



The open Skåne 2030

SKÅNE'S REGIONAL DEVELOPMENT STRATEGY





Skåne's Regional Development Strategy June 2014

Political Steering Group: Pia Kinhult, Katarina Erlingsson, Rikard Larsson, Pontus Lindberg, Ewa Bertz, Christine Axelsson, Carl Johan Sonesson, Anders Åkesson, Henrik Fritzon, Yngve Petersson, Birgitta Södertun, Stefan Lamme, Vilmer Andersen and Lars-Johan Hallgren, representatives from the Regional Executive Committee, the Regional Growth Committee and the Healthcare Committee within Region Skåne.

Political Secretaries: Sofia Nerbrand, Mattias Olsson, Jacqueline Doohan, Jonas Duveborn, Emelie Larsson, Mattias Svensson and Stefan Brandt, Region Skåne.

Project Manager: Mikael Stammaing, Region Skåne.

Project Group: Therese Andersson, Sarah Ellström, Ola Jacobson, Eskil Mårtensson, Richard Gullstrand, Patrik Lindblom, Carina Nordqvist Falk, Christina Ståhl, Thomas Nilsson and Gudmundur Kristjánsson, Region Skåne.

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Photos: Jörgen Johansson, Niklas Forshell.

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Let us open up Skåne together

What you have in your hand is Skåne's regional development strategy, the result of extensive dialogues with citizens, civil society, business, and the public sector. We are now gathering around a joint strategic objective to achieve an open Skåne by 2030. An open Skåne that welcomes pluralism, more people and new ideas. A Skåne that is characterised by high tolerance and widespread participation in common social issues. The open Skåne encompasses an open landscape as well as urbanisation. The open Skåne breaks national boundaries and is a natural part of the Öresund Region. The open Skåne offers everyone the chance of a good life.

Together we have also selected five prioritised areas that we need to work with in order to achieve a completely open Skåne: Skåne shall offer optimism and quality of life, be a strong, sustainable growth engine, benefit from its polycentric urban structure, develop the welfare services of tomorrow and be globally attractive.

Region Skåne has a mandate to gather many different actors and with our combined size we can exert a great deal of influence. This is, however, a mandate that we approach humbly – as even a large actor cannot achieve this alone. We hope and believe that a broad majority can work for an open Skåne. This regional development strategy is the concern and responsibility of all of Skåne.



Pia Kinhult (M)

*Chair of the Regional
Executive Committee*



Katarina Erlingson (C)

*First Vice-Chair of the
Regional Executive Committee*



Rikard Larsson (S)

*Second Vice-Chair of the
Regional Executive Committee*

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Skåne's regional development strategy

Region Skåne has, under Swedish legislation on regional development responsibility, a permanent mandate from the Swedish state to coordinate regional development issues and to head the work to draw up the regional development strategy. A decisive success factor is that this work is conducted openly, inclusively and with continual dialogue. Skåne's inhabitants, municipalities, authorities, colleges and universities, trade and industry, and the idea-based sector need to participate if more initiatives, collaborations and networks are to arise, and if Skåne is to achieve more sustainable growth and greater appeal.

The regional development strategy shall formulate and create a broad joint approach to a common strategic objective for Skåne looking to the year 2030. A strategic objective that strengthens cooperation between different actors and that contributes to the creation of a context, a story, for those who live in Skåne. The strategic objective can also be used advantageously in communications about Skåne to show where we want to be. The strategic objective has been developed from a large number of analyses, meetings and discussions conducted over a couple of years. During this process, the Scanian development actors have appraised, set priorities and made selections.

Together we know where Skåne stands here and now. We have identified and accepted the challenges we face – but we have also embraced Skåne's favourable circumstances. We have gathered around a joint *strategic objective* for "The Open Skåne". We have selected five prioritised *standpoints* to realise the strategic objective. Each standpoint is associated with a number of *sub-strategies* and a few *goals*. By 2030, Skåne shall have been strengthened in a number of areas.

Skåne's regional development strategy is part of both a national and a European context, such as via the national strategy for regional growth and attractiveness, the Baltic Sea Strategy, the WHO Health 2020 strategy, Europe 2020, the EU's energy and climate goals for 2030 and the EU's cohesion policy.

Skåne's development strategy is also integrated with many other processes and strategies at both regional and local level: The international innovation strategy for Skåne, strategies for The Polycentric Skåne, the transport services programme, regional mobilisation around ESS and MAX IV, ÖRUS, Kompetenssamverkan Skåne, Region Skåne's business development platform for recruitment needs and training, the equal opportunities strategy for Skåne, public health campaigns, the strategic environmental programme, environmental objective work, the climate and energy strategy for Skåne, the rural programme, transport infrastructure planning, idea-based sector collaboration, the culture plan and municipal comprehensive land-use plans are all examples of processes and strategies that together provide a direction for the future development work.

The five prioritised standpoints are:

- Skåne shall offer optimism and quality of life
- Skåne shall be a strong, sustainable growth engine
- Skåne shall benefit from its polycentric urban structure
- Skåne shall develop the welfare services of tomorrow
- Skåne shall be globally attractive



The open Skåne

The open Skåne – strategic obj

In 2030, Skåne is open. Open to ideas, open to all people, and an open landscape. We welcome new people and new influences with open arms. We are the doorway to Sweden and the rest of the world.

In the open Skåne, people can freely cross different boundaries. Between city districts. Between cities. Between town and countryside. Between urban and rural. Between municipalities. Between regions. Between countries. But also between different groups, between different cultures, between different industries, between work and education. The open Skåne understands the value of cooperation and offers meetings and opportunities. Here you can find almost everything you could want: people, experiences, work, culture, sport, contexts, capital, new ideas, innovation and entrepreneurship, education, nature, clean air, scents and flavours are available in a multitude of varieties. Diversity is our strongest card. Here you can find quality of life and vitality.

In the open Skåne, equality between people and the opportunity to influence are cornerstones of development. A welcoming approach is part of the appeal of the open Skåne. The open Skåne is a place that offers room for variety, where people's different backgrounds and cultures are celebrated and where everyone's unique potential can flourish. The open Skåne is a creative meeting place for people with different experiences and skills, for industries and organisations; a place where new innovations can evolve freely. Openness, trust and social capital are promoted by the variety of activities, meeting places, associations, neighbourhoods and various networks in which one can participate. The open Skåne is a vital, sustainable and attractive region, globally competitive and offers a high quality of life.

In the open Skåne, more visitors and more new residents are welcomed in all parts of the region. The entire world is represented here and everyone is considered an asset regardless of their origins. The labour market and society are places of equality and are accessible to all. We have broad trade and industry with many job

opportunities. In the open Skåne, starting and running a business is an attractive proposition. The Scanian culture of innovation combined with strong, world-class research environments has resulted in highly-developed specialisations and a growing Scanian economy. Here long-term solutions to major social challenges are developed, thanks to productive collaborations between different actors, more social entrepreneurs and investments in social innovations. The open Skåne is Europe's most innovative region, where an innovation climate and unconventional work methods have created new strong innovation areas. Here we find close collaboration between universities and colleges, the public sector, the idea-based sector, trade and industry, and labour market actors. The open Skåne offers job opportunities.

In the open Skåne, cities are neighbours with small country villages. Our polycentric nature and our well-developed transport networks create dynamism and many ways to live life. Fields and grazing lands are intertwined with both towns and forests in a varying landscape. In the open Skåne, you can live in the countryside and work in town – or vice versa. Access to housing is good; we have a balanced housing market. One can move with no net climate impact between urban areas in the same way one moves between districts in a city. We are all part of a whole and we keep together to ensure everyone's participation. The open Skåne exercises balanced and sustainable land use and is well united. Here we appreciate the value of cooperation and have refined methods for regional planning.

In the open Skåne, everyone has the same opportunities to realise their goals in life, to be fit and healthy. Here we offer equal healthcare on equal grounds and high-quality welfare services with easy accessibility. We work together with preventative measures to promote health. Increasingly more companies develop services



ective for Skåne 2030

and products focused on the health of the individual. In the open Skåne, everyone has access to high-quality culture, recreation, transport, leisure activities, nursery and school, health services, elderly care and education. Here you will find a broad palette of education and room to further hone specialist expertise. The open Skåne is a safe place to live.

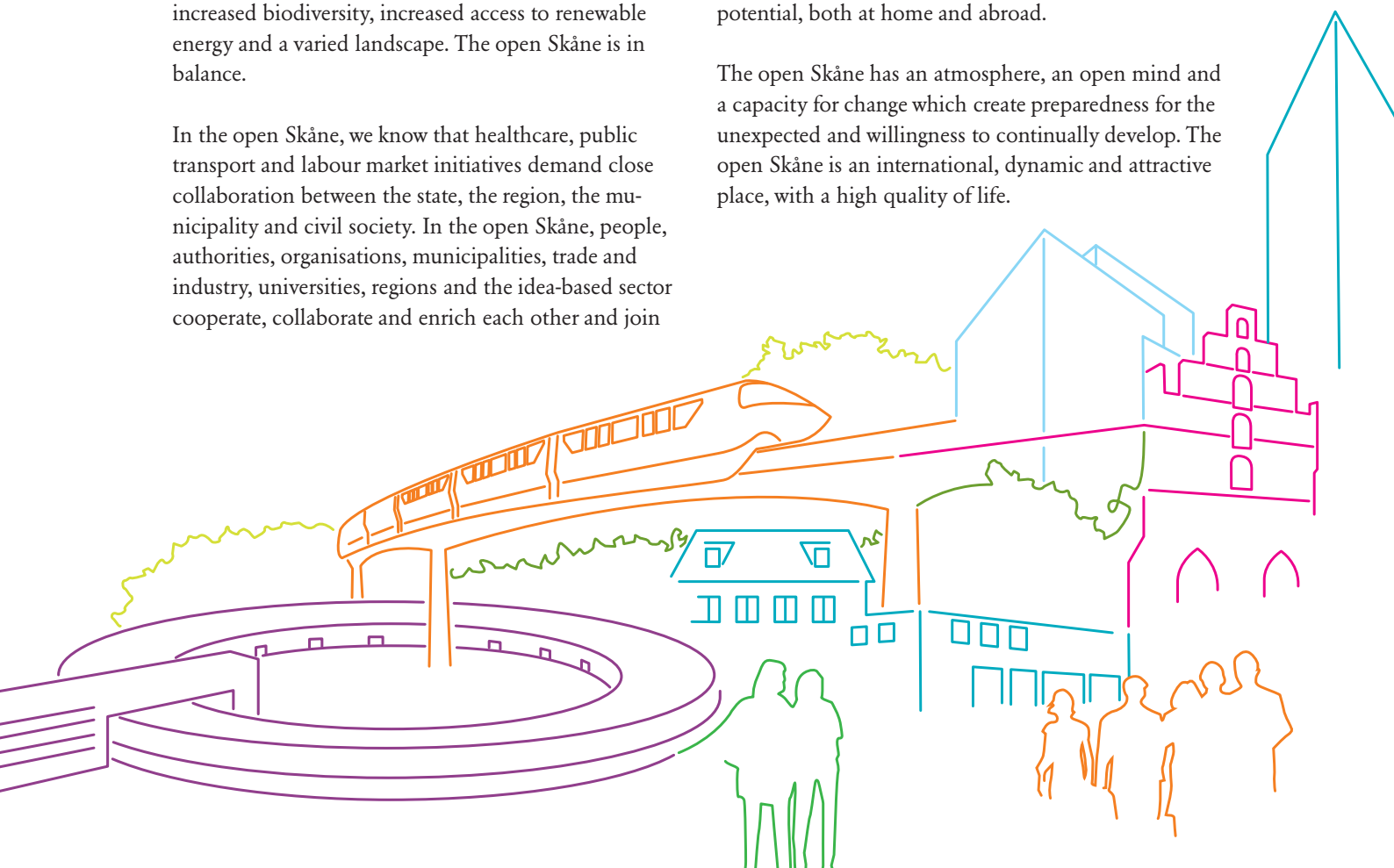
In the open Skåne, both the locals and the county are thriving. And this is because the open Skåne is sustainable. The cornerstones of this are ecological, economic and social sustainability. These three sustainability perspectives are fully integrated with our actions: when we make decisions about how we plan, how we build, how we travel, how we develop health services, how we consume, how we cultivate, how we utilise the forest and how we transport goods. The transition to a climate-neutral Skåne has boosted development. Innovative and well-developed trade and industry in rural areas and reinforced ecosystem services at sea and on land have contributed to sustainable food production, increased biodiversity, increased access to renewable energy and a varied landscape. The open Skåne is in balance.

In the open Skåne, we know that healthcare, public transport and labour market initiatives demand close collaboration between the state, the region, the municipality and civil society. In the open Skåne, people, authorities, organisations, municipalities, trade and industry, universities, regions and the idea-based sector cooperate, collaborate and enrich each other and join

forces to work for an open Skåne, a sustainable whole. We do not see municipal, county or national boundaries as a problem; instead we happily collaborate with our neighbours.

