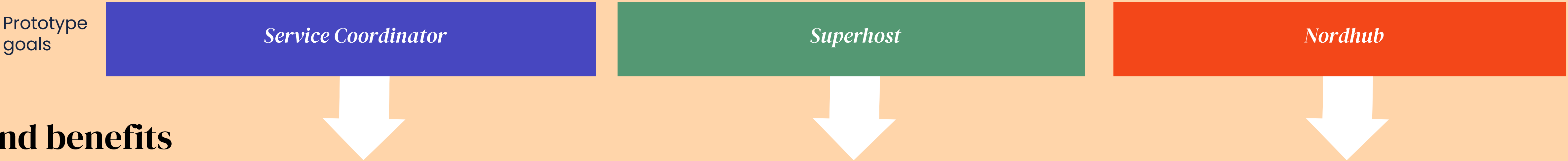
Prototypes

Prototype goals	<div><p>Municipalities collaborate and learn from each other on integrating work and family immigrants</p><p>Municipalities and voluntary organisations collaborate on integrating work and family immigrants</p><p>Municipalities access correct information to guide and integrate Int. Nordlanders</p><p>Work and family immigrants access suitable language resources</p><p>Family immigrants access work in Nordland</p></div>	<div><p>Int. Nordlanders can access support from a person when settling in</p><p>Int. Nordlanders access relevant info on practicalities, social activities and work/education, soon after arrival</p><p>Int. Nordlanders participate in activities in the community</p></div>	<div><p>Employers manage to hire the international workers that they need</p><p>Fast and smooth application process for visa / resident permit for international new hires</p><p>Efficient case management of visa / resident permits for UDI and local police</p><p>Employers get their international new hires working soon after hiring</p><p>Int. Nordlanders access services soon after arrival</p></div>
	Service Coordinator	Superhost	Nordhub

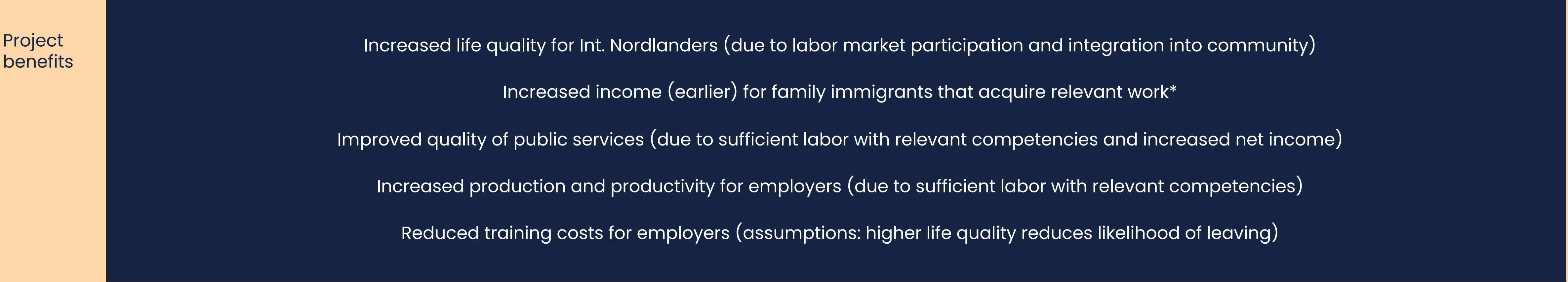
Holistic Softlanding Ecosystem



Prototypes



End benefits



*A benefit if the person fills a position that otherwise would not have been filled, or that the person moves from a low productivity to a high productivity sector.

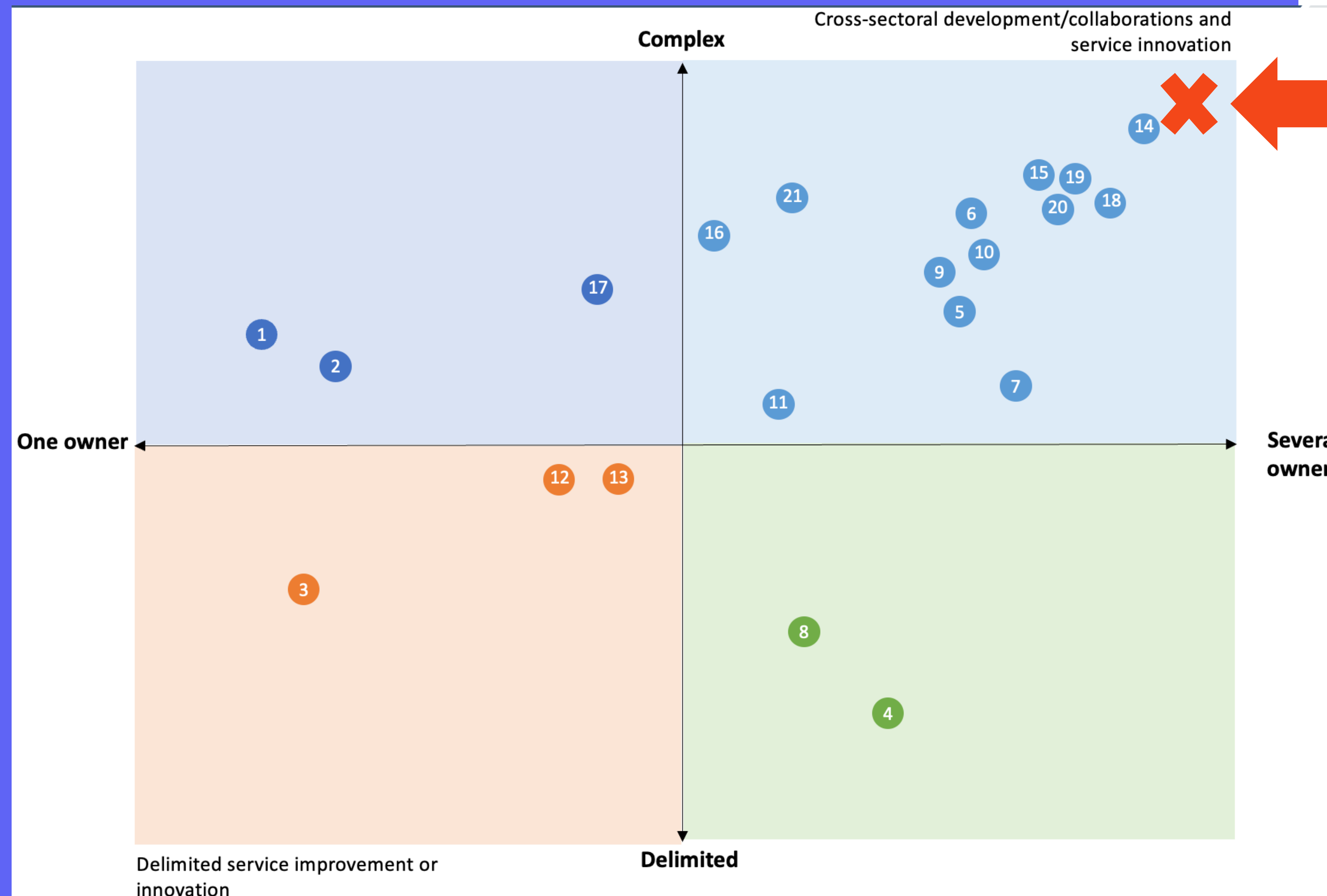
Results and future benefits

The final concept is a **plattform for further development** to reach the project goals and the vision for Nordland.

Results already generated during the project period ...

- Project participants have increased their competences in innovation driven processes and in identifying benefit potential
- Increased collaboration between regional services (police and tax authorities), between municipalities and between the county municipality and other services

... and are expected to generate **benefits** given implementation of the concept



Source: Menon Economics (2020) StimuLab Kunnskapsoppsummering

How

The way we have been
doing prototyping.

