



# **COMPARISON OF 'FIRST STEPS' STRATEGY TO THE DRAFT 'EVERYONE'S INVOLVED' STRATEGY**

Paper providing a comparison of the Sustainable Development Strategy for Northern Ireland: 'First Steps to Sustainability' strategy, to the strategy which may supersede it, pending consultation – known as 'Everyone's Involved'.

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## SUMMARY OF KEY POINTS

**First Steps Towards Sustainability (FSTS)** was Northern Ireland's first sustainable development strategy, it noted:

- Northern Ireland's unsustainable model of development;
- the need to live within environmental limits whilst developing the economy and supporting a fair, just and healthy society;
- the need to incorporate sustainable development principles into a society; and
- Northern Ireland's role in aiding the solution to the global problem that is climate change.

**Everyone's Involved** emphasises the need for local action to achieve sustainable development, taking the EU themes of Economic Prosperity; Social Cohesion; and Environmental protection and developing them to create a vision for a sustainable Northern Ireland where 'everyone is involved'.

The process of developing this strategy has involved engaging with all relevant stakeholders. The strategy emphasises the need to incorporate sustainability in all aspects of policy development, stressing the need to 'think sustainably'.

The 'everyone's involved' mantra is a departure from the First Steps to Sustainability strategy, which was a very detailed document characterised by specific targets.

The strategy proposes that the Programme for Government (PFG) will run in Parallel with the Sustainable Development Implementation Plans. The PFG reflects this is stating:

*"Build a peaceful, fair and prosperous society in Northern Ireland, with respect for the rule of law and where everyone can enjoy a better quality of life now and in years to come".*

Similarly, section 25 of the Northern Ireland (Miscellaneous Provisions) Act 2006 places a statutory duty on the public to promote sustainable development.

The "First Steps to Sustainability" (FSTS) Strategy is guided by six principles, the first five of which are shared across the UK. The sixth situates sustainable development as an opportunity rather than a hindrance. The six principles are:

- Living within environmental limits
- Ensuring a strong, healthy & just Society
- Achieving a Sustainable Economy
- Promoting Good Governance
- Using Sound Science Responsibly
- Promoting Opportunity & Innovation

The 2009 draft sustainable development strategy **plans to apply these same six principles to as a guide to achieving its aims** of building a future for Northern Ireland based on "economic prosperity, equality, social cohesion; strong, confident communities; and a high-quality environment". Emulating the approach adopted by the UK Framework, these principles will be applied across areas of action, namely:

- Building a dynamic, innovative and responsible economy that delivers the prosperity required to tackle disadvantage and lift people in all our communities out of poverty
- Strengthening society so that it is more tolerant, inclusive of all communities and stable and permits positive progress in quality of life for everyone
- Driving sustainable, long term investment in key infrastructure to support economic and social development
- Ensuring the responsible use and protection of natural resources in support of a better quality of life and a better quality environment
- Ensuring reliable, affordable and sustainable energy provision and reducing our carbon footprint.

All of the strategic objectives which appear in the Everyone's Involved strategy were also in the FSTS strategy, drawing into question changing the PAfA as many of the areas overlap and two thirds of the objectives (16 out of 24) relate specifically to sustainable communities. Although the new PAfA is intended to provide greater clarity, it could be argued that the structure of the previous document was clearer.

Three objectives relate to the area of Sustainable Consumption and Production, two of which specifically relate to procurement, the other to resource efficiency. The FSTS contained an additional objective, on sustainable consumption, this is now absent.

The priority area learning and communication for sustainable development, which forms part of the UK strategy, is absent from the new Northern Ireland Strategy.

The new strategy's objectives under natural resource protection and environmental enhancement are:

- Effective regulation to protect the natural environment and biodiversity; and
- Promoting the protection and enhancement of the physical, built environment.

In the previous document these were set out in a simpler form and with more clarity, across five objectives.