In the open Skåne, global cross-border collaboration and development are a given. Skåne's unique position and openness to new influences has shaped our identity. The open Skåne is a hub and a meeting place. We are part of the Öresund Region, integrated with Copenhagen and the Capital Region of Denmark in a common labour market. Copenhagen Airport provides us with direct links to the entire world. In 2030, the open Skåne is closely associated with neighbouring regions in southern Sweden and has well-developed relations with Stockholm, Hamburg, Berlin, Oslo and the southern Baltic Sea region. Via our development corridors, infrastructure investments and high-speed trains we become strong, interacting regions and, together with refined communication technology, we connect to the rest of the world. The open Skåne utilises its global potential, both at home and abroad.

The open Skåne has an atmosphere, an open mind and a capacity for change which create preparedness for the unexpected and willingness to continually develop. The open Skåne is an international, dynamic and attractive place, with a high quality of life.



Skåne here and now

Skåne is both multifaceted and contradictory. We have the highest unemployment level in Sweden, but we also have strong growth in employment. Never have so many people in Skåne been employed as now. Skåne has a large percentage of highly-educated residents, but we also have an increasing percentage of students who finish compulsory school with very poor results. These paradoxes reflect our current position, here and now, in 2014.

Here we present a selection of facts based on the OECD's review of Skåne together with comprehensive material and published reports and statistics, which are also summarised in Focus: Skåne 2030. The underlying reports and source material can be found at www.skane2030.se. Skåne has significant strengths, but also faces major challenges.

Skåne has a young, varied and growing population

- Skåne has a relatively young population, mostly due to the immigration of people from overseas.
- Almost one fifth of Skåne's population was born overseas, with their roots in no fewer than 193 countries.
- Skåne is growing by the equivalent of a new city of Lund every ten years.
- Skåne's population is increasing in all parts of the region, with the fastest increase in the south-west.
- Of Skåne's slightly more than 1.3 million inhabitants, 11 percent live outside urban areas, which is lower than the national average of 15 percent.

Many of our residents are living longer

- The percentage of elderly people is increasing while more children are being born and the population is living longer.
- Despite this, the burden of support in Skåne is low as we have a favourable demographic structure, although employment is not as high as in other Swedish counties.
- Differences in average life expectancy are increasing.
- When people assess their own quality of life, the figure is higher in Skåne than in the rest of Sweden.

Skåne's inhabitants are becoming healthier but many are not doing well

- General health – such as measured in increased life expectancy and falling mortality – is improving steadily.
- In Skåne, there are large differences in health associated with level of education, employment, living environment, gender, ethnicity, living conditions and habits.
- Mental ill health is increasing, among both young men and young women, but the consequences vary between the sexes.

Sweden is tolerant, but intolerance is greater in Skåne than in the rest of the country

- Value surveys show that intolerance is high, primarily among less educated men.
- Skåne is associated to a greater extent with words such as xenophobia, traditional and pleasant, and to a lesser extent with words such as safe and tolerant.
- The Öresund Region is considered to have high international renown, but is also associated with less openness, integration problems and high crime levels.

The level of education in Skåne is high, while too few qualify for secondary school

- Skåne has many inhabitants with only compulsory school education.
- Skåne is ranked 18 among the 21 counties in Sweden as regards the percentage eligible for secondary school. However, of those who do get into secondary school, many continue into higher education.
- Skåne has the third highest transition frequency from secondary school to higher education in Sweden, with Skåne's universities and colleges generating 15 percent of the country's new graduates.
- Gender differences are increasing in the field of education; almost two-thirds of all students at university/college are female.

Too few are in work, even if demand for employees is great

- Employment in Skåne has generally increased, but is overwhelmed by even greater population growth.
- Employment among youths is about 20–30 percent lower than overall employment.
- Historically, Skåne has had low employment figures and in recent years has had the lowest employment rate of all counties in Sweden.
- If all residents in Skåne who were born in a country outside the Nordic region had the same employment rate as those born in Sweden, employment in Skåne would be greater than the national average.
- Men have a higher employment rate than women and women work more unpaid hours than men.
- Between 2009 and 2020, the total demand for employees in Skåne is expected to increase by 8 percent, but demand for people with only compulsory education is expected to fall by 23 percent.
- Growth in employment is driven primarily by existing companies.
- Four-in-five among Skåne's inhabitants are members of an association or club, which is the same as for the country as a whole. Voluntary work in Skåne amounts to about 52,000 full-time positions each year.

Skåne has a two-pronged labour market

- In principle, Skåne today has two labour market regions: Malmö/Lund/Helsingborg and Hässleholm/Kristianstad, with poor mobility within and between them.
- South-west Skåne dominates development with positive employment rate growth, while employment in north-east Skåne is falling.
- Skåne's labour market is also split according to gender, with women concentrated to a smaller number of professions in the public sector while the male labour market is spread over a larger number of professions and represents a large part of the private sector.
- Unemployment among those born overseas and youth stands out, with already high unemployment levels increasing.
- Start-ups are dominated by men: in Skåne, as in the rest of the country, only a third of new businesses are started by women.



Skåne exhibits strong innovation but needs more viable and growing companies

- Skåne distinguishes itself as an innovative region as regards investments in research, development and patents and has moved towards a more knowledge-based business structure.
- During the period 1998–2009, start-ups in Skåne increased by 100 percent, compared to 75 percent for the country as a whole.
- Innovation needs to be encouraged, within both specialist knowledge-based companies and more traditional trade and industry.

Skåne has low productivity and taxable capacity

- Compared to the rest of Sweden, Skåne has low productivity: Skåne's share of Sweden's productivity is unchanged despite population increases and more job opportunities.
- Several important industries in Skåne, such as construction and plant, retail, hotel and restaurants and transport, still exhibit relatively low productivity. Parallel to this, these industries employ many less educated people.
- Skåne's traditional strength areas – foodstuffs, pharmaceuticals and IT/telecom – have seen worrying development in recent years.
- Average taxable capacity in Skåne is 92.7 percent, providing fifteenth place among Sweden's 21 regions/county councils. The differences between Skåne's municipalities are large.

Skåne has low growth

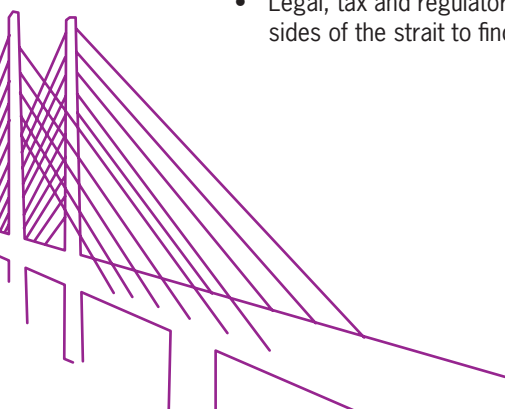
- Skåne exhibits weak growth in gross regional product (GRP) per inhabitant and generally has a low level in relation to the other conurbations and the country as a whole.
- Skåne has low growth per employee.
- Skåne has relatively low exports compared to other regions.
- Skåne's GRP could be increased by SEK 55 billion, or + 13 percent, if Skåne reached the national employment and productivity averages.

Skåne has a polycentric urban structure that is unique in Sweden

- With its towns and almost 250 smaller urban areas, Skåne has a much greater urban density than any other part of Sweden, providing close proximity and high accessibility.
- The polycentric and dense urban structure results in commuter patterns that differ from other conurbations and Skåne does not have traditional suburbs.
- Skåne's eight regional hubs – Malmö, Lund, Helsingborg, Landskrona, Kristianstad, Hässleholm, Ystad and Trelleborg – are all important to Skåne's development.
- Housing construction has not matched the immense population increase and there is currently a lack of housing in large parts of Skåne.

Skåne is the link to the continent, but integration in the Öresund Region has lost momentum

- As a part of the Öresund Region, Skåne has high international accessibility.
- The integration process in the Öresund Region has progressed since the Öresund Bridge opened, but has lost momentum in recent years; commuting is decreasing and many Danes are moving back to Denmark.
- Legal, tax and regulatory obstacles to cross-border mobility mean poorer opportunities for employers on both sides of the strait to find the right expertise while employees hesitate to look for work across the border.



Skåne is a transit region and more investments in communications are needed

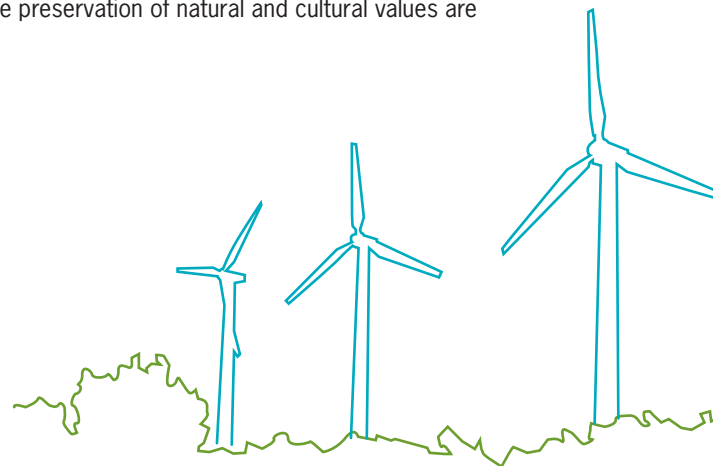
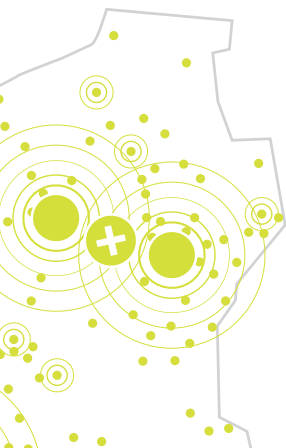
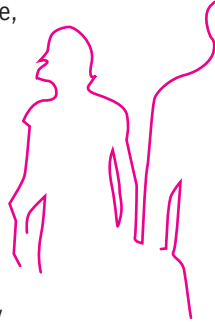
- Throughout the 2000s, transport in Skåne has increased by road, rail and sea.
- Skåne has extensive through traffic and traffic is expected to increase greatly, not least when the Fehmarn Belt Fixed Link between Denmark and Germany opens in 2021.
- The Swedish Transport Administration's capacity study shows serious shortcomings and congestion in Skåne.
- Compared to other counties/regions, Skåne's inhabitants contribute most in the entire country to infrastructure, that is, the percentage of joint financing from regions and municipalities for infrastructure is highest here.
- Skåne's transport system is 94-percent fossil-fuel dependent.

Skåne has beautiful natural surroundings and Europe's best farmland

- Skåne is the part of Sweden with the most types of landscape and the most fertile farmlands and forests.
- Skåne has the lowest percentage of land with the right to roam in Sweden and almost half of Skåne's land area comprises farmland.
- Skåne stands for about half of Sweden's food production and slightly more than a fifth of the country's employment in the food industry while Skåne has the lowest percentage of organically-cultivated land area compared to the country as a whole.
- Skåne cultivates a considerably larger share of its farmland than the rest of Sweden.
- Skåne has a widely-varied landscape with close proximity to the sea, shorelines, forests, plains and lakes, as well as many cities, towns and rural areas.
- Skåne has three national parks, 272 nature reserves and one culture reserve. This means that 3.6 percent of the land area and 7 percent of the marine environment enjoy long-term protection.

Skåne faces major environmental challenges

- Skåne is not expected to fulfil the national environmental goals by the year 2020.
- Emissions of greenhouse gases are still a major challenge for Skåne to manage, despite an already relatively large reduction relative to the rest of Sweden in recent years.
- Skåne has low electricity production compared to the rest of Sweden and consumes more electricity than is produced locally. Energy consumption is, however, lower in Skåne than nationally.
- The coastline and seas are affected by erosion, declining shore fisheries and competing interests in sea areas. Eutrophication, an excessive build-up of nutrients, is one of the largest environmental problems in the waters of Skåne.
- In Skåne, about one thousand premature deaths are caused annually by air pollution, with vehicle traffic as the primary source. These emissions also harm nature, materials and cultural environments.
- Skåne has the largest number of plant and animal species in Sweden, but also has the largest number of extinctions. Biodiversity is under threat.
- Increased consumption and use of chemicals in society increases the burden on the environment and health.
- In Skåne, conflicts between land use for development and the preservation of natural and cultural values are tangible, especially as regards farmland.



Joint action for development

Realising a joint strategy requires time, humility and trust. Creating the open Skåne requires cooperation, in which several actors and individual people act on a certain challenge at the right time. Acting alone is not conducive to the transition to a sustainable society.

Joint mobilisation requires special abilities and expertise. One important ability is to identify which challenges or opportunities require joint action. Another is to be able to gather actors on cross-sector platforms, so that a broad approach can be used. It requires leadership characterised – in no small amount – by courage and a willingness to take risks in order to challenge prevailing ideas and adapt to new circumstances.