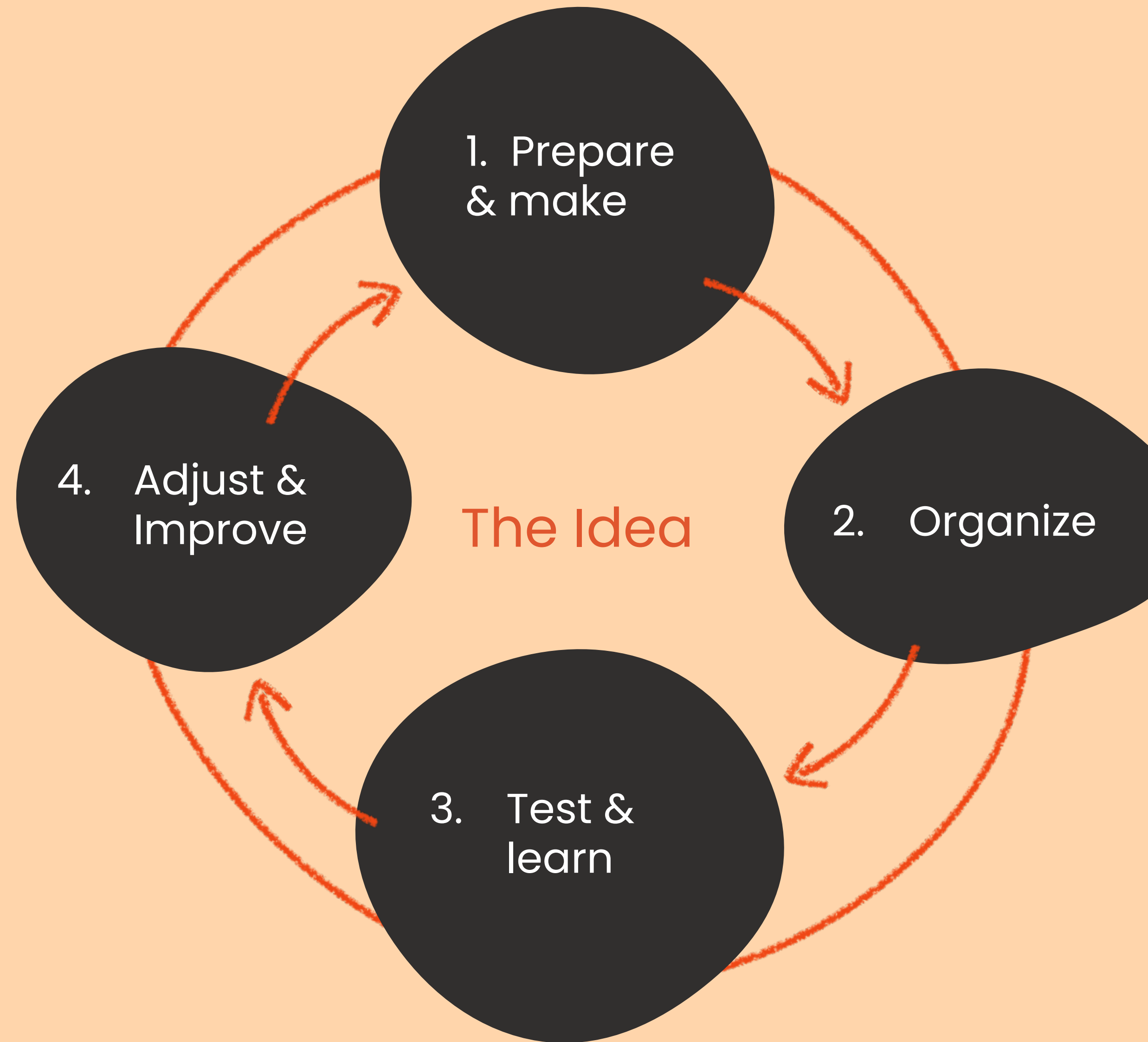


In this section we explain how we have used prototyping as a method of reaching revised and more realistic ideas. We also provide a summary of each of the groups prototyping journey and results.

Prototyping as learning loops

Prototyping is the iterative act of quickly testing early ideas in real-world contexts with people to identify needs and improve the concept. Prototypes can vary in form and use different tools, but the goal is to refine the end result and address the problem at hand. The key is to test repeatedly while incorporating feedback.

Prototyping helps us test our assumptions, see where we've made progress, where we've failed, where to improve, and how we can adjust our goals to fit the real world. It also helps us see how to adjust the real world to fit the needs of the end users.

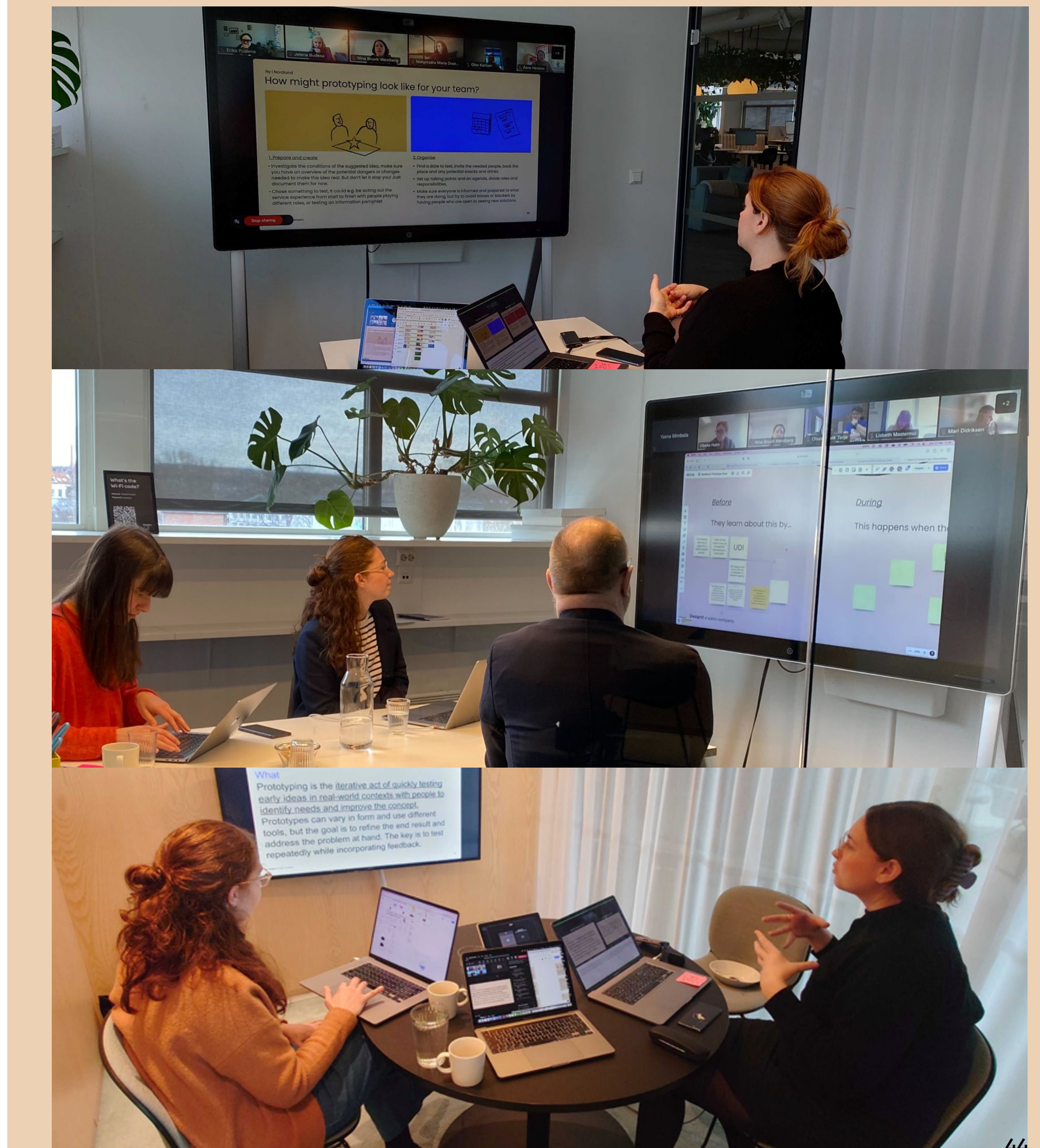


Prototyping groups + regular sessions and journal

Designit and Menon Economics have supported three groups to prototype the three suggested initiatives, Service coordinator, Superhost and Nordhub.

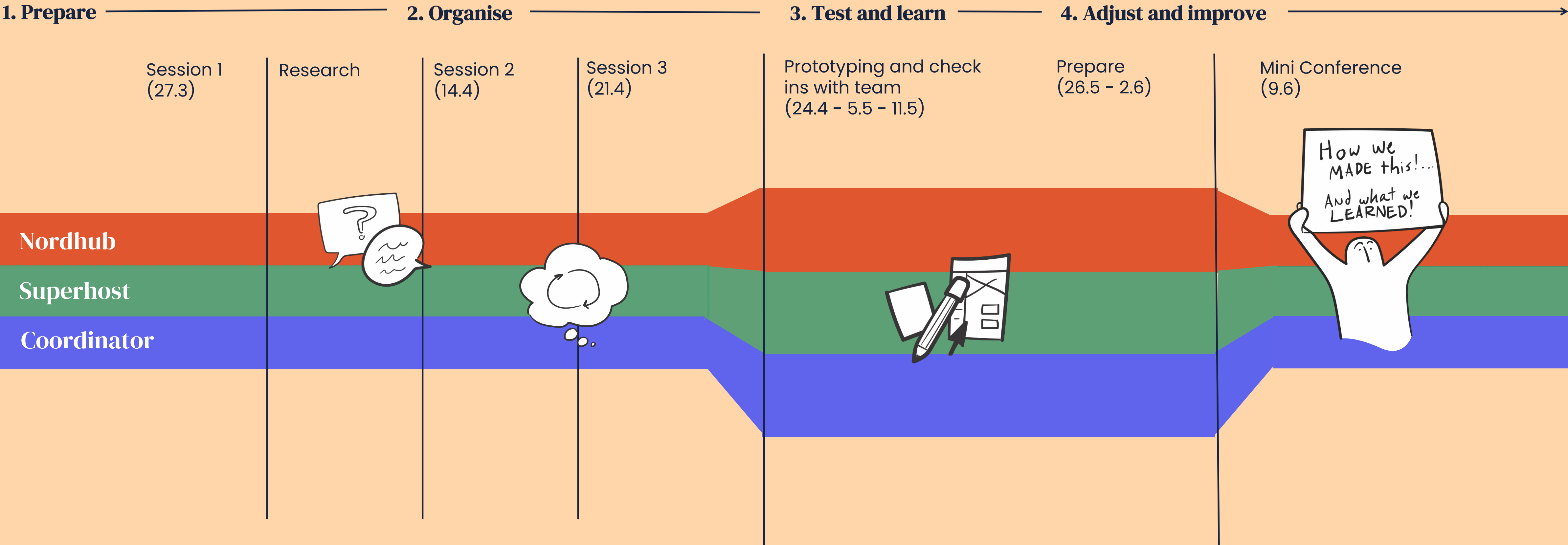
The intention was to test and refine the ideas in a realistic context, with realistic actors before spending resources implementing them.

Participants in the three groups have unique experience from initiatives and actors in Nordland, and they have generously dedicated their time supporting this process.



Process for each prototype track

16 multi-actor facilitated hours: 8 x 2h sessions
over 2.5 months



Ny i Nordland - How

Prototyping in action



Conference in Bodø

To further anchor the collaborative process and share experience from the prototyping we gathered in Bodø the 9th of June 2023. The conference was introduced by Mari Didriksen, Advisor, Nordland Fylkeskommune and Linda Helén Haukland, Fylkesråd Nordland Fylkeskommune.

