



Trøndelag fylkeskommune  
Trööndelagen fylhkentjjelte

ACTION PROGRAMME 2020-2021  
- for the strategy «Value Creation Trøndelag»

# HANDLINGSPROGRAM 2020 - 2021

-for strategien "Et verdiskapende Trøndelag"



Adopted by the County Executive Committee on December 3 2019

## Introduction

<p><b>The Action Programme 2020-2021</b></p>	<p>The Action Programme 2020-2021 is designed to make the strategy, <i>Value Creation Trøndelag</i>, more specific. The Action Programme is the result of a broad process and is action programme no. 2 in the strategy period 2018-2021. The United Nation's sustainability goals make the basis for all regional planning, included in the overall Trøndelag plan that defines the region's overall goals towards 2030, and the strategy for value creation with the associated action programme. The global challenges related to the climate and the environment require a readjustment to a society in which growth and development takes place within nature's sustainability limits. Society must go through a green shift.</p> <p>The County Authority, in its community development role, has, through the regional planning work, a special responsibility to safeguard that the players all pull in the same direction to develop Trøndelag. The Action Programme is designed to support the value of a serious regional work and economic life. For the work related to the Value Creation Strategy and Action Programme, a "Næringspartnerskap Trøndelag" (Business Partnership Trøndelag) has been formed. Sub-project groups for the follow-up of each area of priority have also been established.</p> <p>Trøndelag has been recognized as a Sami administrative area and has signed an agreement on co-operation with the Sami Parliament that is indicative for the Action Programme. Arrangements for the development of industry and commerce are dependent on good infrastructure and efforts in many areas of society. The Value Creation Strategy and the Action Programme must therefore be considered in relation to other regional plans. The election period 2019-2023, the political majority in the County Authority has adopted a political platform, "Frostaerklæringen" (The Frosta Statement), that is indicative for the work.</p>
<p><b>Relevant GOALS in the TRØNDELAG PLAN</b></p>	<ul style="list-style-type: none"> <li>• In 2030, good quality of life and diversity will characterize Trøndelag.</li> <li>• In 2030, Trøndelag is best in the Nordic countries on interaction</li> <li>• In 2030, Trøndelag has a work and economic life with an ability to readjust and that is oriented towards the future</li> <li>• In 2030, Trøndelag is best in Norway on eco-friendly development of industry and commerce and technology</li> <li>• In 2030, Trøndelag has sustainable production of food and biological raw materials</li> <li>• In 2030, Trøndelag has a sustainable land use and transport structure</li> <li>• In 2030, Trøndelag has a balanced development and settlement pattern</li> <li>• In 2030, Trøndelag has a coordinated transport and traffic system</li> </ul>
<p><b>Overall GOAL</b></p>	<p><b>Increased sustainable value creation and international competitive power in Trøndelag</b></p>
<p><b>Placing in the PLANNING SYSTEM</b></p>	 <p>The «Strategy for innovation and value creation Trøndelag» will be follow up through this action programme.</p>
<p><b>Adjoining REGIONAL PLANS</b></p>	<ul style="list-style-type: none"> <li>• Culture strategy Trøndelag</li> <li>• Competence strategy with associated action programme</li> <li>• International action programme (work in progress)</li> <li>• Regional plan for cultural relics (work in progress)</li> <li>• Strategy for adjustments to climate change (work in progress)</li> <li>• Research and development strategy for Trøndelag</li> <li>• Regional plan for land use (work in progress)</li> <li>• Individual strategies within transport and communication</li> <li>• Regional programme for rural development</li> </ul>

## Bioeconomy



Bioeconomy is value creation based on the sustainable exploitation of renewable biological resources in agriculture, forestry, reindeer husbandry, uncultivated areas and fish farming.

Goal	Strategy	Measures
<ul style="list-style-type: none"> <li>• Trøndelag is a leading region in the development of bioeconomy.</li> <li>• Trøndelag's natural resources are used as raw material for increased local and industrial production.</li> <li>• Trøndelag is Northern Europe's food region no. 1.</li> </ul>	<ul style="list-style-type: none"> <li>• Manage the production areas in an optimal manner.</li> <li>• Develop further the co-operation between the knowledge environments and the entrepreneurs.</li> <li>• Increased interaction across various fields of expertise to strengthen new, green industry.</li> <li>• Strengthen the interdisciplinary co-operation between the blue and green sectors.</li> </ul>	<ul style="list-style-type: none"> <li>• Contribute to general and predictable land use management and exploitation for increased sustainable value creation and as climate measures through carbon storage.</li> <li>• Arrange for development and use of new technology for efficient and climate smart production and transport.</li> <li>• Develop further arenas for interaction within and between the value chains.</li> <li>• Arrange for increased production and sustainable exploitation of the region's biomass resources and residual raw materials.</li> <li>• Development of regional brands with national and international potential for growth.</li> <li>• Safeguard crop land and grazing resources in the uncultivated areas for reindeer husbandry and livestock husbandry.</li> </ul>

An example of initiatives that are in progress in this area of priority is "Verdiskapingsanalysen for hav-, jord- og skogbruksnæringene i Trøndelag" (The Value Creation Analysis for industries related to aquaculture, agriculture and forestry in Trøndelag).

