

OCTOBER 2010
Ministry of the Environment's
STRATEGY 2020

Working together towards a sustainable future



PENTTI HOKKANEN



JUTTA KUURE



AARNO TORVINEN

We implement our strategy through broad-based collaboration

The Ministry of the Environment has finalised its new strategy, "Working together towards a sustainable future". In order to adjust to the changes in our operating environment and meet the challenges of the future, the Ministry must take a strong strategic approach and determined action to achieve its mutually agreed objectives. The new strategy was prepared by the Ministry's entire staff; in addition, we listened to our key partners.

Our mutually agreed values create a solid foundation for the implementation of our strategy. To this end, we conceived a project portfolio: a group of

projects whose progress we will monitor regularly on an annual basis. Furthermore, we will focus on reforming our operating models. Openness, efficient internal cooperation and partnerships with other players will contribute to achieving our goals.

Our strategy extends beyond the greatest period of transition in the history of the Finnish labour market. We must have a common view of the means and resources we will use to carry out our key tasks in the years to come. Based on our general strategy, we will draw up a human resources strategy in support of our operational

development, which will secure our staff's capacities in view of the above-mentioned transition.

Our motto is to deliver on our values as a responsible organisation looking to the future. By anticipating future challenges in good time, we will create the prerequisites for a sustainable environmental policy beyond the 2020s.

In order to achieve our strategic objectives, we welcome broad-based cooperation with key players, encourage change and promote innovative operating models.

Hannele Pokka
Permanent Secretary

VISION

An environmentally responsible society open to participation, a diverse natural world and an environment promoting wellbeing.

MISSION

The Ministry of the Environment leads national efforts and encourages cooperation in safeguarding biodiversity, promoting sustainable development, and securing a good living environment for both current and future generations.



VALUES GUIDING OUR OPERATIONS

Openly transparent

- We are transparent in all our activities and partnerships.
- In our open preparation practices, we encourage others to express their views, and we make even difficult decisions transparently and state our reasons for them.

Acknowledged experts

- We are knowledgeable and recognised experts.
- We support our co-workers' competence development by sharing our expertise and enhancing our skills.

Responsible future-looking organisation

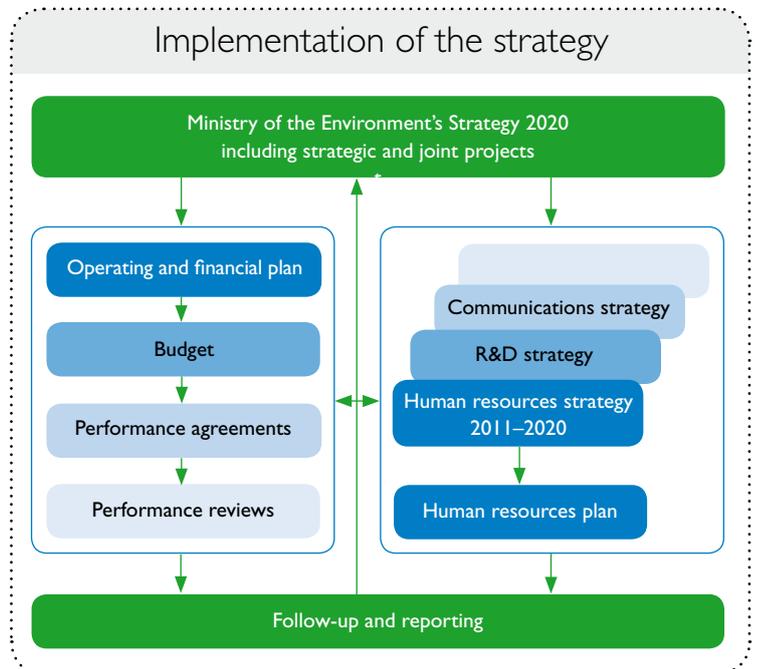
- The impacts of our decisions extend far into the future.
- We seek long-term solutions with a view to the future.



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STRATEGIC OBJECTIVES

- To stabilise atmospheric greenhouse gases at a level preventing harmful changes and enabling adaptation.
- To provide a viable, energy-efficient built environment that serves as a foundation for improving human wellbeing.
- To ensure that housing conditions meet people's needs and to secure a well-functioning housing market.
- To safeguard biodiversity and scenic values, while ensuring well-functioning ecosystem services and sustainable natural resources.
- At a minimum, to achieve a good ecological status for the Baltic Sea, surface waters and groundwater bodies.
- To ensure the identification and management of environmental risks.
- To bring about a fundamental improvement in the material and energy efficiency of production and consumption.