The journey towards the open Skåne is not *one* process with *one* given leader. Quite the opposite. Different actors, from state to local level and across all sectors, will wear the yellow jersey from time-to-time. The work is based on feedback and continual dialogue, into which new knowledge and new perspectives are continually infused. It also requires that different actors shoulder responsibility for their areas of expertise, and the involvement of the citizenry. Strong joint actions do not negate the fact that there are 33 municipalities continuing to work and develop individually. The power to act for Skåne's development emerges from a

dialogue between the local and regional levels, with a basis in their different circumstances. This also applies to companies, associations and other types of organisation. The benefits of cooperating and highlighting each other's strengths are many. On the one hand we shorten lead times by allowing the most suitable actor to lead at the right time, and on the other we learn from each other. Moreover, engaging the right actor at the right time in the process creates a clear driving force that provides a clear direction. Cooperation entails not so much compromising but rather complementing and strengthening one another.

By actively working in this way, in multiple stages so as to include multiple actors and to gather input from ongoing initiatives, Skåne's regional development strategy has taken shape. This must also hold true when we take joint action to develop the open Skåne. The work with the development strategy entails creating a common foundation, as well as joint commitment to and shared responsibility for Skåne's development.

Reciprocal joint action:

In the various ongoing processes operating in parallel, one or more actors identify an opportunity, take a joint stance and formulate a joint strategic objective – this is what we want to achieve.

Based on the jointly-processed strategic objective, priorities and standpoints are made that fulfil the different opportunities and challenges, which result in different processes and actors being activated, which in turn results in initiatives and actions.

Skåne's development entails actors and processes moving around in this mutual interaction continually. These movements create new conditions and opportunities, new ideas and collaborations – new movement.



- ① Ongoing processes and initiatives – continual movement
- ② Challenges and opportunities – new and old conditions
- ③ Standpoints and sub-strategies – shared perspective on priorities
- ④ Strategic objective – what we want to achieve together



Ida is 20 years old and lives in Hässleholm. She is currently seeking employment.

Skåne shall offer optimism and quality of life

Skåne's population is thriving and living increasingly longer, but many people's lives are limited by ill health, unemployment and alienation. The aim is for all people to enjoy the basic conditions necessary to shape their lives and to participate in and contribute to society to the best of their ability.

We shall shape an open Skåne in which people's wishes, initiative, entrepreneurial spirit and needs govern development. People shall feel that they are a part of society, that we care about each other and that getting involved in efforts to improve our common future is a worthwhile endeavour. More people shall want to move to Skåne to live and work here. More people shall also want and feel confident enough to raise a family.

In Skåne, it shall be possible to try your wings and socially acceptable to follow your own path and fail. We must open Skåne by increasing curiosity in the new, by opening the labour market to more people, by improving education, by promoting health and preventing ill health and by offering high-quality care services. Skåne shall be even more open to the outside world, through more trade, exchanges, immigration and emigration and better communications.

In order to succeed, we must challenge prevailing norms and attitudes, as well as highlight how inequality is created. Almost a fifth of Skåne's population was born in another country, which is an asset. We shall take better advantage of the international connections that are found here, especially as regards experience and language. In the open Skåne, diversity among people is a strength and a central part of our profile.

Active and involved people are needed to contribute to the development of both individuals and society and to create prosperity. Strengthening culture and civil society in order to create community, personal devel-

opment, participation, cooperation and belonging is important. New forms of social entrepreneurship and social innovations shall be promoted.

In Skåne, all children shall be fit and healthy and have the opportunity to develop their full potential. We shall further develop preventative health care, give all children the right to education and listen to their needs. Children shall be able to influence society and their daily lives, as well as feel that they can trust other people.

How we live, eat, move, meet, consume and produce affect people's well-being. Skåne must act strongly to solve the environmental challenges we face on a global, national and regional scale, which demands new technology and changes in how we use limited resources. We need to join forces to succeed with this transition and to create the conditions for a good living environment for ourselves, our children and our grandchildren. With an environment in balance, clean air and clean water, as well as access to nature, green areas and sea areas, quality of life is improved along with Skåne's appeal. Skåne shall build a sustainably safe and dynamic society in which basic human needs are fulfilled. In Skåne, we shall develop incentives to drive development forwards towards a sustainable Skåne in which future climate challenges are central. We shall also develop new welfare indicators that consider health and well-being.



Strengthen individual spirit and freedom

1

Those who live in Skåne shall have great opportunities to live their lives according to their own preferences and to support themselves. Trade and industry, the public sector and the idea-based sector need to enable more people to find the necessary context and level of involvement to achieve a good life and self-realisation on their own terms. This may concern, for example, making lifelong learning a reality for everyone, offering good housing environments and simple communications, and improving matching in the labour market. Other examples are utilising the full potential of culture

and increasing social investments and social enterprise in collaboration with different actors. We shall make it easier to find employment and a living that suits the individual. We shall simplify starting a business and create opportunities to network socially. Children in Skåne shall be able to participate in society on the same terms regardless of living conditions and we shall have a comprehensive approach to child poverty. In this way, we can create a sustainable society in which every individual's energy and potential is utilised and in which everyone receives recognition for who they are.

Create the conditions for everyone to have the means to shape their own life

2

We know that good health, knowledge, housing, community, economic security and a good start in life are decisive to the opportunities an individual has to influence their own life. In Skåne, everyone shall have the opportunity to realise, improve and support themselves. Everyone shall have the same right to be an active and involved citizen. We shall have an inclusive approach independent of sex, gender identity or expression, ethnicity, religious or other beliefs, disability, sexual orientation and age. In Skåne, the rights of children and youth shall be fulfilled regardless of upbringing or individual circumstances in accordance

with the UN Convention on the Rights of the Child. Children must be heard and what is best for the child must always form the basis of any decision concerning children. In order to achieve this in Skåne, we shall intensify work to develop cooperation between academia, trade and industry, the public sector, the idea-based sector and individual citizens. Furthermore, schooling and higher education must be more accommodating so that everyone is offered the necessary conditions to acquire new knowledge and new skills. Efforts ought to be made to increase citizens' social involvement and democratic responsibility.

Enhance the opportunities for lifelong learning

3

In order to provide more people with new opportunities to develop, lifelong learning needs to be enhanced. Working life and professional roles change increasingly rapidly and opportunities for further education and higher education become increasingly important. If more people are given the opportunity to acquire new

knowledge or to develop their skills, mobility in the labour market increases and private and public enterprise is able to grow and develop by finding the right expertise. In Skåne, we shall work actively with lifelong learning by stimulating the individual's desire and motivation for and attitude to education and learning.

We shall create conditions so that throughout their entire lives people are able to complement their education with necessary subjects and courses for further education and the opportunity to change career path. The basis for enhanced learning shall be established in nursery, compulsory school and secondary school: more people shall master reading, writing and arithmetic. We shall develop new forms of and infrastructure for cooperation between public and private actors at national, regional and local level within education and labour market policy as well as at individual work-

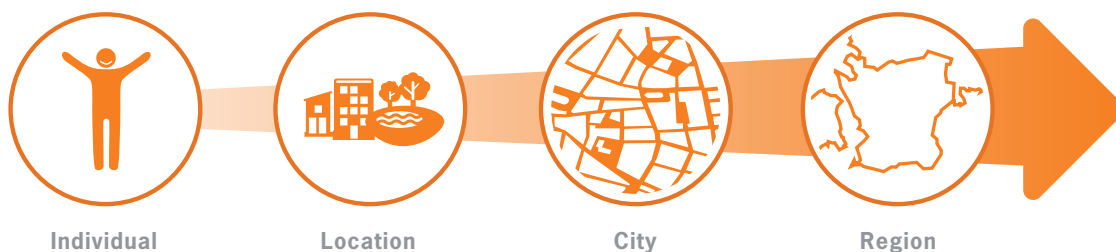
places and in civil society. In Skåne, the opportunity of lifelong learning shall be enhanced on several levels with more and improved college and university education, post-graduate education and adult education, within, for example, municipal vocational education, vocational colleges and folk high schools, as well as different types of further education. The importance of informal learning needs better promotion; learning and knowledge transfer at workplaces must be supported and developed.

Strengthen entrepreneurship and individual innovation

4

Fulfilling a dream can entail starting your own business, creatively expressing culture or inventing something new. Skåne shall offer as good an environment as possible so that everyone can find new business contacts, venture capital, new knowledge and networks. Increasing understanding of future consumption patterns and demand for products and services requires curiosity and a healthy business climate. Skåne shall be a place that encourages entrepreneurship during educa-

tion, as well as later in life. Central to our development work is a desire among everyone to improve our situation together. The positive development force in the public sector may be favourably commercialised to increase exports, employment and growth. Skåne's diversity and cultural know-how can develop new export markets. Social enterprise and social entrepreneurship shall be promoted.



Invest in quality of life!

By focusing on people and their needs, we can create attractive and vibrant environments, which in turn create attractive and dynamic towns and thereby a more attractive and more competitive region. Focus on people and their needs and create quality of life. People must be in focus when we develop the region – it is the people who create growth in the 21st century.

Use culture to support development

5

Increased participation in cultural life contributes to citizens' well-being and the region's development. Culture shall be vibrant in all parts of Skåne and contribute to providing everyone with high quality of life. Strong cultural institutions with an open approach to the world at large vitalises cultural life in general. A sustainable social structure with strong cultural life, associations and clubs and extensive voluntary involvement is the mortar that holds society together. Via increased cooperation, we shall improve the conditions for artistic creativity, develop cultural life with a special focus on children and youth, increase the supply of

and accessibility to cultural life throughout all of Skåne and contribute to culture-based business development. Culture shall be seen as a driving force for the sustainable development of physical environments, improved public health, lifelong learning, an innovation climate, international and intercultural relations and Skåne's appeal. This requires giving the cultural sector the opportunity to develop and strengthening cooperation between the cultural sector and other parts of society so that different perspectives and skills can complement each other and result in new sustainable solutions.

Work for improved and more equal health

6

Good health provides better conditions for a good life for the individual, and a good life and equal health is also a prerequisite for sustainable social development in general. Striving for equal health in society rests on a humanistic approach that everyone shall have good opportunities in life. In Skåne, we shall work to reduce biased ill health and to increase health in general by basing decisions on public health and equality. By investing in people's health at an early stage, society also

saves money in the long term. The work to promote healthier habits among the population ought to be intensified, with a special focus on children and youth to enable a good start in life. Getting more people employed and supporting themselves is also central to health, as is the personal experience of belonging and having the opportunity to influence. Indicators for social sustainability ought to be formulated and followed up.

Create sustainable and attractive living environments

7

How we experience our local environment is of great importance to our health and quality of life. Varied housing, aesthetics, a mix of functions and meeting places that accommodate people's different needs and circumstances are central to creating environments conducive to good health. Nature areas and outdoor environments near housing are important for recreation, local amenities and daily physical activity. Places where people can meet and where social relations

can be developed play a central role in the exchange of ideas, knowledge and opinions. In Skåne, we shall develop public spaces, schools and workplaces to create more social capital between people and the conditions for a more dynamic offering in culture and leisure activities. Physical and digital proximity and accessibility to nature and green areas, land with the right to roam, commerce, work, service, leisure activities and culture shall be further developed – whether in a

small village or a city. Skåne shall offer attractive living environments on a human scale in which people find the environment safe, beautiful and accessible. We shall protect and develop places of cultural historical value and our cultural heritage. Skåne's unique

polycentric urban structure makes it possible to work in town and live in the countryside – or vice versa. We shall offer a broad variety of attractive living environments throughout Skåne.

Ensure that Skåne thrives

8

A sustainable lifestyle that enables conscious and climate-neutral choices is a prerequisite for Skåne's well-being. A healthy Skåne means better living conditions for Skåne's inhabitants. In Skåne, everyone shall have access to recreation, local amenities and daily physical activity. Biodiversity must be secured and ecosystem services developed. We shall preserve and develop natural surroundings and recreational areas, develop a sustainable transport system, work for healthy and living seas and waterways and prioritise sustainable urban

development in order to minimise the negative effects of noise, sound and air pollution. Skåne shall take a broad approach to our shared water based on several aspects: clean drinking water, climate-adapted coastlines and seas, and sea planning. With the environment in balance, well planned coast zones, viable marine life and marine enterprise, other values follow, such as appeal, increased tourism and viable countryside. Skåne shall act strongly to reach the regional environmental goals.

In 2030:

- more citizens in Skåne shall be satisfied with their lives than in 2014.
- the citizenry's faith and participation in democracy shall be higher than in 2014.
- the average life expectancy in Skåne shall be higher than the national average.
- the health of the population shall have improved compared to 2014 and the differences shall have decreased as regards equality.
- Skåne shall have reached the environmental goals for the county.
- everyone shall have the opportunity to participate in Skåne's cultural life and cultural experiences.