NCE Aquatech Cluster, Arena Skog, the farmers' associations and the Trøndelag County Authority collaborate on a value creation analysis for the industries related to aquaculture, agriculture and forestry in Trøndelag. The goal is to obtain more knowledge about the opportunities for value creation across agriculture, forestry, fisheries

# Circular Economy



The goal of the circular economy is to keep the resources in the economy for as long as possible by means of reduced consumption of raw materials, waste, emissions and energy.

Goal	Strategy	Measure
<ul style="list-style-type: none"><li>• Increased regional value creation based on smart use of resources.</li><li>• Minimize waste from production and consumption.</li></ul>	<ul style="list-style-type: none"><li>• Develop new business models for resource efficient production and consumption of resources.</li><li>• Increased exploitation of residual raw materials based on product innovation and business co-operation.</li><li>• Replace fossil-based products with bio based products.</li></ul>	<ul style="list-style-type: none"><li>• Develop a method for and perform mapping of, as well as make the knowledge about important materials and resources in the region, available.</li><li>• Develop competence and capacity in the innovation environments for increased innovation within the circular economy.</li><li>• Map and highlight barriers in laws and regulations for circular exploitation of resources.</li><li>• Trøndelag must use public procurements to demand products from recycled raw materials</li></ul>

An example of initiatives that are in progress in this area of priority is the development of a circular business network - the Thamshavn Cluster at Orkanger

Formalized co-operation between businesses within the waste, transport, industry and energy industries that work with industrial symbioses, a form of resource efficient value creation where businesses co-operate about infrastructure, raw materials and by-products.

# The Ocean Space



The ocean space includes biomarine resources, fisheries, catch, ocean energy, environment, oil, gas, shipping and marine and maritime technology.

Goal	Strategy	Measures
<ul style="list-style-type: none"><li>• Strengthen the region's strong position as the leading supplier of technology to ocean space related industry and economy.</li><li>• Establish laboratory facilities for testing of new technology.</li></ul>	<ul style="list-style-type: none"><li>• Develop regional innovation environments with a focus on technology.</li><li>• Closer co-operation between the industry and the R&amp;D environments.</li><li>• Arrangement for land use and infrastructure for enterprises in the sea.</li></ul>	<ul style="list-style-type: none"><li>• Contribute to establishing a regional incubator within the ocean space with distributed incubator services.</li><li>• Exploit the opportunities related to the establishment of the Ocean Space Centre within technology and biology.</li><li>• Contribute to develop the supplier industry with a special focus on sustainable solutions through stronger co-operation with clusters and networks.</li><li>• Contribute to develop an IT infrastructure further out into the ocean.</li><li>• Support the industrial and economic life in Trøndelag that focus on offshore energy production.</li></ul>

An example of an initiatives that are in progress in this area of priority is “Kompetansekartlegging innen marin og maritim sektor” (Competence mapping within the marine and maritime sectors).

The mapping has been looking into which areas of expertise have the greatest competence requirements and how skills upgrading initiatives best may be offered to the business community. The work is designed to create

# Smart Communities



Social and land use planning and technology arrange for sustainable and modern societies where the economic, social and environmental values are in the centre for all that we do and create. Important elements are to create new, sustainable products, services and business models as well as social functions within and across traditional industries, technologies and disciplines.

Goal	Strategy	Measures
<ul style="list-style-type: none"> <li>• Be a resource efficient society with increased use of smart technology.</li> <li>• Have good competence in the business community and the public sector to be able to exploit new technological opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• Use smart technology to obtain increased social, economic and environmental sustainability.</li> <li>• Use the competence bases on digital technology to raise the digital skills in the business community and the public sector.</li> <li>• Use the region as test arena.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish innovation partnerships between the public sector and the private business sector.</li> <li>• Implement new technology through digitalization pilots and development projects.</li> <li>• Strengthen and develop further digital and technological knowledge promotion in the business community and public management and to promote digitalized working processes.</li> <li>• Develop and stimulate the business community as suppliers of innovative solutions for transport on road, sea and land.</li> <li>• Test models for digital meeting and educational arenas.</li> <li>• Use social and land use planning as tools for better interaction, co-localization and exploitation of resources and logistics.</li> </ul>

An example of an initiative in progress in this area of priority is “Innovasjonspartnerskap, Psykisk helsevern” (Innovation Partnership, Mental Health Care).  
 St. Olavs Hospital has received support from the scheme “Innovasjonspartnerskap” (Innovation Partnership) and together with innovation partners in the business community, they work to develop solutions for efficient training related to hazardous situations within mental health care.

# Experience Industries



The experience industries consist of tourism and experiences related to food, nature cultural heritage and big events, and focus on commercial adventures that may attract a greater volume of national and international visitors.