The insights along with the overall concept was presented by Designit and Menon Economics.

The results from the prototype-work was presented by the different actors in the prototype groups. (The following slides are summaries of these presentations. More extensive presentations of their work is available in the delivery folder of the project.)

The conference ended with a panel discussion on *How to implement the ideas moving forward?* with moderator Umair Najeeb Mughal (Nord University), participants: Joyce Aguirre (International Nordlander), Linda Helén Haukland (Fylkesråd Nordland Fylkeskommune), Lisbeth Mastermo (Bodø Politiet) Jarl Håkon Olsen (Rana Utvikling), and Ketil Eiane (Nord University).



Service Coordinator

The team: Salamatu (Nordland fylkeskommune), Thina (Nordland fylkeskommune), Britt (Nordland fylkeskommune)

The idea:

The purpose of the service coordinator is to facilitate good integration at system level and across the municipalities in Nordland. The service coordinator must contribute to better interaction, cooperation and information flow between actors in the field of integration in Nordland.

This function should be at county level, so that the service can coordinate initiatives and ensure continuity in the integration work, including further development in Superhost and Nordhub.



Ny i Nordland – How – Prototyping summary

	Service coordinator			
	Problem	Possible solutions	Effect goals	Possible intermediate benefits
1	Limited systematic cooperation and learning between municipalities on integrating work and family immigrants	Facilitates meeting places between actors working with integration and services for the target group Facilitates collaboration agreements between municipalities on integration Facilitates the sharing of experiences and best practices between municipalities	Municipalities collaborate and learn from each other on integrating work and family immigrants.	Municipalities spend less resources on reinventing the wheel. Work and family immigrants have increased and more equitable access to integration services across municipalities in Nordland.
2	Limited cooperation between the municipality and the voluntary sector integrating work and family immigrants	Facilitates the sharing of experiences and best practices between municipalities and voluntary organizations	Municipalities and voluntary organizations collaborate on integrating work and family immigrants.	More efficient use of existing resources within the local community.
3	Work and family immigrants and the frontline services that guide them spend much time finding correct information	Regional website / newsletter aimed at superhosts and frontline services	Frontline services gain swift access to accurate information relevant to work and family immigrants. Work and family immigrants gain swift access to accurate information	Frontline services spend less time searching for accurate information. Work and family immigrants spend less time searching for accurate information (regarding language training, etc.).
4	Difficult for work and family immigrants to find suitable language training courses	Establishes a registry of both municipal and private providers of Norwegian language courses Enhances language training opportunities through Nettskolen in Nordland (Online School in Nordland)	Work and family immigrants access suitable language training courses.	Work and family immigrants spend less time looking for language courses
5	Difficult for family immigrants to find work in Nordland	Enhances the focus on diversity in the labor market in Nordland Develops a trainee program tailored for individuals with limited work experience in Norway	Family immigrants find work options soon after arrival	Family immigrants spend less time looking for work

The prototyping started with some questions;

- Focusing on the whole user journey: Different needs are to be addressed on different stages of the journey, where is the leverage points in the system?
- How should we facilitate at system level, for good and effective inclusion of the target group in the local community?
- How do we increase collaboration across municipalities and sectors?
- How do we increase access to adapted language training for the target group?
- How do we increase the target groups access and connection to the labor market in Nordland?
- How do we ensure relevant and accessible information to those guiding the target group?



Service Coordinator

Før ankomst

Informasjon før
ankomst
Rekruttering til arbeid i
Nordland

Ankomst

Nordhub, Superhost
Formaliteter

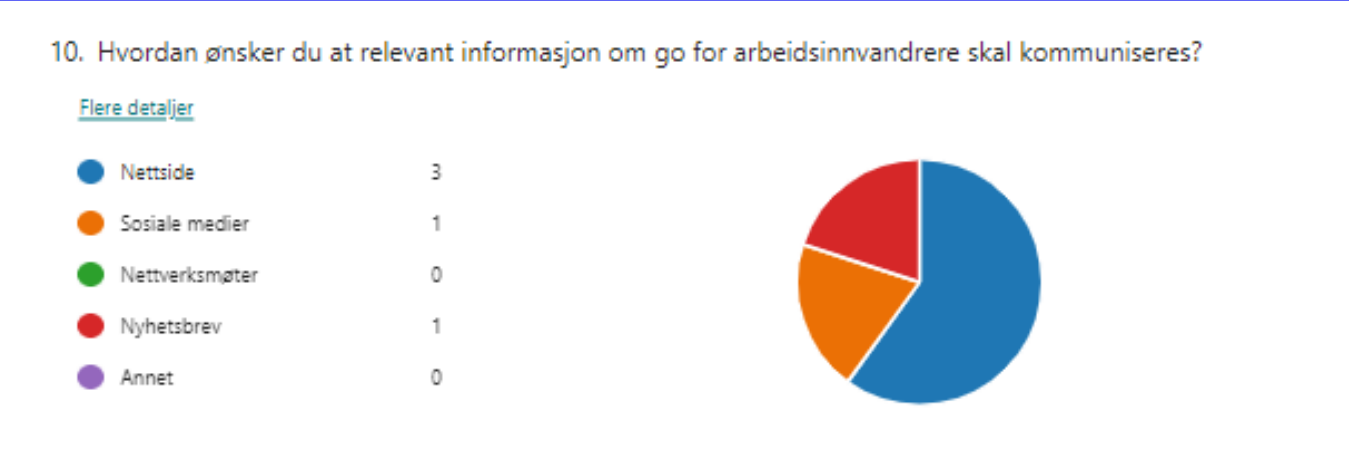
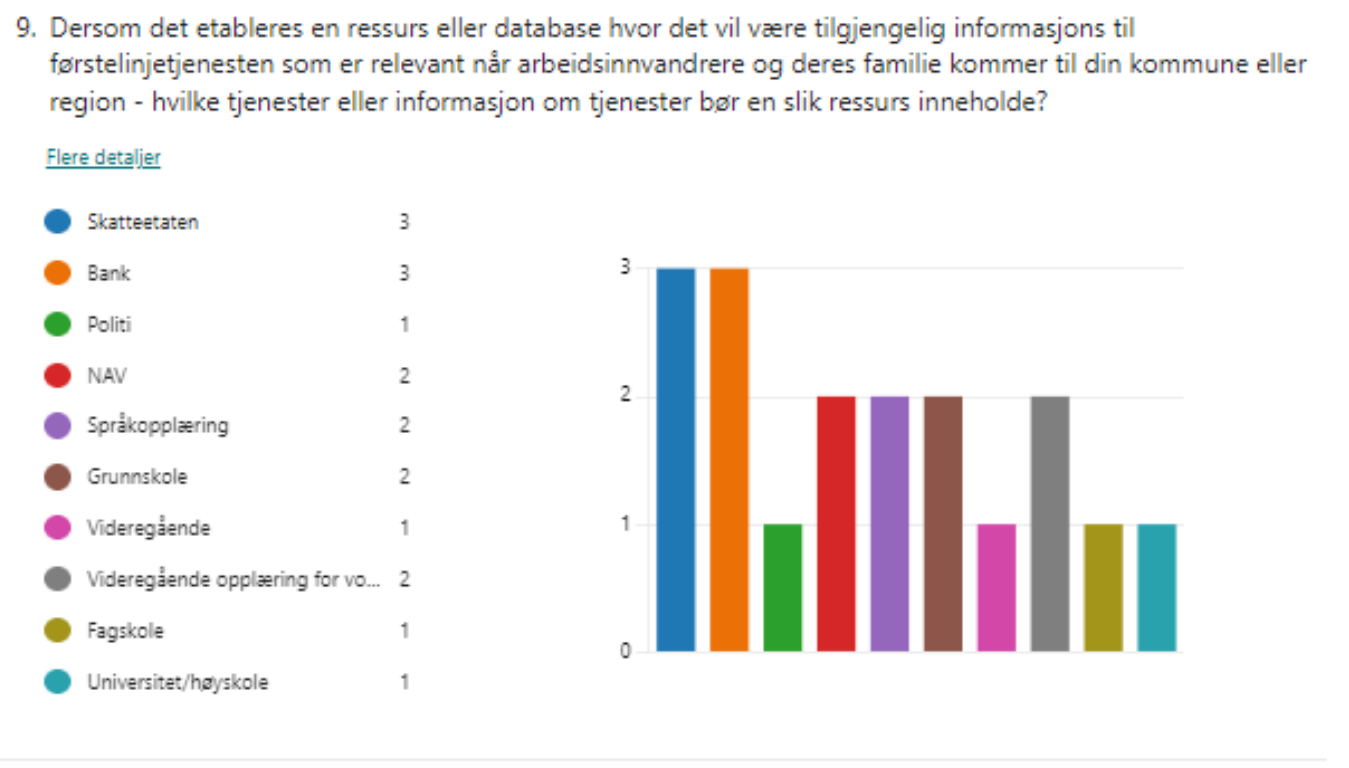
Inkludering i lokalsamfunnet

Fritid,
språkopplæring,
samfunnskunnskap,
karriere, bli-lyst

Prototyping was done through;

Feedback from with key actors (pictured) to uncover and discuss topics;

- Mapping actors, arenas for collaboration and uncovered room for opportunity.
- Questionnaire for managers responsible for integration at municipal level
- Explored and identify the opportunity space in relation to the objectives



Questionnaire

Nordland FYLKESKOMMUNE

Frivillighetsstrategi Nordland 2020-2024

Tove Solvang
Rådgiver Folkehelse
ansvar for NFK arbeid innen frivilligheten

«Digital temakalender, som skal bidra til samhandling og samarbeid, informasjon- og erfaringsdeling»

Gøran Raade-Andersen Rådgiver Nordland fylkeskommune
Ansvar for utvikling av plattformen «Det gode liv i Nord»
Partnerskapsavtaler med kommunene

Olav Karlsen, superhost teamet

Mål for regionvekstavtalene

- Styrke og fremme** regionene som drivkraft i utviklingen av Nordland og nordområdene.
- Balansert utvikling** i den enkelte region, med styrket samarbeid mellom sentrum og omland.
- Et grønnere Nordland.** Tiltak som utvikler næringsliv, bygger velferd og attraktive samfunn, samt som klimagassutslippene reduseres. FN's bærekraftsmål skal være retningsgivende for tiltak og samarbeidsområdene som omfattes av regionvekstavtalen.
- Økt verdiskaping** som kommer regionene til gode. Tiltak skal styrke arbeids- og næringslivets tilgang til kompetanse, arbeidskraft, bidra til innovasjon og legge til rette for nye etableringer.