Yassin is 42 years old and lives in Lund. He is currently working as a psychologist and lecturer throughout Sweden.

Skåne shall be a strong, sustainable growth engine

Skåne has favourable conditions for becoming a sustainable growth engine with a good international reputation. We enjoy an advantageous geographic location in the Öresund Region and northern Europe, with Copenhagen as our nearest neighbour.

Skåne is in the corridor between Germany, Denmark, Norway and northern Sweden. With our proximity to a major international airport and with an improved railway network in 2030, our growth opportunities will increase even further. And all of Skåne's inhabitants with an international background create a global context for Skåne.

Skåne is a creative meeting place for people with different backgrounds and skills, a cultural melting pot for new ideas and solutions. This social, entrepreneurial and cultural knowledge capital comprises a strong platform for sustainable growth and development. Skåne has a young and growing population. Here we find desire and playfulness, creative energy and development potential. And soon two internationally unique research facilities will be found here: ESS and MAX IV. We shall make the most of this so that Skåne can contribute more to Sweden's growth.

More people in employment is a decisive future issue. Everyone must have the opportunity to improve their competence and enter the labour market. We need to better match the right competence based on the labour market's demand for employees, to secure long-term recruitment needs and to become a strong education region. More people need to start and run companies. In Skåne, we need to promote skills development, productivity, internationalisation and renewal in trade and industry, organisations and the public sector, as well as create new innovation arenas that support ongoing product and service development. In this renewal and transition work, trade and industry and the actors in the labour market must assume a central role as the driving force. The ability to attract investments and strengthen capitalisation and financing alternatives are important elements in strengthening Skåne as a sustainable growth engine. Our growth work needs to utilise Skåne's potential and different conditions.

Increased global competition places demands on higher education, research and innovation ability. Skåne needs to become even stronger as a research and development region, so that we can transform our knowledge and ideas into concrete actions and results. A favourable innovation climate establishes a foundation for more jobs, a more sustainable society with better quality of life and higher growth. Smart specialisation is an important starting point in Europe in 2020, and this means developing that in Skåne which has particularly good opportunities for becoming world-leading.

We shall work to lift our existing companies and stimulate their innovation ability, exports and development opportunities. And we shall consciously work to lift our three prioritised strength areas: smart materials, smart sustainable towns and personal health. The endeavour shall be broad, inclusive and stimulate new initiatives. The development of new potential innovation areas shall be stimulated through, for example, participation in international networks, future studies and cooperation between actors. New potential innovation arenas such as foodstuffs, media, mobile communication, cultural and creative enterprise, tourism, green industries, logistics, packaging, cleantech, city training, materials science and life science shall be afforded the necessary conditions for enhancement.

Development and growth in Skåne shall be economically, ecologically and socially sustainable, resource-efficient, climate-neutral, competitive and of high quality. Trade and industry plays an important role in the work for sustainable development. The ability to see and meet needs, to find new solutions, to develop new products and welfare services, and to create new job opportunities will be decisive. In Skåne, all economic activity shall involve reasonable use of resources.



1 Increase Skåne's innovation ability

1

Large demographic changes and growing global competition mean that extensive knowledge and strong innovation are decisive factors for international success. As such, the future innovation ability of trade and industry in Skåne is of great importance. Development must be based on a clear strategic approach to innovation, wherein research and innovation environments generally comprise important fundamental elements. Skåne shall clearly focus on smart specialisation based on Europe 2020. A central tool in this work is the international innovation strategy for Skåne. This concerns initiatives to promote skills development, productivity, transition and renewal in Skåne. The work conducted by the Research and Innovation Council of Skåne

(Forsknings- och innovationsrådet, FIRS) needs to be intensified so that Skåne remains a leading research region, as does the work for strengthened innovation in existing trade and industry and public operations. Increasing our innovation ability requires a refined innovation infrastructure throughout Skåne. We shall strengthen the conditions for creativity and innovation in, for example, cultural and creative enterprise, but also in traditional trade and industry such as the manufacturing and food industries. The prioritisation of the three strategic innovation areas smart materials, personal health and smart sustainable towns ought to generate a pooling of resources.

2 Improve matching in the labour market

2

Employers increasingly seek employees with contemporary skills and leading-edge expertise. Skåne faces major challenges in terms of securing recruitment needs in the long term. Better matching between the labour market's supply of and demand for employees with the right education and skills will increase employment. Extensive actions so that more people can earn a living and gain colleagues will increase growth. Skåne needs to make it easier for new and young inhabitants to enter the labour market. We need to join forces in dealing with unemployment among the young and work to discourage dropping out of school too early and entering the labour market too late. Skåne shall broaden the labour market with a range of jobs with both high and low qualification requirements, as well as refine its cooperation with trade and industry and the education system. More people shall be offered support and networking to start their own businesses or to find work.

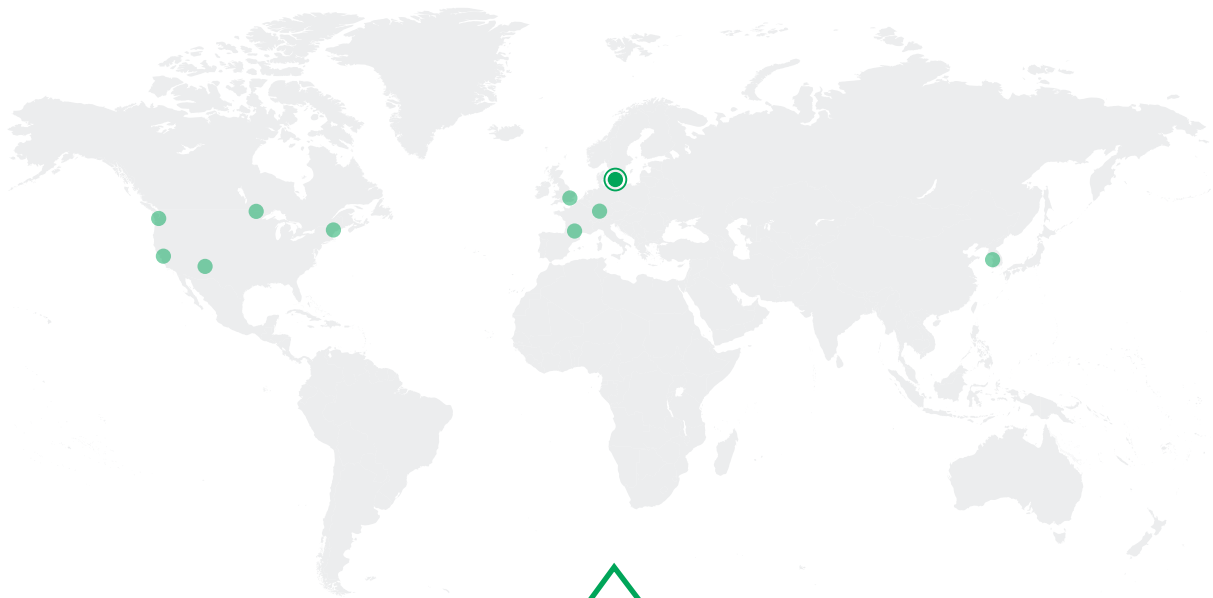
Associations and other idea-based organisations are examples of meeting places for developing social skills and personal networks, two decisive factors for job seekers that need to be better highlighted. We need to review the needs of employers, validate skills and leverage the diversity of the workforce. More actors must participate in matching people and jobs in the labour market. We must come together in Kompetenssamarverkan Skåne, Region Skåne's business development platform for recruitment needs and training, and the Regional Agreement (RÖK) on cooperation to facilitate the establishment of asylum seekers, new immigrants and other immigrants in the labour market. The common labour market of the Öresund Region creates new opportunities and obstacles to cross-border mobility with Denmark must be minimised. Skåne's proximity to the rest of the world must be better utilised.

Build a strong education region

3

Skåne shall offer good education that is both broad and contemporary. Achieving this will require strengthening of the forms of cooperation between the different education actors, between different education levels, between neighbouring regions and with trade and industry. Skåne needs to be enhanced as an attractive place for studies and as a research region, which places demands on housing, infrastructure and work opportunities. The quality and reputation of our universities, colleges and vocational courses must continue to be improved, both nationally and internationally. We need to invest in developing more leading-edge expertise in our strength areas cleantech, IT/telecom, foodstuffs, the packaging industry, logistics, the engineering industry, pharmaceuticals and pharmaceutical

technology. We need to secure long-term recruitment needs via lifelong learning and by broadening Skåne's education options as regards focus and format. We shall also work for increased student and researcher exchanges in the Öresund Region, with neighbouring regions in southern Sweden and with the rest of the world, as well as attract overseas universities to establish campuses in Skåne, such as in connection with ESS and MAX IV. Good education provided globally over the Internet needs to be validated and recognised. Refined cooperation within Lärosäten Syd, a collaboration between five universities and colleges in Skåne and Blekinge, plays a central role. Skåne must become a world-class knowledge region.



Global innovation leaders

In order for Skåne to be among the ten most innovative regions in the world, we must become one of the most attractive places in the world, a place where entrepreneurs, companies, capital and ideas gather – a place where exciting global challenges are solved.

If ideas are to grow into full-scale solutions, we must offer stimulating environments, contexts and processes that match our ambition – we must offer one of the most enjoyable places in the world to create new values and growth.

We must do this in an international context, open to new impressions and with curiosity – Skåne must be one of the most exciting places in the world in which to realise dreams.

Act for more investments and financing opportunities in the region

4

Access to venture capital and different types of loans are decisive for Skåne's trade and industry and the establishment of businesses in the future. The financial system shall match all phases of a company's development, from idea to an established business in an international market. One important parameter for succeeding with this is the availability of financial instruments for the entire chain. Skåne shall join forces to refine the different forms of financing in the early phases – pre-seed/seed/start-up phase – as well as in the later growth phase. The financial instruments shall be adapted to

the needs of different industries. In increasing Skåne's appeal, it is important to take a broad approach to the entire capital structure. This means that the financing of social issues must be expanded to encompass more than just EU and other public financiers. We shall work for more research grants and to attract venture capital and investments to the region, which must be based on, among other things, the global capital market. Increased infrastructure investments play a decisive role in Skåne's development, and as such we must set priorities together and continue to lobby the state.

Leverage the effects of ESS and MAX IV on society

5

The work in the project "Regional mobilisation around ESS and MAX IV – TITA" is a valuable platform for the development of Skåne as a growth engine. Skåne must maximise the spin-off effects that the facilities can entail for all of Sweden, the Öresund Region and Europe. We shall use ESS and MAX IV as leverage in areas such as business development, planning and urban development and housing construction. Synergy effects between facilities, trade and industry

and research in materials science need to be developed on many levels – nationally, in the Öresund Region, in Scandinavia and in Europe. An enhanced welcoming organisation, solved cross-border mobility obstacles for non-European Öresund commuters, increased research collaboration in a larger geographic region and concrete marketing measures are a few examples of the initiatives that need to be developed in order to realise the full potential.