Goal	Strategy	Measures
<ul style="list-style-type: none"> <li>• Be nationally leading in experiences and adventures based on food, nature and cultural heritage.</li> <li>• Increased co-operation between the players.</li> <li>• Increased and clear market orientation related to products and services.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish connections and interaction between relevant players and organizations.</li> <li>• Arrange for knowledge-based development and production of commercial products and services.</li> <li>• Make the experiences and adventures accessible on the market.</li> <li>• Prioritize experiences, adventures and stories that are designed to profile the entire region.</li> </ul>	<ul style="list-style-type: none"> <li>• Follow up the selected scenarios and prioritize initiatives and measures on the basis of «Kunnskapsgrunnlag og scenarioprojekt» (Knowledge basis and scenario project) for a more defined direction, more uniform marketing effort and better interaction.</li> <li>• Develop further arenas for the experience industry in Trøndelag.</li> <li>• Map the environments' digital requirements and test new solutions for mediation and storytelling.</li> <li>• Arrange for a situation where the industry may develop more holistic adventure concepts and destinations based on experiences and adventures based on nature, cultural heritage and meals in line with the United Nations' sustainability goals and the contribute to more year-round workplaces.</li> </ul>

An example of initiatives in progress in this area of priority is "Kunnskapsgrunnlag og scenarioprojekt for Trøndelag som opplevelsesdestinasjon mot 2030" (Basis of knowledge and scenario project for Trøndelag as adventure destination towards 2030).

The work is intended to provide more knowledge, create a vision of the future and find further direction for development, as well as to select measures that may lift the

## Measures that are common for the areas of priority

Tool	Goal	Strategy	Measures
<b>Interaction and clusters</b>	<ul style="list-style-type: none"> <li>• Have an efficient innovation system.</li> <li>• Have several interdisciplinary networks of co-operation and connections.</li> <li>• Use public procurement actively to promote development of new and innovative products and services.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop further and coordinate the innovation system with clarified roles.</li> <li>• Develop further and harmonize our regional partnerships and arenas.</li> <li>• Strengthen the co-operation within, between and across enterprises, value chains, clusters and R&amp;D environments.</li> <li>• Develop and strengthen the value chains.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the use of public innovative purchases and increased purchase competence.</li> <li>• Increase the competence, interaction and information sharing in and between the public support system, innovation enterprises, the municipal first line services, the chambers of commerce and industry, the educational establishment and research environments.</li> <li>• Develop the roles as a consequence of the regional reform.</li> <li>• Contribute to develop, develop further and make clusters visible.</li> <li>• Develop and exploit agreements on co-operation in the region in a systematic manner.</li> </ul>
<b>R&amp;D and competence</b>	<ul style="list-style-type: none"> <li>• Be a region where research, competence and technology are driving forces for increased value creation in the business community.</li> <li>• Have sufficient development capacity and development competence in the business community.</li> </ul>	<ul style="list-style-type: none"> <li>• Work to develop adjusted and predictable policy instruments that will stimulate to the development of industry and commerce.</li> <li>• Continue the mobilization work directed at enterprises, working life and the business community.</li> <li>• Increase the business community's purchasing skills related to research, competence and technology.</li> <li>• Arrange for facilitating the region as a test arena and contribute to the establishment of various laboratories.</li> <li>• Activate public sector as innovation driver through its purchases.</li> </ul>	<p><u>R&amp;D</u></p> <ul style="list-style-type: none"> <li>• Establish better dialogue with R&amp;D players and industries and make research more accessible.</li> <li>• Arrange for exchange of knowledge and experiences with reference to support, projects and results.</li> <li>• Develop Trøndelag as a test arena, and market and develop further laboratories for education, testing and demonstration.</li> <li>• Contribute to commercialization of research result.</li> </ul> <p><u>Competence</u></p> <ul style="list-style-type: none"> <li>• Develop knowledge about the supply and demand related to competence and mediate the demand and supply to relevant target groups through, among other things, career guidance, lifelong learning, student mobility and co-operation between schools and the business community.</li> </ul>

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- Make the business community better prepared for competition relating to deliveries to the public sector.
  - Develop further and establish ordinary and decentralized training and courses in line with the industries' requirements.
  - Support recruiting projects for industries and areas facing recruiting challenges.
  - Joint effort for adequate number of apprenticeships.
  - Arrange for greater focus on entrepreneurship and innovation all through the educational pathway.
  - Stimulate to collaboration on competence and R&D between the educational establishment, the public support system, the business community and the public sector.

\* *See also the action programme 2020 – 2021, Kompetansestrategi for Trøndelag (Competence strategy for Trøndelag).*

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### **Internationally**

- Have a stronger, internationally competitive work and economic life.
- Participate actively in international programmes and use Innovasjon Norge's external resources.
- Contribute to goal-oriented information and guidance about and mobilize for international projects that will contribute to a connection between research, the economic life and the public sector.
- Strengthen the competence and ability of internationalization of the companies in the region.
- Make good international projects and international activity that involve players from Trøndelag visible.
- Market the region's advantages as localization for international companies.



Photo: The Communication Dept. NTFK, Thorleif Thorsen and Steinar Johansen