CRITICAL SUCCESS FACTORS

Impact

- An internationally effective climate convention to enter into force in 2013. Sufficient resources allocated to the implementation of national climate and energy strategies.
- Eco- and energy-efficient solutions for buildings and communities, and broad application of these solutions in order to increase the use of renewable energy and decrease emissions.
- A sufficient number of housing units available in growth centres, meeting various needs and within the financial reach of a range of households.
- Good ecological status achieved for the Baltic Sea, surface waters and groundwater bodies, and even excellent status achieved over extensive areas.
- A halt to the decline in biodiversity and safeguarding the efficiency of ecosystem services.
- Identification of key initiatives and functions in terms of environmental impact and risks, alongside the minimisation of these risks and their negative effects.
- Prevention of major environmental and health risks caused by hazardous substances. Sufficient preparedness for oil and chemical spill response in the Gulf of Finland.
- Material and energy efficiency of consumption has improved and the volume of waste reduced.
- Environmental management that promotes environmental innovation while creating opportunities for environmentally beneficial economic growth.
- Finland's key environmental policy objectives brought forward within the European Union, and at regional and global levels.

Processes and structures

- Promotion of Finland's objectives through influencing EU policy measures, regulatory steering and international environmental cooperation.
- Broad use of steering methods and improvement of their effectiveness.
- Strategic, determined and proactive steering by the Ministry of the Environment. Achievement of goals set for regional government steering, in cooperation with other ministries.
- Successful influencing of other sectors in strengthening the environmental dimension.
- Research and development activities in support of decision-making and implementation.
- Proactive and interactive communications which support management while promoting environmental awareness and responsibility.
- Better risk assessment and management.
- In its development of green office practices, the Ministry of the Environment is a pioneer; the resulting operating model is widely used elsewhere in the public sector.

Finances and resources

- Resources allocated in line with strategic objectives, based on flexible reallocation. Resources enabling the achievement of strategic objectives.
- Activities based on extensive networks and cooperation with strategic partners.
- Extensive utilisation of competencies of the environmental administration.
- Citizens' actions and choices guided by their environmental awareness.
- Identification of new methods and partners for financing major tasks.
- Proactive, flexible human resources planning ensures a balance between resources and tasks.
- Information resources and systems, e-services and other tools help improve customer service, are easy to use and improve operational efficiency.

Human resources, competencies and development

- Values are implemented through management and other activities.
- Leadership is professional.
- Competencies are allocated in line with the strategy and secured against staff turnover.
- Personnel actively participate in development of tasks.
- Availability of skilled and competent personnel ensured.
- Practices promote wellbeing of the working community.

Strategic projects

Project	Schedule	Responsibility
Energy efficiency of the built environment	2010–2015	Department of the Built Environment
Housing market in the 2010s	2011–2015	Department of the Built Environment
The impact of land use planning tools - report	2011–2012	Department of the Built Environment
Moisture and Mould Programme	2010–2014	Department of the Built Environment
Environmental protection legislation reform	2010–2015	Environmental Protection Department and Department of the Natural Environment
Reform of the Programme to Promote Sustainable Consumption and Production	→2011	Environmental Protection Department
Implementation of river basin and maritime management plans	2011–2015	Department of the Natural Environment
National strategy and action plan for the conservation and sustainable use of biodiversity	2011–2015	Department of the Natural Environment
<ul style="list-style-type: none"> • Revision of goals and implementation of the Forest Biodiversity Programme for Southern Finland (METSO) • Finalisation of the inventory of the underwater marine environment (VELMU) 	2012–2014 →2015	
Influencing the reform of agricultural subsidy policy	2010–2014	Department of the Natural Environment
Development of methods for assessing the impact of regulations, programmes and projects	2010–2012	Department of the Natural Environment
International environmental governance reform	2010–2012	Unit for International and EU Affairs
Enhancement of EU lobbying	2010→	Unit for International and EU Affairs

Joint projects for further development of practices

The projects are prepared together with departments and units

Review of the following Ministry of the Environment's strategies	Schedule	Responsibility
Human resources strategy	2010	Administrative Unit
R&D strategy	2010–2011	Research Director
Communications strategy	2010–2011	Communications Unit

Projects for development of practices	Schedule	Responsibility
Development of green office practices and e-operations	2010–2011	Administrative Unit
Sectoral steering model <ul style="list-style-type: none"> • Regional government steering • Other administrative-sector steering 	2010 2010–2011	Administrative Unit
Implementation of legislative drafting action plan	2010→	Director of Legislative Affairs
Development of risk management	2010–2011	Internal Auditing
Development of cooperation between the Research Consortium for Natural Resources and the Environment (LYNET) and other research in the sector	2010→	Research Director
Built environment and housing services, the e-Services and e-Democracy Acceleration Programme (SADe)	2010–2013	Department of the Built Environment
Environmental administration website development project	2010–2012	Project Director