The new strategy contains the following commitments:

- We will ensure all policies consider sustainability;
- We will work in partnership with other regions;
- We will make use of opportunities and new innovations;
- We will encourage participation in the development of sustainable practices;
- We will incorporate sustainability principles into all Plans for Government (PfG);
- We will train all public sector staff on sustainable practice;
- We will put in place mechanisms to monitor sustainable practices within PfGs;
- We will publish an implementation plan with SMART objectives;
- We will consider the need for new legislation for sustainable development;
- We will mainstream sustainability into the heart of all policy making
- We will assess the effectiveness of current policy making guidelines in promoting our sustainable objectives;
- We will create an online resource which will allow access to all sustainable issues across the NICS;
- We will encourage participation between the public, private and voluntary sectors;

- We will consult with all sectors before producing our implementation plan;
- We will explore innovative working methods which are more sustainable
- We will monitor and manage the implementation on sustainable development;
- We will ensure the full impacts of all decisions are considered;
- We will support the private sector in the transition towards sustainability.
- We will monitor the progress of achieving our objectives
- We will manage and report progress in line with International best practice

Comparison of these commitments and those in the previous document suggest the 'everyone's involved' strategy is vague and lacking in strategic direction. The conclusion of the new strategy states:

“This Strategy has been designed as an enabling document, which has steered away from being overly prescriptive”,

Suggesting the document is intended to be a guideline, aiming to inspire users to think sustainably in anticipation of the real strategy which will be forthcoming.

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## **1. INTRODUCTION**

This paper provides a comparison of the Sustainable Development Strategy for Northern Ireland: First Steps to Sustainability strategy to the strategy which may supersede it, pending consultation – known as 'Everyone's Involved'. The consultation process for this strategy is ongoing until January 2010.

### **1.1 FROM FIRST STEPS TOWARDS SUSTAINABILITY TO EVERYONE'S INVOLVED**

First Steps towards Sustainability (FSTS) was Northern Ireland's first sustainable development strategy. The forward from the Secretary of State for Northern Ireland, Peter Hain quickly identified that Northern Ireland had been following an ominously unsustainable model of development and highlighted the considerable work which would be needed to bring the country forward in a sustainable manner, acknowledging our need to live within our environmental limits while nurturing the economy and supporting a fair, just and healthy society.

The task of incorporating sustainable development principles into a society which, while gaining cognisance of the issues had done little to address them would be an arduous task and therefore, it is not surprising that the strategy and subsequent implementation plan are large documents covering a vast array of issues.

The document presents, in the most unequivocal manner why this need has arisen and although emphasising the need for action on a global level it demonstrates that Northern Ireland's role in solving this global problem is to promote sustainable development locally.

Everyone's involved further emphasises the need for local action to achieve sustainable development and takes the European Unions (EU) themes of Economic Prosperity; Social Cohesion; and Environmental protection and develops them to create a vision for a sustainable Northern Ireland where 'everyone is involved'.

### **1.2 PARTICIPATION**

The main theme of the strategy is as the title would suggest 'involvement', which would seem to indicate that the process of developing this strategy has involved engaging with all relevant stakeholders and will continue to do so as it is brought forward. Everyone's involved emphasises the need for sustainable development principles to be a considered in all the policies and programmes that government develops and as such presents itself more as a foundation from which to build sustainable policies by enabling it users to 'think sustainably'.

This element of everyone's involved is a total departure from the First Steps to Sustainability strategy, which was a very detailed document characterised by specific targets. Fundamental to the success of this strategy will be its ability to become more than a stand alone document and integrate into all facets of government, the wider public sector and society as a whole. Broadly speaking, the strategy aims to mainstream sustainable practices into the Government; Public Sector; Community and Voluntary Sector and the Private Sector, so that it becomes the overarching theme of every future policy.

### **1.3 SUSTAINABLE DEVELOPMENT/PROGRAMME FOR GOVERNMENT**

In order to achieve this, the strategy proposes that the Programme for Government will run in Parallel with the Sustainable Development Implementation Plans<sup>1</sup>. The PfG sets out 23 Public Service Agreements (PSA) through which plans are

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<sup>1</sup> DoE (2009) "Everyone's involved" (Commitment 5) DoE: Belfast ([Online](#))

progressed and monitored. Sustainable development principles are proposed to be at the core of all of these plans and this is reflected in the overall aim of the PfG which is to:

*“Build a peaceful, fair and prosperous society in Northern Ireland, with respect for the rule of law and where everyone can enjoy a better quality of life now and in years to come”.*<sup>2</sup>

Within the wider public sector there is already a statutory duty to promote sustainable development which is provided for by section 25 of the Northern Ireland (Miscellaneous Provisions) Act 2006 and Everyone’s Involved has identified the clarification and application of this Act as a significant part of implementing this strategy.