Greta Johansen
Spesialrådgiver, med ansvar for regionveksavtalene

The recommendations going forward is;

- Establish a coordinating integration team in NFK that will be responsible for the work.
- Work to get measures aimed at work and family immigration into the next round of the regional growth agreements.
- Collaborate on the platform "The good life in the North", so that it can be a tool for those who work with this target group.
- Putting diversity in working life on the agenda in Nordland.
- Develop regular meeting places for the municipalities on work and family immigration.
- Working to better adapt the Norwegian offer in Nettskolen in Nordland to the target group.

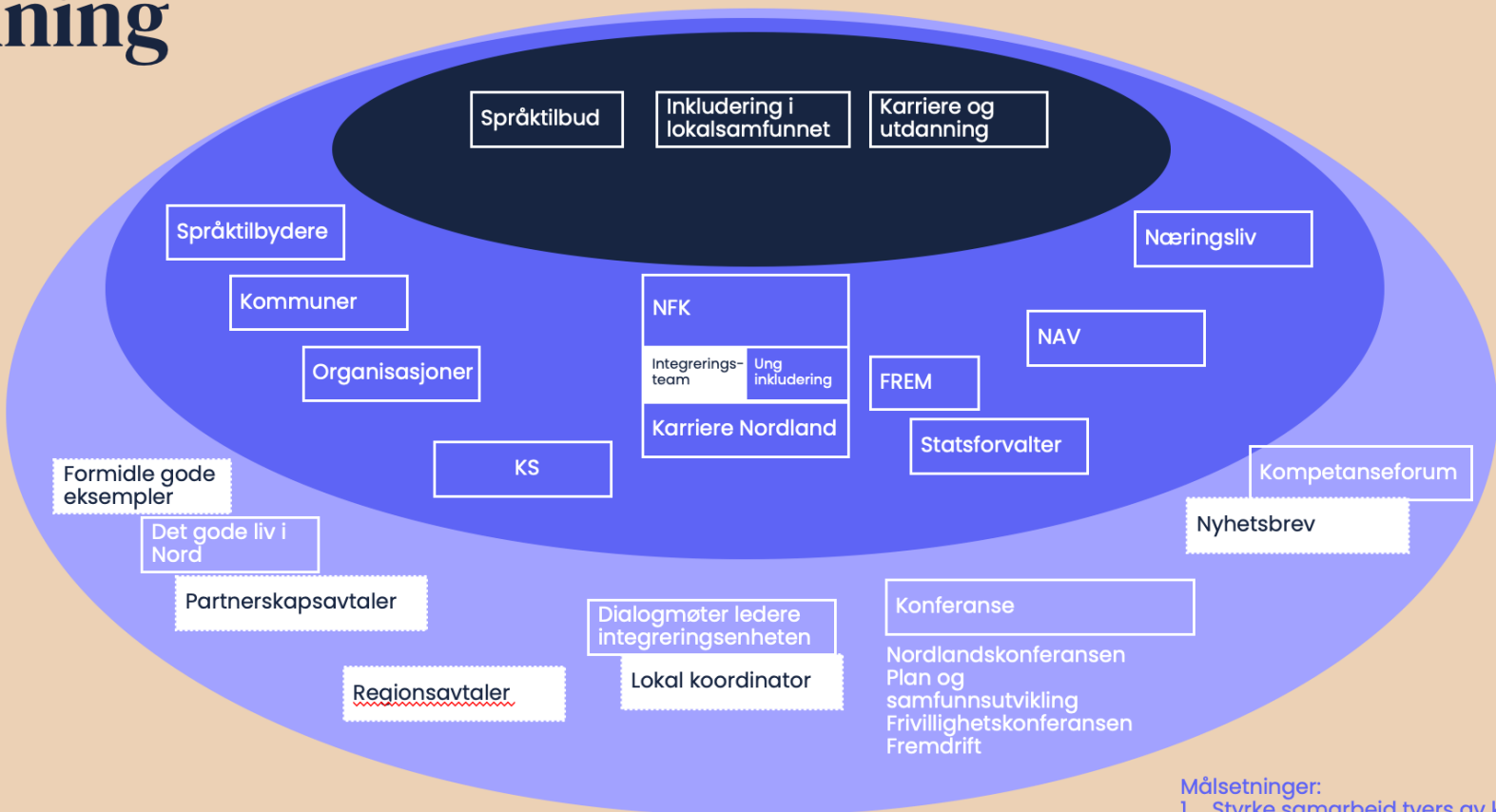
Ny i Nordland

Synkronisert innsats = større dekning

Fokus områder:

Aktører:

Arena og mulighetsrom:



- Målsatninger:
1. Styrke samarbeid tvers av kommuner og til frivilligsektor.
 2. Styrke tilgang til tilpasset språkopplæring for målgruppen
 3. Økt og varig tilknytning til arbeidsliv

Designit x Menon Economics

Suggested roadmap

Oppgaver	Periode for gjennomføring	Ansvar
Etablere et koordinerende integreringsteam	I løpet av høsten 2023	Avd. Utdanning og kompetanse
Samarbeid om utvikling av «Det gode liv Nord»	I løpet av høsten 2023	Avd. samfunnsutvikling
Pilotprosjekt Trainee-program tilrettelagt for de med lite arbeidserfaring i Norge	I løpet av våren 2024	Avd. Utdanning og kompetanse
Prosess rundt regionvekstavtalen	I løpet av 2024	Avd. samfunnsutvikling
Styrke språktilbudet i regi Nordland fylkeskommune.	I løpet av 2024	Avd. Utdanning og kompetanse

Superhost

The team: Prototyping team: Iselin Breirem (lead, Rana), Jelena Budeska (Dønna), Erika Puziene (Herøy), Ingrid Rokkan Mathisen (Rana), Åsne Henden (Gildeskål), Olav Karlsen, Mosjøen og Omegn Næringsselskap, Malgorzata Dvarakova, Britt Kjensli and Hege S. Bekken (Nordland Fylkeskommune)

The idea:

The core of the Superhost is to have municipalities in Nordland officially provide a certified local host, that welcomes you in the first days when arriving to Nordland. The hosts provide you with practical and social connection to your local area, and the core practicalities of starting your life in Norway.