Enhance the opportunities for starting and running a business

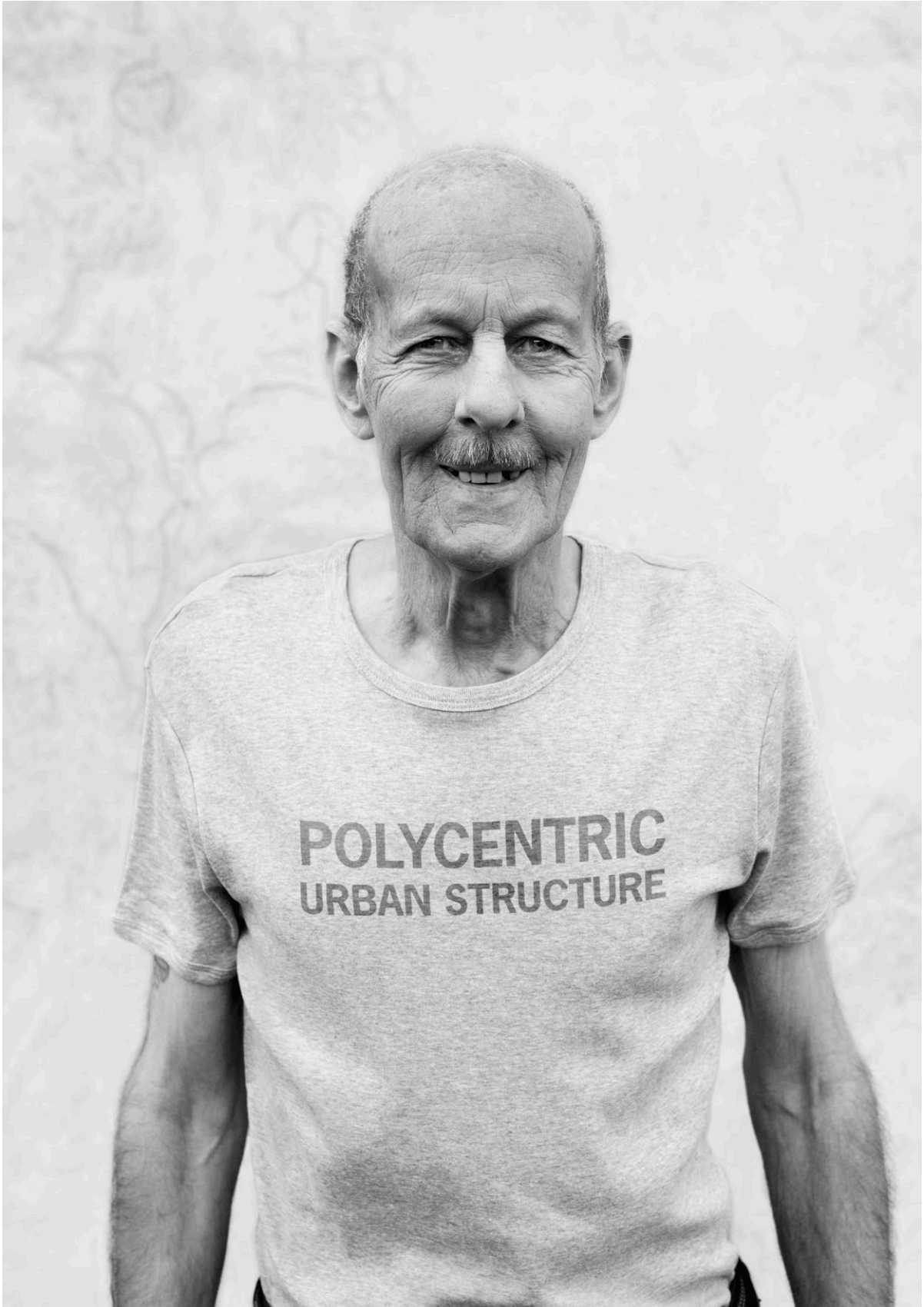
6

Developing and strengthening existing trade and industry is fundamental to all growth work in Skåne, not least in the important manufacturing industry and in the Scanian industries associated with farmland and food production, which are unique in many respects. Parallel to this, renewal is important, in the shape of new companies starting and establishing business in the region. Skåne needs to stimulate entrepreneurship to a greater extent and remove the obstacles that companies perceive. Municipalities ought to compare their business climates and learn from each other. Productivity in trade and industry, as well as in the public

sector and the idea-based sector, needs to increase, as do exports from companies in Skåne. We need to promote enterprise by, for example, developing small and medium-sized companies and attracting more companies to the region. The opportunity for small family businesses to be taken over by the next generation ought to be secured, as should enterprise in rural areas. Women and people with immigrant backgrounds or low education in particular shall be encouraged to start their own businesses, as they are poorly represented in this category at present. In the future, starting a business shall be as natural as taking employment.

In 2030:

- the employment rate in Skåne shall be higher than the national average and reflect Skåne's population demographic.
- unemployment in Skåne shall be lower than the national average.
- the gross regional product (GRP) shall be higher than the national average.
- Skåne shall be one of the two foremost regions in Sweden as regards start-up companies per 1,000 inhabitants.
- Skåne shall be one of the world's ten most innovative regions.
- at least 85 percent of all 20-year-olds in Skåne shall have completed secondary school.



Hans is 72 years old and lives in Ynglingarum. He is now enjoying life as a retired farmer.

Skåne shall benefit from its polycentric urban structure

Skåne, with its 1.3 million inhabitants, is one of Sweden's three conurbations. This is especially tangible since we are a part of the Öresund Region. With its 250 urban areas, Skåne has a greater urban area density than anywhere else in Sweden.

The polycentric urban structure is one of Skåne's strengths. The variety of villages, localities, cities, forests, fields, parks, beaches and shorelines within a relatively small land area with close proximity and high accessibility is unique to Skåne and makes us attractive. Skåne has several clear regional hubs and growth engines that provide a multitude of living environments in which people can meet, live and work together without travelling long distances.

On the other hand, Skåne is split in two and, in principle, currently has two labour market regions: Malmö/Lund/Helsingborg and Hässleholm/Kristianstad. They are closing in on each other physically, with more people commuting increasingly longer distances for studies or work. In order for Skåne to achieve its full potential, they must be linked to a greater extent. Skåne is also closely linked to Copenhagen and the Danish part of the Öresund Region and neighbouring regions in southern Sweden. We must merge Skåne into a single labour market and enable better access to Skåne's entire offering of housing, employment, public services, culture, leisure activities and commerce, as well as improve at attracting and benefiting from the potential and opportunities offered by neighbouring counties.

We shall create opportunities for people to be able to live and work throughout all of Skåne. Ensuring increased housing construction and long-term housing availability throughout Skåne is an important future issue. Good accessibility with good communications is fundamental to the optimal use of the diversity of the polycentric structure. We shall invest in developing communications, primarily public transport, which contribute to all residents being able to travel to and from work, studies or cultural and leisure activities in a climate-neutral and energy-efficient manner – regard-

less of where they live. Just as important as transport infrastructure is the development of broadband and telecommunications.

In turn, good accessibility places demands on land use. Access to land and nature reserves is both an asset and a limiting factor that needs to be used in the right manner in order for Skåne to be able to develop. Balanced and well-considered land use is crucial for Skåne's attractiveness and sustainable development. Skåne needs to ensure sustainable farming and food production with extensive biodiversity. Parallel to this, Skåne needs to be able to develop, increase its population and create greater growth. We must develop intra-regional cooperation, reach a shared perspective on what is best for Skåne and develop more coordinated planning.

Skåne must be able to make the transition to a society with more climate-neutral and resource-efficient development. We need to be proactive and act responsibly when planning the Skåne of tomorrow. We shall create a Skåne in which we utilise the region's different parts as locomotives for each other in order to strengthen the whole. It is important that all urban areas and municipalities see themselves in the bigger picture, as part of the puzzle that is Skåne, while keeping the links between them central. All parts of Skåne fulfil important functions and are mutually dependent. We shall create a more cohesive Skåne, where differences are celebrated and variety is utilised so that every part is developed and enhanced based on its strengths and circumstances. The development of tomorrow's town and village development is closely related to the initiative concerning the strategic innovation area smart sustainable towns.



1 Enhance accessibility and bind Skåne together

1

Skåne's growth is dependent on residents being able to travel to and from work, studies or cultural and leisure activities in a climate-neutral and energy-efficient manner. This places demands on expanded infrastructure and public transport, both rail and road. We shall join forces to enhance regional accessibility, reduce travelling time between different parts of Skåne and become one common labour market. It is of central importance that the regional hubs and growth engines are well connected via one or more links. In order for all of Skåne to grow and develop, all localities need to be linked to one or more regional hubs and we need to develop good accessibility between the regional hubs and nearby localities. An important inroad to the work is to also consider the entire journey, by enhancing local accessibility with an attractive network of walkways

and cycle paths. Binding Skåne together involves not only transport infrastructure; expanded IT services and increased broadband access will be important to the way in which accessibility in Skåne is viewed.

The strategies in the Structural Picture of Skåne for The Polycentric Skåne comprise an important tool in the development of physical structures. Developing and implementing the regional transport infrastructure plan and the transport services programme is of great importance. This entails acting to increase investments in more rail links, new stations and refined public transport concepts. The Öresund Region and the link to neighbouring regions in southern Sweden are important considerations in this work.

2 Invest in Skåne's growth engines and regional hubs

2

Skåne is the part of Sweden with the densest conglomeration of urban areas with its fine polycentric urban structure spanning everything from urban city to small towns and village communities. This provides Skåne with an attractive variety of environments with strengths specific to this diversity. It is important to utilise this variety and develop its strengths in line with the strategies for The Polycentric Skåne. In order for Skåne to be able to develop the polycentric urban structure, it is important that all localities can and are able to develop based on their specific characteristics and geographic context. Growth engines, regional

hubs, urban areas and village communities shall develop their unique nature in terms of good service, infrastructure and effective public transport. Our growth engines and regional hubs play a central role in driving development and generating synergy effects throughout Skåne. We shall join forces to strengthen Malmö, Lund and Helsingborg as growth engines to increase Skåne's competitiveness. Strengthening Kristianstad and Hässleholm as a joint growth engine benefits all of Skåne. Ystad, Landskrona and Trelleborg shall also be strengthened as regional hubs based on their geographic locations and functions.

The Polycentric Skåne

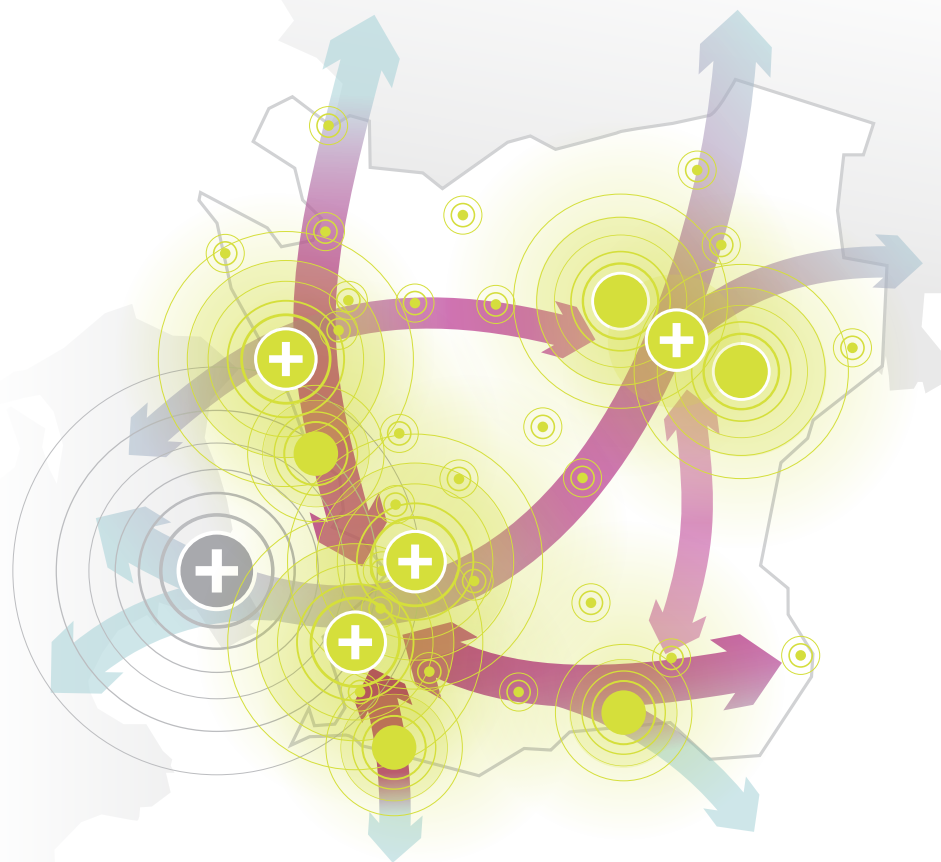
In 2030, Skåne is an attractive region with several strong growth engines and a multitude of living environments. Creating sustainable physical structures at regional level by coordinating the planning of settlement structures with infrastructure and green structure, and creating attractive living environments, is important in the strengthening of Skåne's attractiveness and competitiveness. The Polycentric Skåne aims to achieve a sustainable Skåne with physical planning as a tool. In order for the strategies to be effective, they must be common to all involved, strengthening the development of the individual municipalities as well as of Skåne as a whole.

Develop the opportunities to live and work in all of Skåne

3

Skåne's polycentrism, with short distances between a number of towns, localities and villages, provides many people with a high quality of life. Most things are nearby. Skåne's polycentrism is utilised by the hubs growing strong with the support of surrounding areas and making it easier to move and work across boundaries. By cooperating with, utilising and creating regional variation in education, culture, sport, healthcare, public and private service, workplaces and housing, Skåne can present a broad offering of attractive environments. We need to act to increase housing construction with a range of housing developments mixing rented accommodation and home ownership. Skåne's development

is dependent on us building upon existing structures with clearly contiguous settlements. In order to further enhance the advantage of living in Skåne, the opportunity to work and study remotely must be improved, not least by implementing Skåne's broadband strategy and promoting IT infrastructure expansion. Skåne shall be enhanced as a cycle region where the proximity of local service combined with high-quality cycle paths makes cycling the means of transport of choice for shorter journeys in Skåne. Public transport shall be developed within Skåne, as well as between Skåne, neighbouring counties and Denmark.