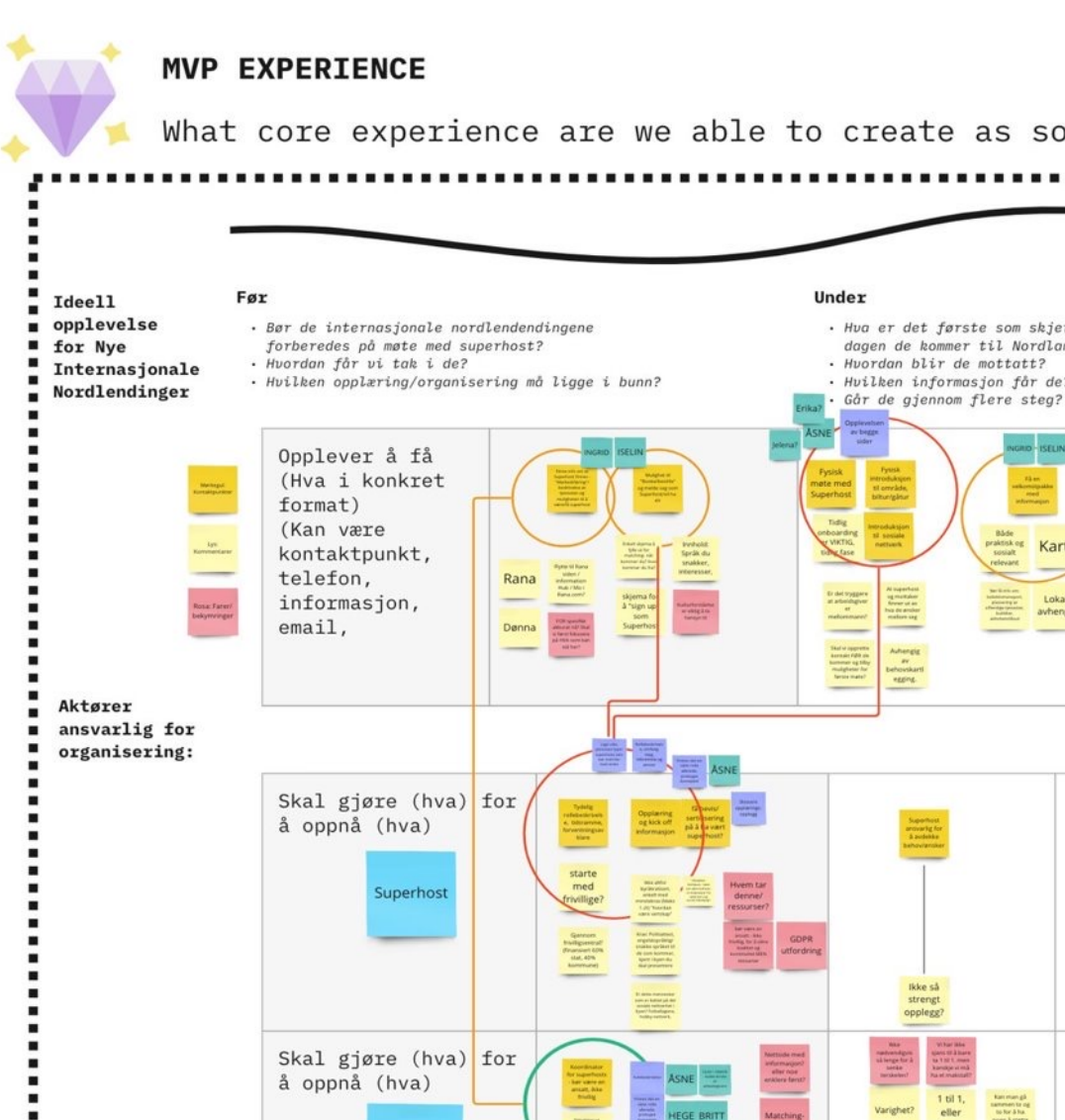


Ny i Nordland – How – Prototyping summary

	Local Superhost			
	Problem	Possible solution	Effect goals	Possible intermediate benefits
1	International Nordlanders lack support upon arrival in Nordland.	International Nordlanders need a contact person outside their employers that can meet and greet them upon arrival.	International Nordlanders access support from a contact person when settling in Nordland.	Increased quality of life Increased trust in locals for International Nordlanders
2	International Nordlanders lack information on formal requirements and processes.	A contact person that can point them in the right direction and/or provide updated and relevant information and knowledge.	International Nordlanders access relevant info soon after arrival on <ul style="list-style-type: none">• Social activities• Work and education• Other opportunities	International Nordlanders spend less time and resources trying to understand the local context. Employers spend less time and resources assisting International Nordlanders.
3	International Nordlanders lack information on practicalities (transport, holidays etc.) – things they do not know they don't know			
4	International Nordlanders lack information on relevant work opportunities for family members.			
5	International Nordlanders lack information on activities (hiking, concerts, social arenas etc.)	A contact person that can guide them <u>to</u> activities in the community.	International Nordlanders participate in activities in the community.	Increased life quality for International Nordlanders (reduced loneliness, meaningful activities)

The prototyping started with some questions;

- Who should be superhosts, how do we recruit? (Different for different municipalities?)
- When and how should the first contact establish? What are the roles?
- What information should be given in what formats? and how specific information is the superhost providing on the official work immigration processes?
- What support functions needs to be in place?
- How do we best secure coordination/ financial and human resources of superhost as a service in municipality level,- and how is the connection to the fylke. (Will it be different for different municipalities?)
- How do we include employers in a good way?



Main ingredients



Coordinator

- Recruitments.
- Organization
- Marketing.
- Training and guidance.
- Team/Network.



Superhosts

- Local Superhosts from municipalities in Nordland county.
- The first meeting arranged by the coordinator, between the Superhost and International Nordlander.
- Supported by their own team/network.



International Nordlanders

- International workers.
- Partners and children.



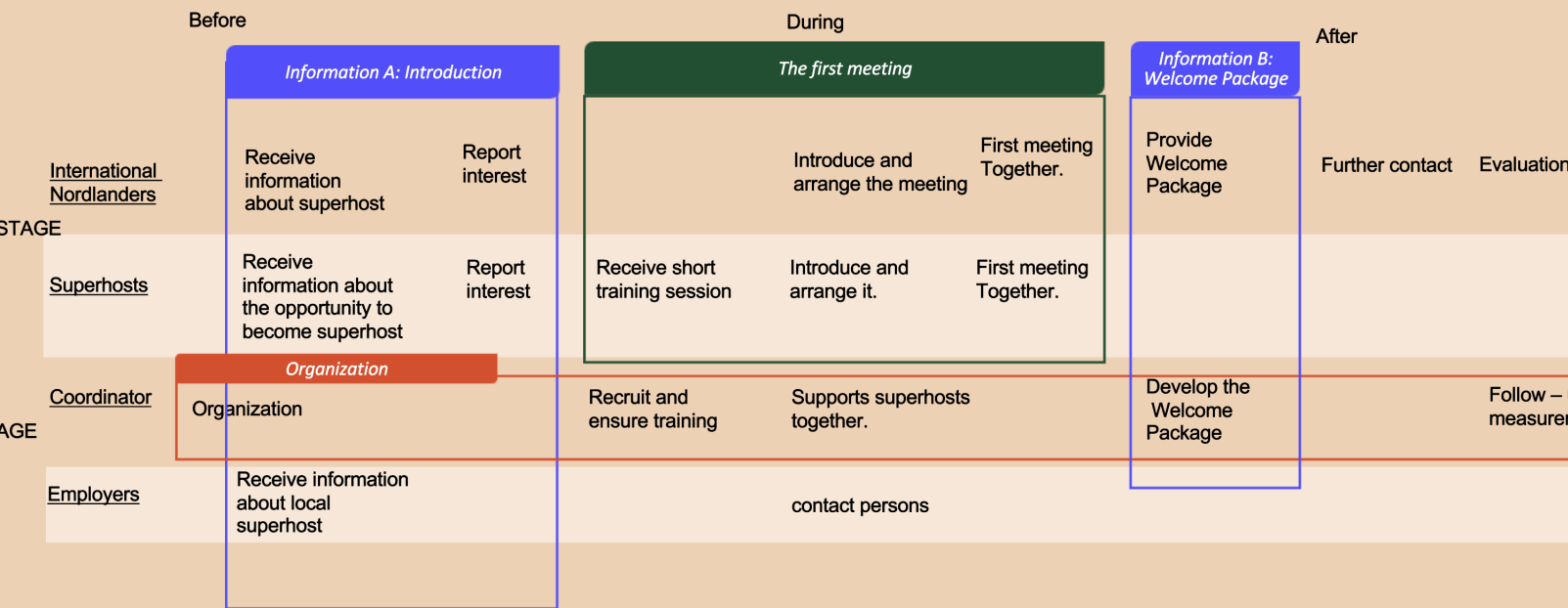
Employers

- Local businesses organizations municipalities
- Contact persons businesses organizations

Designit x Menon Economics



What we tested and how we tested it:



Prototyping was done through;

- Questionnaire to get feedback on information material, using «moirana.com» as a prototype format.
- Tested a matching system in excel by using the code *if else* to code individuals interests and nationality based on the information given by google forms.
- Scenario tested the roles and first meeting between superhost and international Nordlander. Acted out by previous newcomers in Nordland.
- Interview/ feedback meetings with the public health coordinator/leader in Vefsn municipality and volunteering network.
- Survey sent out to municipalites to get input on the best model of organisation



The recommendations going forward is;

Organisation:

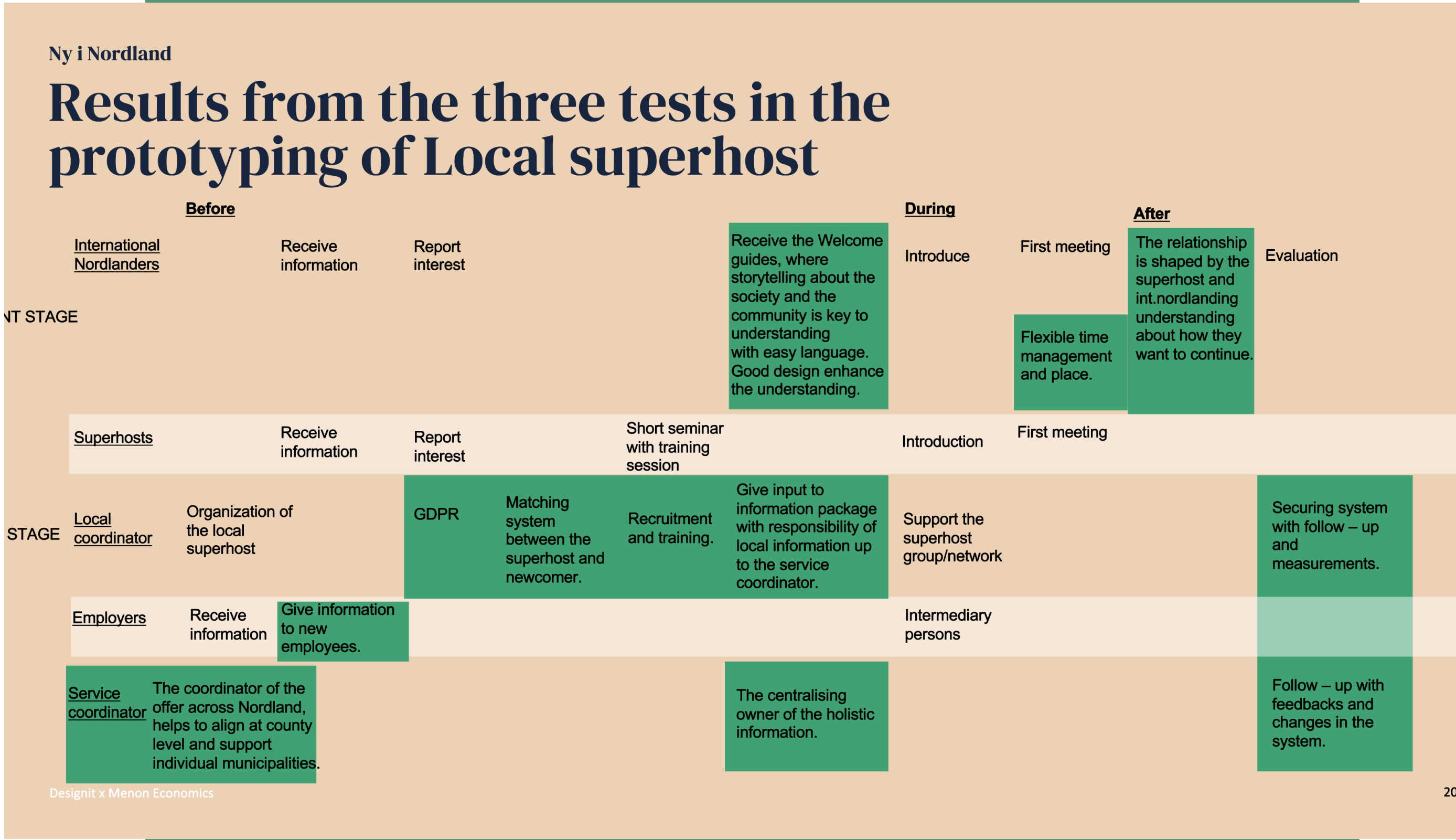
- Dynamic model of ownership; responsibility should be in the municipality with the public health coordinator/ leader collaborating with businesses and organizations in the local community. Could include volunteer centers.
- Ensure close partnership between the Service coordinator (County)and superhost coordinators. (Municipality).
- Need to keep track of GDPR/ data journal/protocol.
- Need of financial model: To ensure long term security, economic resources of operational costs and potential host compensation.

Information:

- Develop tailored information on local level, with cross- municipality recommendations, connect to holistic information from fylke.
- Storytelling with holistic and low threshold perspectives about the society and the local. (Universal design).
- Need to focus on marketing and sharing of information that already exist, but isn't adapted.

Meeting/roles:

- Keep low threshold, let participants decide tempo and form.
- Focus on local connection to social arenas, activities, sports, nature, communities or networks.
- Include ethical guidelines, police certificate, basic understanding of Norwegian system, and connection to community in training material.



Nordhub

The team:

Mari Didriksen, NFK (Prototype Lead), Lisbeth Mastermo and Monica Bomnes Forsland (Nordland Police), Frank Terje Olsen and Siv Anita Storteig (Nordland Tax Authorities), Vibeke Holm and Anna Bollestad Jøsok (UDI), Yasna Mimbela (Rana Utvikling and Besity), Anders Gjøen (Bank ID), Manuela Aguirre (Designit) and Nina B. Westberg (Menon Economics).

The idea:

The core of this idea is a collaboration between national immigration services and Employers in Nordland to support Internationals + their families to have a faster and smoother relocation to Nordland



Nordhub				
	Some problems	Possible solutions	Possible effects	Possible intermediate benefits
Considering Nordland	A <u>long and complex visa / resident permit application process</u> can deter Int. Nordlanders from accepting job offers in Nordland	We have tested some possible solutions within the Nordhub, involving collaboration between the police, UDI, the tax authorities and the employers	Employers manage to hire the international workers they need	Increased production and productivity for employers
Before coming to Nordland	Applying for a visa / resident permit may feel risky and is a <u>time-consuming and costly process</u> for international new hires and their families		Fast and smooth application process for visa / resident permit for international new hires	Reduced risk, time, and costs for international new hires when applying for visa /resident permits Reduced time/resources on case management for UDI and local police (and VSFs/embassies) Increased production and productivity for employers
	The division of <u>roles and responsibilities</u> between the employer, UDI, police and international new hire when applying is at times <u>unclear</u>		Efficient case management of visa / resident permits for UDI and local police	
	For employers , it is <u>not predictable</u> when their international new hire can arrive and start work		Employers get their international new hires working soon after hiring	
After arrival in Nordland	It takes time before Int. Nordlanders can access their F-number and thus public and private services		Int. Nordlanders can access services soon after arrival: <ul style="list-style-type: none">• bank services (bankID)• tax card• fastlege (health)• HES-card (where relevant)• cell phone subscription (depends on company)	Increased income to Int. Nordlanders due to correct taxation Increased quality of life for int. Nordlanders Increased trust in public services for Int. Nordlanders Reduced time/resources on case management for local police and tax authorities

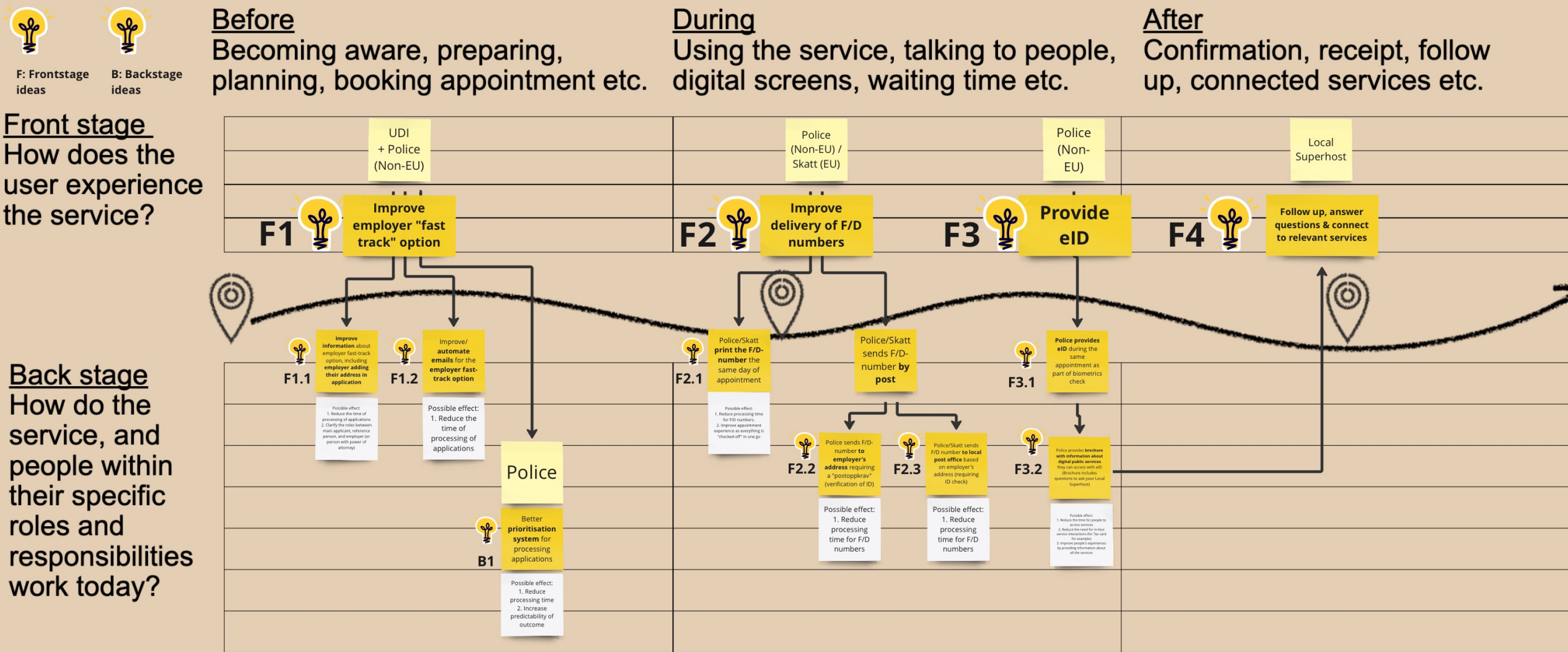
The prototyping started with some questions;

- How is the immigration process into Nordland?
- Who are the actors/services involved?
- What are the key challenges for end users?
- What are the key challenges for the frontline service providers?
- How are actors in the relocation journey collaborating on the backstage?
- Can information be shared between immigration actors?

Ny i Nordland

Task b. What should we consider in people's experience as it is today?

Use the topics from the last task to focus your input. Each team member duplicates and fills in this slide for their service.