Sustainable land use



High quality of life

Strengthen city and rural areas based on their respective needs and develop the interaction between them

4

Skåne has a varied geography with towns and communities, but also extensive countryside, natural surroundings and sea. A healthy countryside depends on a healthy hub or town and vice versa. It is easy to focus on urban areas, but they are highly dependent on the surrounding countryside. Skåne's forest and farming industries are extensive and comprise prerequisites for food production and green industries, and also provide the necessary conditions for leisure and recrea-

tional opportunities. The share of organic and locally-produced food shall increase, and combined with sustainable animal husbandry we shall make our food even better. The growth and development potential of Skåne's countryside shall be developed, with more entrepreneurs and organic farmers, and more consumers choosing organic produce. The interaction between town and countryside needs to be developed based on their respective strengths and needs.

Develop Skåne sustainably with efficient resource use

5

Skåne's environment is under threat. Reduced climate impact, climate adaptation and reasonable use of resources are important factors if Skåne is to be able to develop sustainably, especially as regards travel and transportation. Access to land and natural resources is both an asset and a restriction in Skåne's development. Skåne shall have a clearer green approach to, for example, food, energy, and waste. In order to meet future requirements, land access must be managed carefully and natural resources must be used more efficiently. Skåne must become more energy-efficient and increase the share of renewable energy by investing in bioenergy, wind power and solar power. We shall actively work to

achieve a climate-neutral and fossil fuel-free Skåne by 2030 together with sustainable travel through, among other things, mobility management, cycle paths, public transport development, biogas expansion and innovative transportation and logistics solutions. We shall stimulate construction that is climate-friendly, close to public transport, densified, varied and integrated with balanced and sustainable land use. Klimatsamverkan Skåne, a collaboration between Region Skåne, Skåne's County Administrative Board and Skåne's municipalities via Scania's Association of Local Authorities that aims to work together on climate issues in Skåne, shall play a central role in this work.

Strengthen regional cooperation

6

Cooperation, both within Skåne and with neighbouring regions, is a prerequisite for development. It requires relevant and accommodating meeting places, arenas, forums and "oiling of the machinery", so as to stimulate cooperation and joint actions. Skåne has many established forums for dialogues and discussions that work well, and these can be strengthened, honed and refined. In areas that lack relevant cooperation, such cooperation shall be enabled. It is of particular importance to create cross-sector arenas in enterprise, research, culture, physical planning, the environment and health, with our sights set on joint leadership

between the public sector, business, the idea-based sector and academia. Skåne's polycentrism needs refined cooperation across municipal boundaries so that the development of individual municipalities takes place in a regional context. Skåne must to a greater extent see the opportunities for development through cooperation outside the confines of Skåne and strengthen cooperation with adjacent regions in a number of areas. Skåne's potential exists in increased interaction wherein localities and municipalities can develop different roles and complement one another.

In 2030:

- all of Skåne's municipalities shall have positive population growth.
- accessibility shall have been improved such that Skåne's inhabitants can reach 80 percent of workplaces within 45 minutes using public transport.
- 100 percent of Skåne's households and workplaces shall have the option of a digital connection.
- 6,000 homes shall have been constructed each year, with a diverse composition as regards rented/owned properties, size and building type, matching an annual population growth of 1 percent.
- public transport shall represent a market share of at least 40 percent.
- Skåne shall be climate-neutral and fossil fuel-free.



Jenni is 34 years old and works as a nurse in Helsingborg. She is currently on maternity leave with her second child.

Skåne shall develop the welfare services of tomorrow

Skåne is facing a paradigm shift as regards people's increased demands and expectations on the welfare system. High quality, direct access, freedom of choice, fast service, tailored services, flexible solutions and a broad and varied offering are the demands and expectations on tomorrow's Skåne that must be fulfilled.

Delivering services that people demand and are satisfied with is a necessity if the joint financing model is to retain its legitimacy. As such, Skåne shall – proactively and as a forerunner – invest in and develop the welfare services of tomorrow. Welfare services of high quality, regardless of whether they concern nursery, school, health services or care services, are a competitive advantage and are important for Skåne's appeal and growth.

In Skåne, we shall adapt, develop and create new welfare services with curiosity and well prepared for the unexpected. The explosive development of new technology, with which the individual can measure and improve their health, place demands on other forms of collaboration between the public sector, trade and industry, the idea-based sector and academia. In order to ensure a democratically-governed and jointly-financed public welfare system in the future, the institutional cooperation between the responsible public authorities must be intensified, such as between the municipalities, Region Skåne, culture institutions, state agencies and so on. In Skåne, the individual's preferences and needs shall be in focus when the services of tomorrow are developed in the welfare sector.

Being fit and healthy is an important prerequisite not only for well-being and quality of life, but also for sustainable welfare service use. Skåne shall cooperate on and invest in health in new ways using new technology and new knowledge. The development of the welfare services of tomorrow is closely related to the strategic innovation area of personal health. In Skåne, the individual shall be involved in and given the opportunity – according to ability – to be the most important co-actor in creating and contributing to their health.

One of Skåne's challenges is the large distribution of school results and differences in quality between schools and municipalities. In Skåne, all children shall have the opportunity and receive help to acquire knowledge and develop skills concerning how we act and work together in society. Everyone shall have the opportunity to achieve their full potential by the school developing and investing in initiatives based on individual circumstances and needs. In Skåne, we shall focus on children and youth with special talents as well as children and youth with learning difficulties.



Facilitate people's opportunities to influence the welfare offering

1

As society and technology develop, people place increasing demands on the quality of welfare services, more effective public services and increased self-determination in choices that affect their daily lives. In Skåne, it shall be easy to find information and receive guidance quickly – whether in town or the countryside. The population's demands on flexibility, efficiency and needs-based alternatives challenge today's social structures with new solutions and offerings. Skåne shall

invest in new welfare technology and e-services with which individuals can co-produce their welfare services. We shall offer transparency and open data so that individuals and entrepreneurs can get involved in the region's development, create new services or participate in the democratic process. Skåne shall stimulate the development of the welfare sector's offering, new and innovative ideas shall be considered and mobile public services shall be developed.

Secure person-centric care services

2

Skåne shall offer well-functioning health and care services that are considered welcoming and characterised by a broad approach in which the collective needs of individuals are fulfilled with flexible services. People shall easily be able to orient themselves and be offered good choices on equal terms. Skåne shall develop person-centric care services based on the individual's experience of the situation, circumstances and resources. The individual thereby becomes a co-actor in care services in a relation based on a partnership between the patient/user, relatives and professional caregivers. We shall develop health-promoting health and care services of high quality. Measures to promote health and prevent illness shall be developed by utilising new knowledge.

Creating true joint influence by making individuals co-actors in the development of smarter and better tailored welfare services is part of the future. In this development, it is important to ensure that even individuals and groups with difficulties in making themselves heard can influence their situation. Additional initiatives can include stimulating the development of e-services and interactivity with consideration and respect for the individual's integrity and investing in multifaceted research on patient and user perspectives and influence.

Determining factors for health

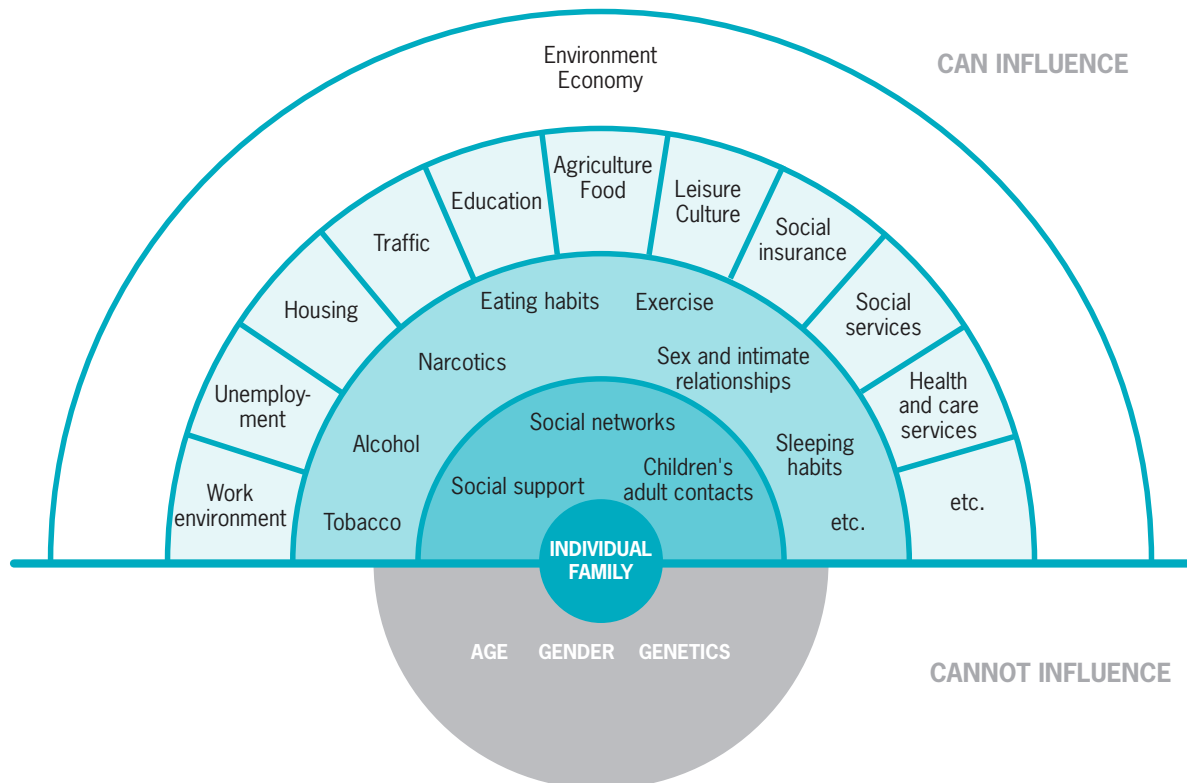
Our health is dependent on a number of different factors that in various ways and on various levels interact with one another. The determining factors for health include structural factors in our surroundings, living conditions, habits/lifestyle, social networks, the individual, genetics and gender. The correlation between participation and influence in society and health is strong.

Develop the health and care services of the future

3

Health and care services in Skåne are focused on the individual and their situation. New technology and cross-disciplinary research challenge prevailing work methods and we are well prepared to introduce the new and phase out the old. Healthcare can increasingly more exactly diagnose and treat illness while significant uncertainty about future disease remains. In Skåne, we need to develop our initiatives in health and care services to support people with chronic diseases and individuals who risk premature ill health. We shall offer good and safe elderly care in which the individual's

self-determination and well-being are central. We shall develop work methods and approaches characterised by evidence-based methods. Parallel to this, non-value creating methods shall be phased out. Skåne shall develop a healthcare network that provides the most vulnerable with immediate access to the care and nursing they need just when they need it. The line between what is and is not healthcare is moving all the time. The positive influences of nature and culture on our health shall be utilised to a greater extent.



Invest in change leadership and joint development

4

Refined welfare services place new and stricter demands on actors and how they cooperate, both within and between organisations. Skåne shall offer welfare services based on the best available knowledge, results and quality from the individual's perspective and they shall be organised for efficient resource use. For the individual, there are no organisational or administrative boundaries. Skåne shall develop change leadership at all levels that is well prepared for rapid changes in terms of outside parties, globalisation and new technology. This leadership shall also be cooperative and challenge and bridge organisational and cultural differences to create cohesive services of high value to users. Skåne shall assume a leading position in the packaging and delivery of high-quality welfare services. In order to in-

crease quality and productivity, more people must work to ensure that research, within and between sciences, becomes an integral part of the organisations so as to ensure continued innovation. Skåne needs to strengthen research in new dynamic areas such as technology, logistics and organisation. We need to ensure long-term access to a sustainable supply of human resources to meet the future demands of health and care services in terms of competence, flexibility and new forms of cooperation. In Skåne, management and governance shall be organised based on the optimal utilisation of existing resources, wherein assignments, remuneration and follow-ups are based on offering the individual the best possible quality.

Ensure that all children have access to good schooling

5

Schooling in Skåne, from nursery to secondary school, shall be developed. In Skåne, children and youth's rights and influence shall be fulfilled, and all children shall be afforded the necessary conditions to develop and acquire knowledge. In this way, we shall create the attractive school of tomorrow; children shall want to go to school and staff shall want to work there. Modern technology and new work methods must be developed and integrated with education and made available to students and teaching staff alike. Teachers play a key role and must be given the opportunity to develop as good educators and leaders. Schools also need to create environments that promote learning, development and health among students, as well as discover talents and special needs at an early stage. Children with special needs shall receive the help and support they need – whether they have learning difficulties or are

gifted. We need to create schools where boys and girls are given the same opportunities to develop and enjoy themselves. Just as we strengthen the students' knowledge, we need to develop their non-cognitive skills such as motivation, behaviour, attitudes and social skills. Technology opens the way for new work and teaching methods and the school needs to be ahead of the game as regards development both in the classroom and on the Internet. We need to use and develop regional platforms in order to promote knowledge exchange and cooperation between schools and across municipal boundaries.