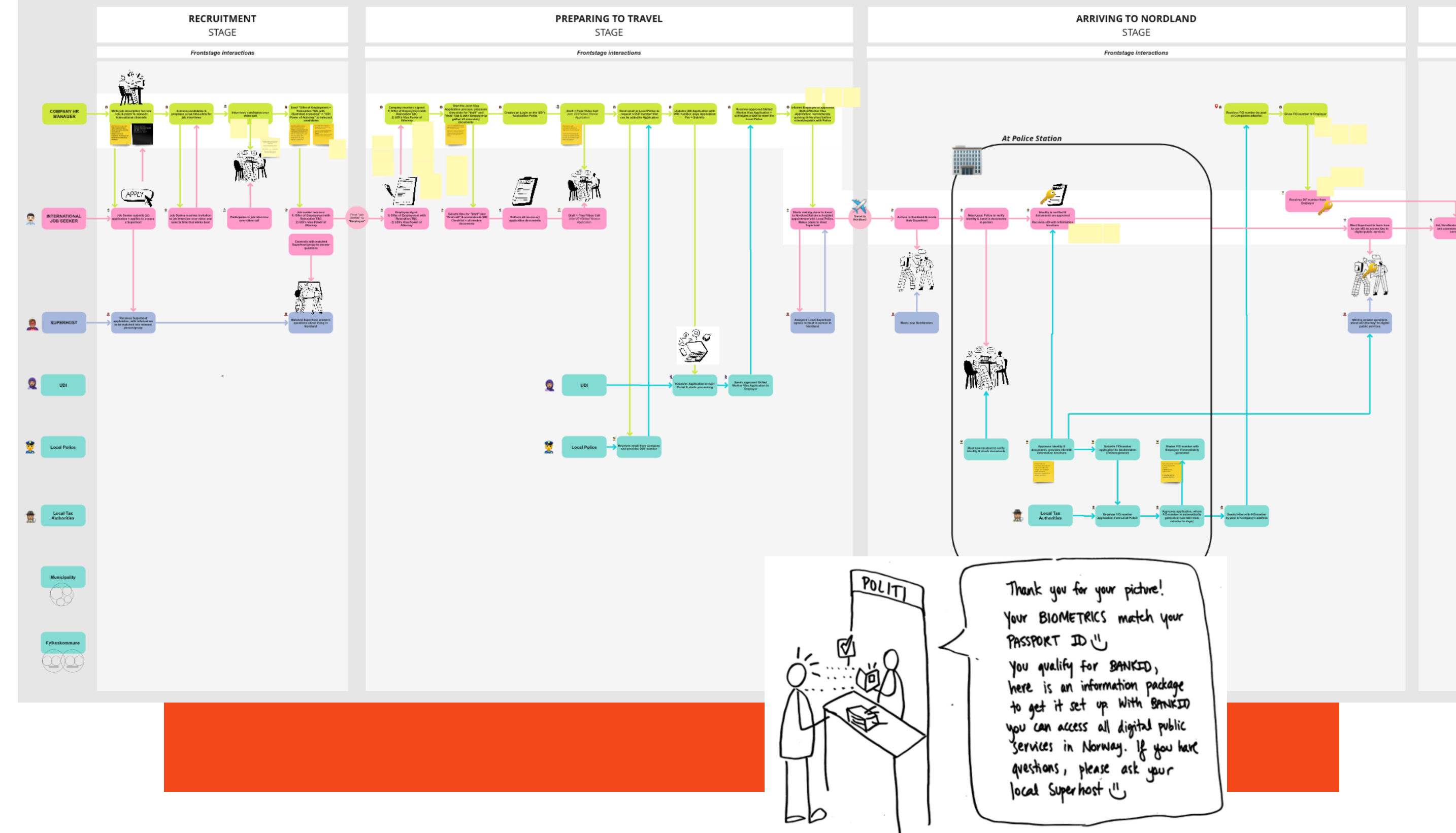


Prototyping was done through;

- Testing with 2 international Nordlanders the UDI process where Companies can apply on behalf of applicant using Power of Attorney
- Testing a new script for Local Immigration Police with 2 International Nordlanders to handout eID together with F-number, linking eID to services and the Superhost for support
- Testing with 2 businesses a new holistic immigration process guided by Employers and supported by the Nordhub



SOFTLANDING IN NORDLAND // NORDKNOT // UNTANGLING PRACTICALITIES



The recommendations going forward is;

- Nordhub actors need to continue collaborating so solutions can be co-created to ensure maximum impact for all parties involved.
- Collaboration between local and National actors can help streamline immigration into Nordland, making Nordland an attractive destination for the competitive international labour market.
- Information needs to be in English, at the minimum, ideally in other languages as well
- Position Nordhub actors as key influencers into how internationals develop a sense of mastery and belonging in Nordland, as struggling during the first year due to practicalities and essentials not in place can make recently arrived international leave again.



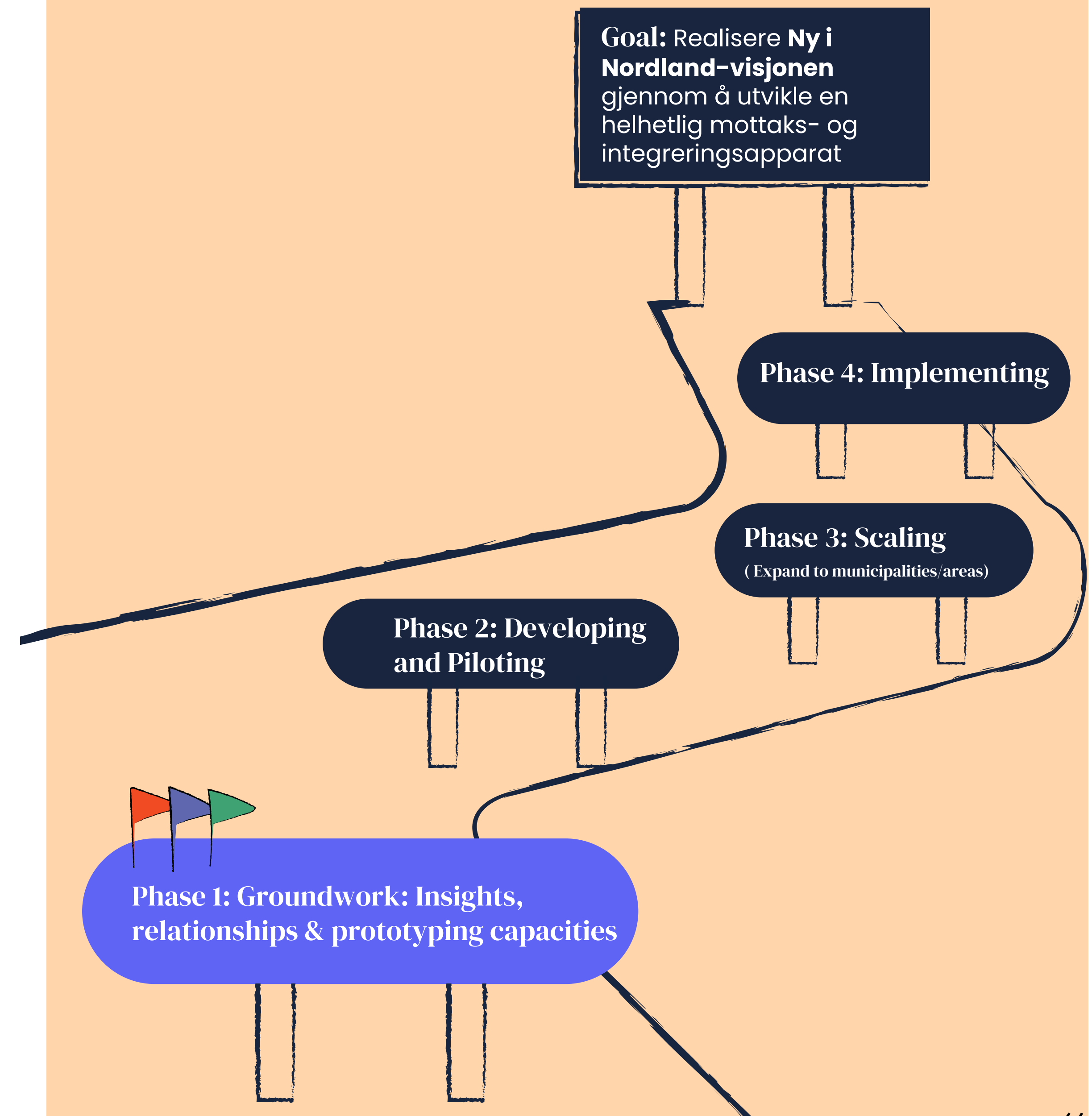
Next steps

What are we
recommending
going forward

Roadmap to implement the Softlanding Ecosystem

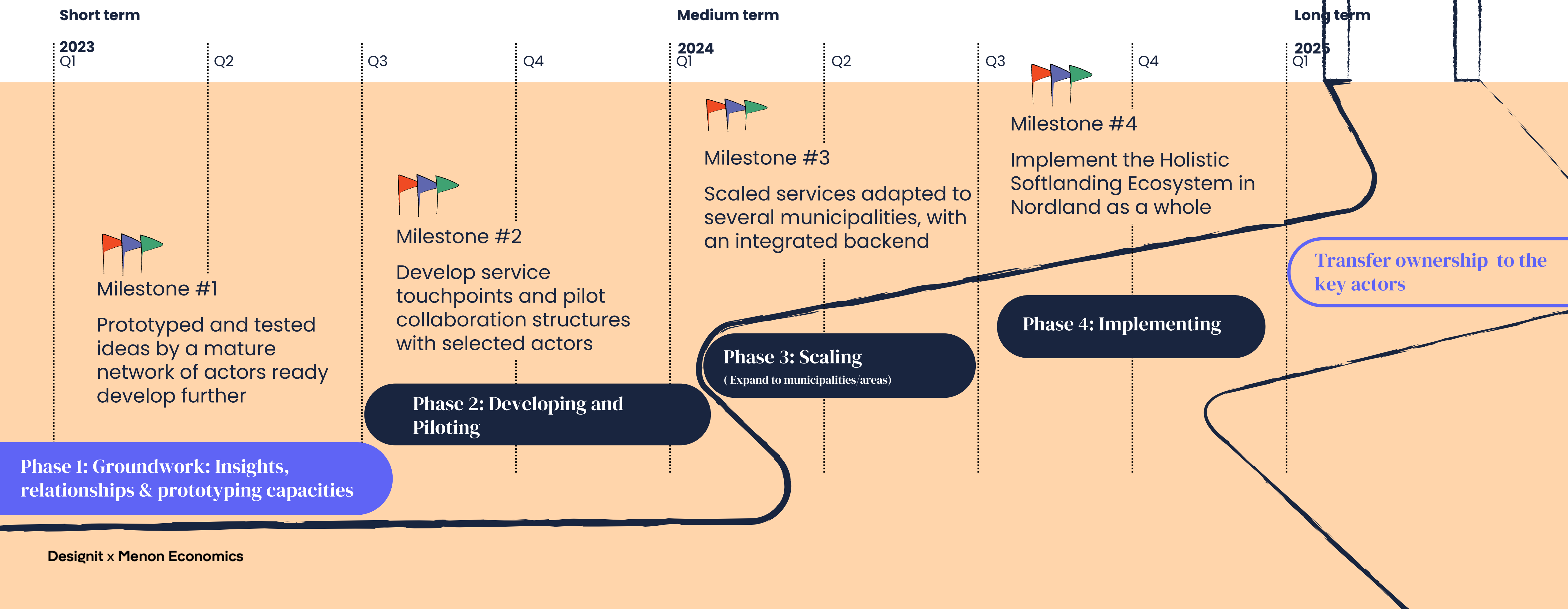
Phase 1: Foundational Groundwork (Dec 2022 to June 2023) After researching multiple perspectives (internationals, businesses, public services) 14 insights into internationals reality were defined and sparked 6 prioritized ideas, where 3 of them were prototyped. Cross sectorial prototyping teams were created across five municipalities in Nordland, NFK, national and local immigration services, and businesses. Relationships were nurtured and learnings shared across all these actors that now have the awareness, prototyping capacities and momentum to co-create the Softlanding Ecosystem.

We propose 3 more phases for the project, which are needed to pilot, implement, and scale the Holistic Softlanding Ecosystem. For now we have 3 prototypes and expect new prototypes that will be developed over time.



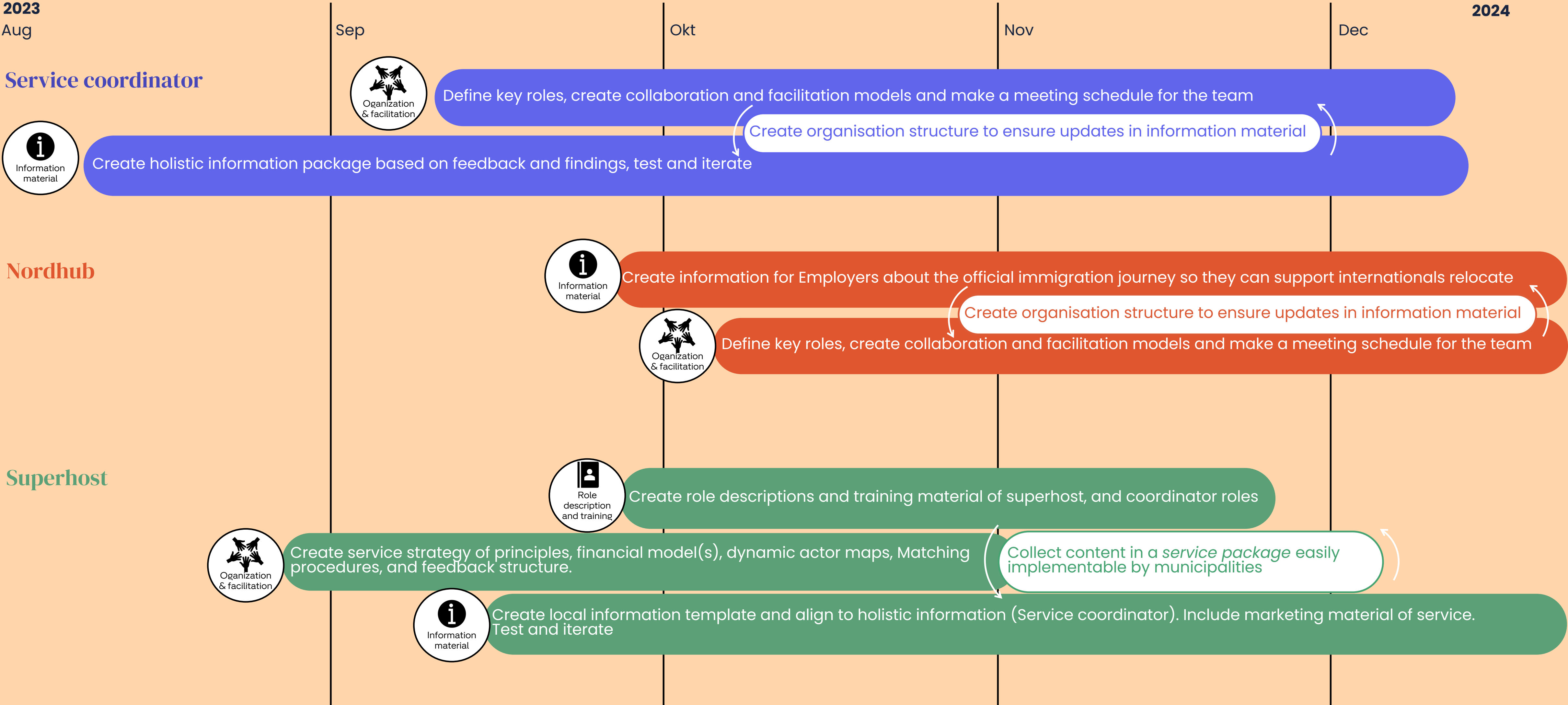
Roadmap Ny i Nordland 2023 - 2025

Goal: Realisere **Ny i Nordland-visjonen** gjennom å utvikle en helhetlig mottaks- og integreringsapparat



Activities

Phase 2: Piloting



How can Designit and Menon support?

To ensure progress and continuity, the project needs dedicated resources.

The extent of the assistance will depend on how ambitious you wish to be on behalf of the project. Nonetheless, we recommend that you avoid a halt in the project, as it would result in a weakening of commitment, network, and learning.

Our goal will be to support your internal resources so that they can handle the tasks independently over time.

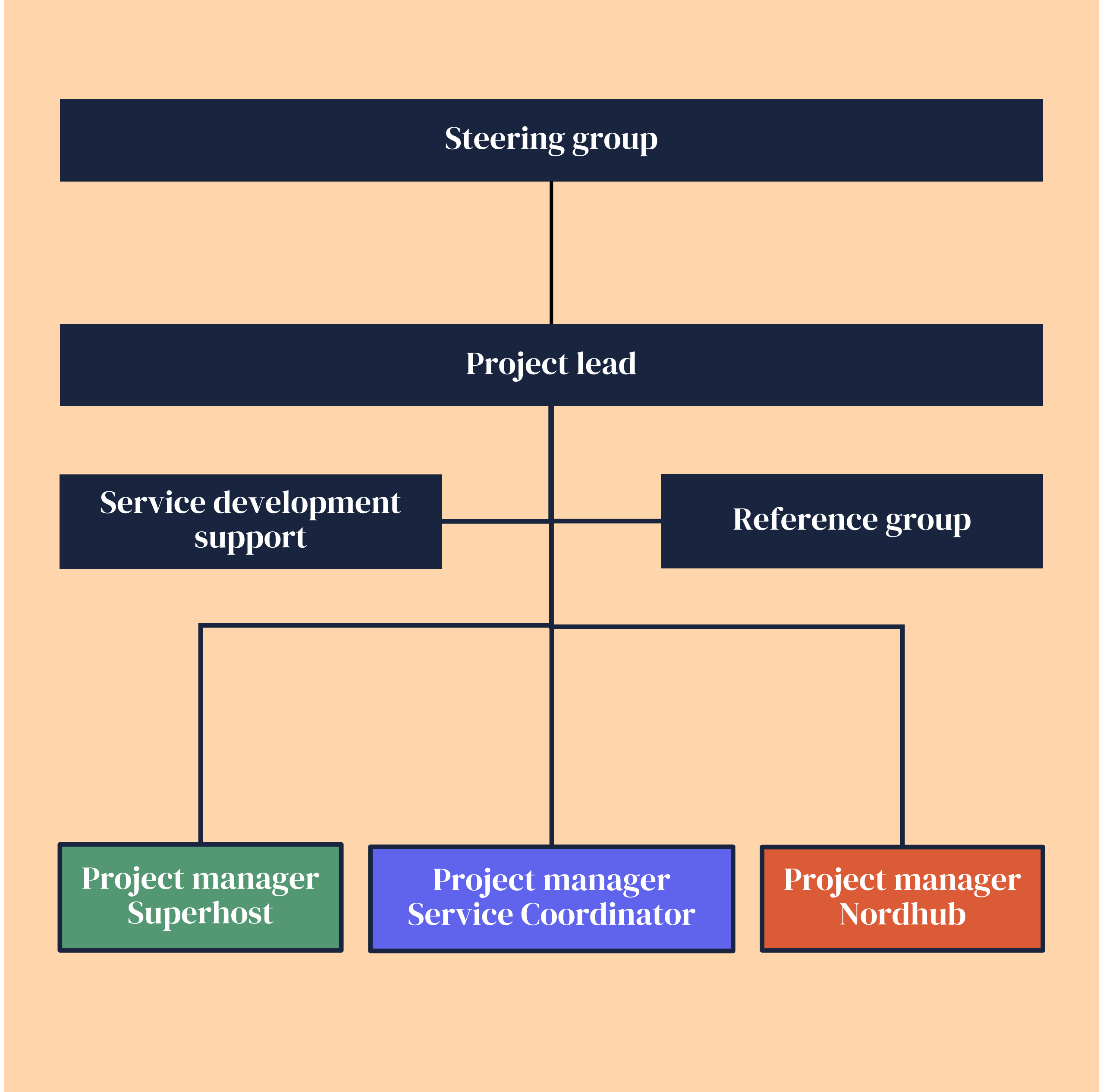
NFK has the possibility to exercise an option on the existing agreement without further procurement process.

Different options for support:

1. Finishing phase 1: Anchor the project at the NFK, establish resources for the project with a clear mandate and structure
2. Establish project and limited piloting: support NFK's resources in setting up the project and start develop and piloting service coordinator and superhost (and possibly local version of Nordhub)
3. Establish project and full piloting: support NFK's resources in setting up the project and start piloting service coordinator, superhost and Nordhub

Project set-up

- The project should have a clear anchoring in the county councils, with a good connection to both political and administrative management
- **Steering group:** oversee the project as a whole and secure funding. Should consist of selected fylkesdirektører and members from fylkesrådet.
- **Project lead at NFK (minimum 50%):** Lead the project and oversee the holistic perspective, follow up with sub-project managers, be responsible for communication and engagement of key stakeholders, identify costs and follow up benefit realization plan
- **External service development support** (External support to project lead and project managers): Design, prototype and test all service touchpoints, including information packages, new roles, and backend collaboration channels.
- **Project managers at NFK (minimum 40% each):** Further develop the prototypes into measures that can be piloted in selected municipalities
- **Reference group:** Give support and advice to the project



Thank you!