We also need refined cooperation between school and enterprise to prepare children and youth for working life. We shall create a world-class school, which will require increased diversity, specialisation and the ability to teach all children new skills and knowledge.

In 2030:

- the share of Skåne's residents with good self-assessed health shall have increased compared to 2014 and the level shall be above the national average for all population groups and ages.
- Skåne's residents shall be offered welfare services that are experienced as better and of higher quality than the national average.
- all students shall be eligible for secondary school when finishing compulsory school.
- children and youth's self-assessed health shall have improved compared to 2014 and the share who are optimistic about the future shall have increased.
- Skåne's development and transition ability and innovation in the welfare sector shall have increased compared to 2014.



Monica is 54 years old. She is currently working as a ceramicist in Lund.

Skåne shall be globally attractive

Skåne's development is strongly linked to our interaction with our surroundings. Skåne's strategic location gives us unique advantages; we are a hub in Scandinavia and the southern Baltic Sea region with a direct link to Copenhagen.

Together, Greater Copenhagen and Skåne have unique opportunities to develop the Öresund Region as an international growth engine. We are part of the Öresund Region and are centrally located in the southern Baltic Sea region, Scandinavia and northern Europe. When the Fehmarn Belt Fixed Link opens in 2021, Skåne will gain closer ties to northern Germany, Europe and central areas of Europe with increased opportunities to broaden our labour and education markets and to increase exchanges in our research and enterprise sectors. Skåne shall be one of the most dynamic regions in the world. We shall put Skåne on the international map.

The open Skåne shall be developed as an internationally attractive place to visit, live and work – for people and companies alike. As such, Skåne must be open, inclusive and exciting. Skåne shall be seen as a place well-adapted to change and where global challenges can be resolved in collaboration with the rest of the world. We shall better highlight and utilise our strengths: fresh air, a highly varied landscape, metropolitan urbanity adjacent to village and country life, lakes and coastlines, attractive cultural offering, natural surroundings and, not least, our continental character. That Skåne is already in many ways a global place – with languages and nationalities from every corner of the world – must be better utilised as a strength and thereby a success factor that, among other things, can develop new export markets for trade and industry in Skåne.

Skåne shall promote sustainable end-to-end solutions for both passenger and goods traffic in a common approach with our neighbouring regions. A system

of high-speed trains linking Skåne and the Öresund Region with Stockholm, Oslo, Gothenburg, Hamburg and Berlin will create an effective and climate-neutral transport system bringing together different labour markets. The links to neighbouring regions in Sweden and the southern Baltic Sea region should also be developed. Strengthening the position of our major international airport – Copenhagen Airport – and Skåne's airports is key to the global accessibility of Skåne and the Öresund Region. Skåne's role as a goods and logistics region shall be strengthened with the development of Skåne's ports.

Skåne shall strengthen its international competitiveness. We shall develop as a European and global player with intensified cooperation on several levels: with strong regions in the rest of the world, in the national and European arenas, in the Öresund Region, Scandinavia and northern Germany and domestically, across sectors between trade and industry, centres of learning, culture institutions, the idea-based sector and the public sector. ESS and MAX IV give Skåne the necessary conditions to become an even clearer global actor with great potential when researchers from the entire world come here. We shall attract expertise from the entire world. As such, Skåne needs to strengthen its appeal and international image to face the competition of tomorrow.



Sub-strategies

Increase international awareness of Skåne

1

Skåne needs to become more well-known in the European and global arenas. This is decisive if Skåne is to be considered an internationally attractive region and if people and companies are to want to move here. In this way, we can attract talented individuals, tourists, companies and investments to Skåne. Skåne shall profile itself as a region with high quality of life and welfare, with an open and welcoming attitude. We shall

market the open Skåne as an attractive, international melting pot with unique cultural and natural values and develop tourism in Skåne from an international perspective. In Skåne, we have traditions to fall back on. Skåne is Sweden's breadbasket and a gastronomic region, our culinary culture is an important part of our potential. Our vibrant artistic and cultural life is a platform we can develop.

Utilise Skåne's international population and profile

2

One of Skåne's specific strengths is its international character. Almost all the world's languages are spoken here and the extensive multicultural expertise available here could be used, for example, to increase exports to new markets. As such, central to growth, global competitiveness and social sustainability is to use the resources found in Skåne in the best possible way and to promote cross-pollination and idea development. Skåne shall represent the humane and friendly

reception of new immigrants regardless of why they come here. Skåne shall to a greater extent attract more international experts, talented individuals and companies and further develop a welcoming organisation that helps people, including their families, and companies to establish themselves in Skåne. Skåne shall act to encourage foreign researchers and students to stay and take advantage of all international knowledge found in Skåne.



Make Skåne an international role model

3

An attractive region acts as a role model. Succeeding with this will enhance Skåne's global competitiveness and the region will become an internationally attractive place to live and work. Skåne has the potential to become a world leader in, among other things, equality, openness, pluralism and tolerance, anti-discrimination,

good health, urban development, sustainability and a thriving environment, with world-class schools, education and research. We shall also utilise the potential created by the establishment of the unique research facilities ESS and MAX IV, where Skåne has the opportunity to become a world leader in materials science.

Enhance international accessibility

4

Skåne has a unique role as a hub in the southern Baltic Sea region and Scandinavia, and this provides very favourable conditions for global exchanges, a broadened labour market and flourishing trade and industry. Skåne is a region characterised by extensive transportation and a large share of Sweden's imports and exports go via Skåne. We shall strengthen Skåne as a transport hub in northern Europe and further develop our international accessibility in general.

The Fehmarn Belt Fixed Link and other European infrastructure projects create new opportunities and Skåne must take advantage of them. The expansion of the European railway network is of great importance. As such, we ought to act collectively for high-speed trains to Stockholm, Oslo, Berlin and Hamburg and bring ourselves closer to our neighbouring regions in

southern Sweden and the southern Baltic Sea region. We need to draw up a broad strategy with prioritisations for infrastructure and transport corridors in the Öresund Region, Scandinavia, the southern Baltic Sea region and in an EU perspective – for both passenger and goods traffic. Copenhagen Airport and Skåne's airports need to be developed to improve long-distance accessibility, and the airports need to be linked to future high-speed train and public transport systems. Skåne's ports also play a key role in import and export in Skåne. It is essential to jointly prioritise and agree on initiatives and investments that strengthen important development corridors. Developing an e-society – with broadband capacity that enables Skåne to act at the forefront – is another success factor in an online world.

Diversity and tolerance create a globally attractive region

Making room for everyone, regardless of background, gender and age, is a prerequisite for stimulating meetings and for innovative ideas to arise. Being seen as an attractive region requires international openness and tolerance. Being able to welcome immigrants to the region is a prerequisite for development. There are a number of factors that can be said to build appeal and that can make day-to-day life easier. These factors can be organised under four headings – a functioning society, easy day-to-day living, professional development opportunities, and experience and character – and they can be represented by an activity staircase in which the first step is the most important and fundamental requirement. The steps of the staircase are based on an approach centred on the individual and the factors that are of importance in the decision to move to a certain place, such as the Öresund Region/Skåne. This approach also means that the appeal can be influenced and change over time, if this is the intention.

Further develop the cross-border labour market

5

Skåne's specific role as a border region means that we are already linked to the Danish side of the Öresund Region and with neighbouring regions in southern Sweden in a common labour market with extensive commuter flows. A broadened labour market and a larger critical mass are key factors for growth and employment, and there is great potential in further developing cross-border labour, education and housing markets. The cross-border metropolitan region comprising Copenhagen, Malmö and Lund needs to be integrated and strengthened as an international growth engine. This applies to business matters and research collaboration, where things are especially

tangible due to ESS being a cross-border facility located in both Skåne and the Capital Region of Denmark. With high-speed trains and the Fehmarn Belt Fixed Link in place, we can also broaden the cooperation and labour markets towards Hamburg/Berlin and in a Scandinavian context. In order to take advantage of these opportunities, we must work together with our neighbouring regions to, among other things, increase accessibility, promote cross-regional infrastructure investments and erase obstacles to cross-border mobility. A functional Öresund Region is important for the continued development of both Skåne and Copenhagen, as well as for national growth.

Act strategically in national and international arenas

6

By cooperating within Skåne, with neighbouring regions and with strong regions in Europe and the entire world, Skåne can become a significant European and global actor. This will also enable us to enhance the international competitiveness of trade and industry and research and to create new, fruitful collaborations. We need to further develop cooperation in the Öresund Region, in southern Sweden, with Stockholm and the rest of Sweden, in Scandinavia, with northern Germany and in the southern Baltic Sea region. Parallel to this, we must cooperate in the European and global arenas.

Closer interaction between the Nordic capital regions, with Skåne as part of the Öresund Region, ought to be developed as regards international competitiveness. We can use the EU's financing instruments to develop Skåne together with other regions. Furthermore, we need to develop cooperation in Skåne between centres of learning, research facilities, the culture sector, the idea-based sector and trade and industry in the development of ideas in a global context.

In 2030:

- Skåne shall have at least 1.5 million inhabitants.
- international accessibility shall have been improved by the development of Copenhagen Airport and Malmö Airport, ferry routes in the Baltic Sea, another fixed link across the Öresund strait and improved rail connections to the rest of Europe and throughout Sweden.
- tourism turnover shall have increased by 75 percent compared to 2014.
- Skåne shall have larger numbers of localised government agencies, institutions, research departments and research institutes, as well as corporate head offices, than in 2014.
- the Öresund Region shall be a fully-integrated labour market.
- Skåne shall have a market share in exports that is greater than the national average.

Implementation – how do we move from *what* to *how*?

The decisions made today will shape the Skåne of tomorrow. Skåne's regional development strategy aims to provide direction for the ongoing development work in Skåne. Taking a stand on where Skåne is to be in the future makes it easier to make the right decisions and find the right forms of collaboration. However, words, willingness and ambition must be backed up by actions. And all development actors in Skåne must contribute.

Budgets and operational plans, strategies and action plans, projects and investments, comprehensive land-use plans and initiatives – all of these are in one way or another part of Skåne's development. The development strategy becomes common to all and applicable when all development actors in Skåne use it as a basis when strategies and operational plans are decided, when action plans are launched and when collaborative projects are initiated. It is when all development actors in Skåne move in the same direction that Skåne's growth potential can be fully utilised.

Region Skåne is responsible for producing a regional development strategy for all of Skåne and for monitoring its implementation. If the open Skåne is to become a reality, then everyone must contribute. Skåne's regional development strategy has been focused on *what* needs to be done to strengthen Skåne's development. *How* this is to be done is left to all development

actors to reason out and develop. Skåne's development requires actions in which everyone has a role to play. In the continued work and implementation, existing cooperation interfaces and collaborations in the shape of arenas and ongoing processes have a central role.

Concretisation work ought to be addressed to a greater extent to these arenas for resource optimisation, streamlining and cross-pollination. The continued work will most certainly include the need to clarify who is responsible, which arenas are lacking, if any, and to develop and strengthen existing arenas and platforms to achieve the ambitions of the development strategy. Skåne's development will require refined power to act on, among other things, school and education, tolerance and integration, anti-discrimination and refined public health work, as well as a clear lobbying strategy at a national level to solve many of the challenges faced by Skåne.

Strategic collaborative groups

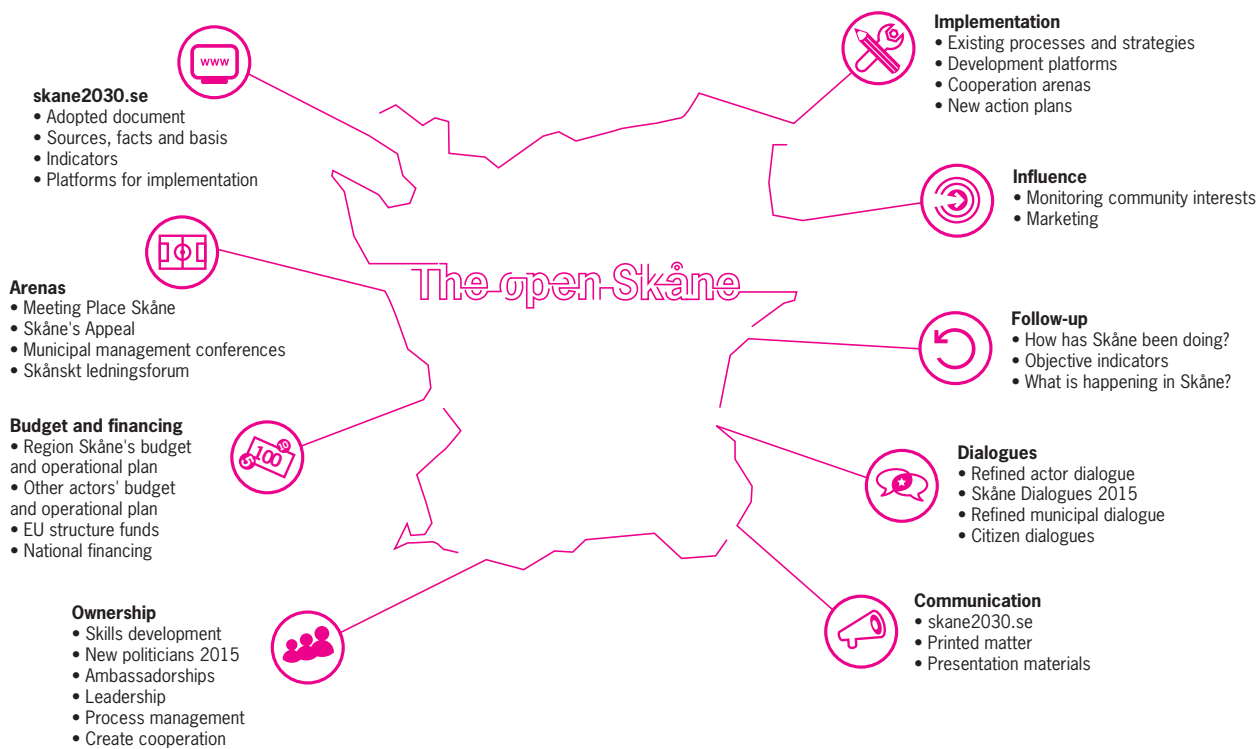
The work encompassed by the international innovation strategy for Skåne, the strategies for The Polycentric Skåne, the transport services programme, regional mobilisation around ESS and MAX IV, ÖRUS and ongoing work with Fokuseret Vækstdagsorden, a Danish initiative for growth, Sydsvensk regionbildning, a lobby group for the formation of a new region in southern Sweden, Kompetenssamverkan Skåne, Region Skåne's business development platform for recruitment needs and training, Lärosäten syd, a collaboration between five universities and colleges in Skåne and Blekinge, the equal opportunities strategy for Skåne, public health campaigns, strategic environmental work, the climate and energy strategy for Skåne, the rural programme, transport infrastructure planning, idea-based sector collaboration, the culture plan, sub-regional collaborations, municipal comprehensive land-use plans, Skånskt ledningsforum, a collaborative forum for management from Region Skåne, Skåne's County Administrative Board and Scania's Association of Local Authorities, and others are all strategic collaborative groups for the implementation and application of the development strategy.

Central to this implementation is continued dialogue. An adopted strategy is not sufficient; now is when the work begins to create the open Skåne. Joint involvement and joint actions are necessary. The continued work entails different actors taking the helm in their areas of responsibility, working actively with new initiatives and creating joint actions for Skåne's development. Municipalities, state agencies, universities and colleges, business and trade organisations and idea-based organisations share responsibility. Also central is to involve individual people in order to achieve success.

The work with Skåne's development will also require skills development, refined leadership and ambassadorships, so that all development actors assimilate the strategic objective. Region Skåne will assume responsibility for the implementation of the development strategy within its areas of responsibility, such as in

future decisions on budgets and operational plans, but also in communication work.

Region Skåne will offer special arenas for all actors involved in the work with the development strategy to meet, such as Meeting Place Skåne and Skåne's Appeal. Moreover, the website www.skane2030.se will act as a digital platform for everyone working to realise the strategic objective. The ambition is for this to become a digital meeting place that Skåne's different actors can develop and use together. The website will offer up-to-date information about implementation platforms, different actors' current work, important governing documents and new action plans, current situation analyses, knowledge banks and background material, presentation material and, not least, objective and indicator follow-ups. Developing Skåne is a continual process conducted by many different actors and as such the available tools must also be dynamic and changeable.



Drawing up Skåne's regional development strategy

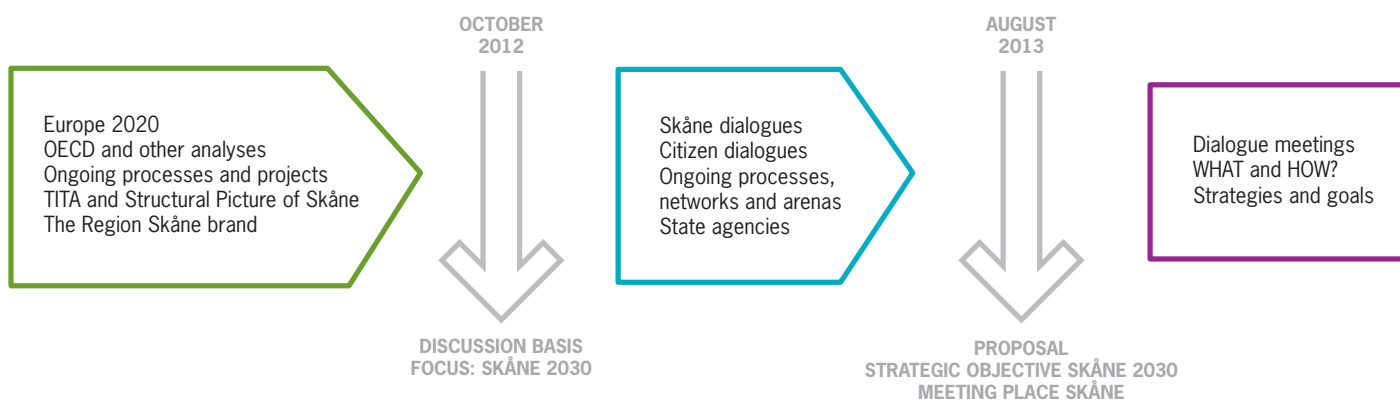
The work with Skåne's regional development strategy was initiated in the autumn of 2010 with the commissioning of an OECD analysis of Skåne to evaluate the challenges and opportunities faced by Skåne.

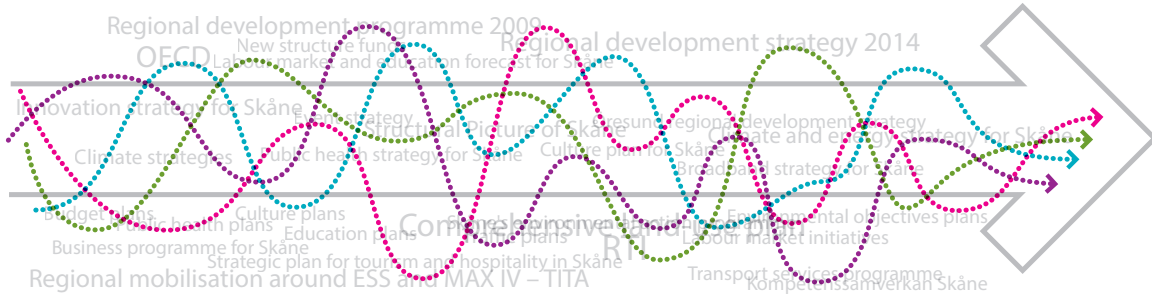
In the spring of 2012, an internal dialogue at Region Skåne was conducted to establish and secure the role of process manager. The autumn of 2012 and the spring of 2013 saw the implementation of The Skåne Dialogues – dialogues with Skåne's municipalities about Skåne 2030. The aim of The Skåne Dialogues was to identify important issues concerning Skåne's future and to discuss the work with a regional development strategy. The ambition was to create a joint picture of the current situation and to determine which challenges and opportunities Skåne faces. The municipal executive boards of all 33 municipalities were visited by Region Skåne's leading politicians.

Prior to The Skåne Dialogues, preparatory material for the discussions was drawn up, *Focus: Skåne 2030*, combining important issues with facts about Skåne. The same material was used when Region Skåne held parallel discussions with other collaborative partners, such as state agencies, universities and colleges, business and trade organisations, idea-based organisations, projects and networks. The municipal and dialogue meetings

were summarised in a general bullet list and this has comprised an important document in the work to draw up a proposal for the strategic objective for Skåne 2030. The first draft proposal for the strategic objective was described in *Thoughts about Skåne 2030* and presented at Meeting Place Skåne in the summer of 2013. During the autumn of 2013, the proposal was refined during six major dialogue meetings and was finally based on *The Open Skåne 2030*.

The draft proposal for a new regional development strategy for Skåne was circulated for review in the period 20 January – 23 March 2014. About 120 formal stakeholders and 3,500 people affiliated with Skåne's development work were encouraged to submit opinions. The website www.skane2030.se also enabled other interested parties to submit opinions on the draft proposal. During the review period, Region Skåne arranged a number of review dialogues to discuss the proposal with Skåne's municipalities, state agencies, trade organisations, trade and industry in general and the idea-based sector. Region Skåne also visited

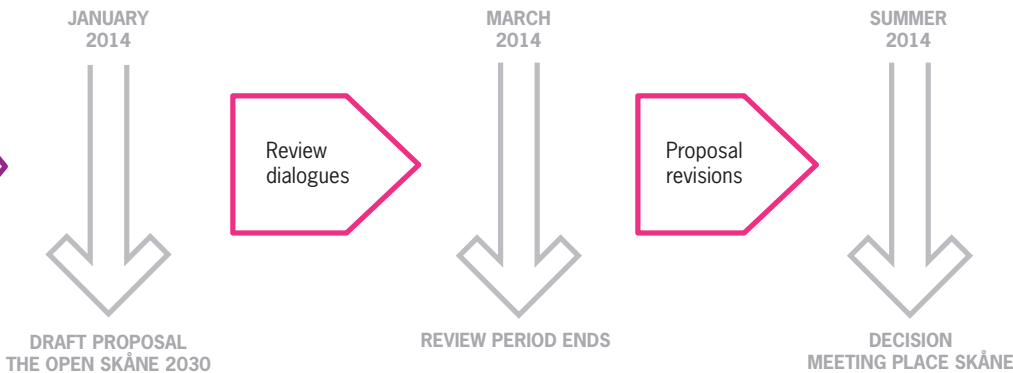




individual municipalities for more in-depth discussions and arranged special meetings with other actors who so requested. Citizen dialogues were also conducted with discussions in special focus groups, in secondary school scenarios and via the Skåne panel, which is comprised of almost 4,000 people. More than 100 actors and a few private individuals decided to submit opinions on the draft proposal. All submitted opinions have been published on Region Skåne's website for all to access. The summaries from the different review dialogues and the submitted opinions provided the basis for revisions made to the development strategy.

Skåne invited those interested to the one-day conference Skåne's Appeal in April 2014. On 15 August 2014, Meeting Place Skåne will be held for the second time. The work with Skåne's regional development strategy has been, and will continue to be, a process that involves many actors, from state to local level and across all sectors. By actively working in this way, in multiple stages so as to include multiple actors and to gather input from ongoing initiatives, Skåne's regional development strategy has taken shape. The work with Skåne's regional development strategy has entailed creating a common foundation, as well as joint commitment to and shared responsibility for Skåne's development.

In order to provide feedback on the opinions submitted during the review period and to discuss how together we can make Skåne more attractive, Region



How can you contribute to Skåne's development?

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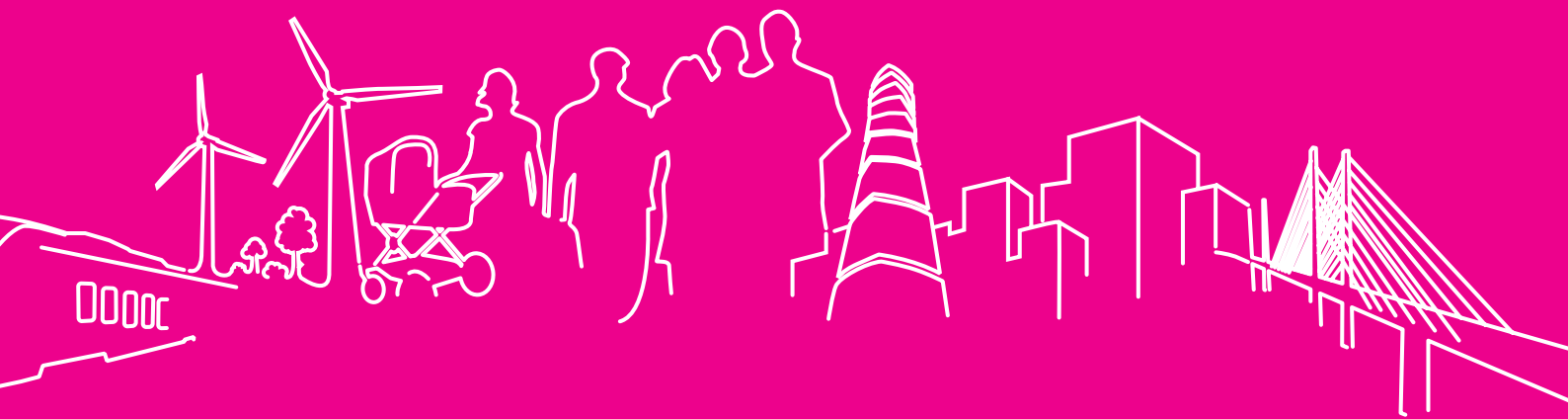
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