## 2. STRUCTURE

The “First Steps to Sustainability” (FSTS) Strategy is guided by six principles, the first five of which are shared across the UK and are contained within the UK Framework “One future, different paths”. The sixth seeks to confirm the fact that sustainability is not an embargo on development but rather an opportunity for innovation<sup>3</sup>. The six principles are:

- Living within environmental limits
- Ensuring a strong, healthy & just Society
- Achieving a Sustainable Economy
- Promoting Good Governance
- Using Sound Science Responsibly
- Promoting Opportunity & Innovation

### Figure 1: Comparison of 2009 principles

The 2009 draft sustainable development strategy **plans to apply these same six principles to as a guide to achieving its aims** of building a future for Northern Ireland based on “economic prosperity, equality, social cohesion; strong, confident communities; and a high-quality environment”.

The strategy document states that: “These principles will form the basis for Government policy in Northern Ireland. For a policy to be sustainable, it must respect these principles”.<sup>4</sup>

The FSTS strategy adopted four priority areas for action identified in The UK Framework and extended them by adding a further two priority areas for action; Governance for Sustainable Development and Learning and Communication. These priority areas (Figure 2) provided the structure for the strategy document with each action area being dealt with in an individual chapter<sup>5</sup>.

### Figure 2: Priority Areas for Action

- Climate Change and Energy
- Sustainable Consumption and Production
- Natural Resource Protection /Environmental Enhancement
- Sustainable Communities
- Governance for Sustainable development
- Learning and Communication

<sup>2</sup> PfG and Budget

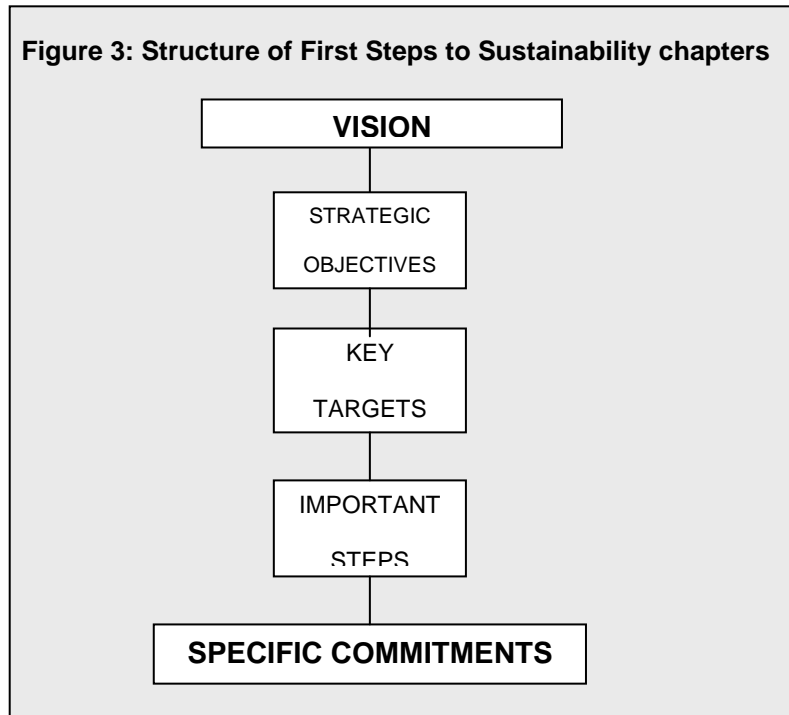
<sup>3</sup> DoE (2006) “First Steps to Sustainability”. DoE: Belfast [online] accessed: 10/11/2009. Available from:

<http://www.ofmdfmi.gov.uk/sustain-develop.pdf>

<sup>4</sup> DoE (2006) “First Steps to Sustainability”. DoE: Belfast (Page 20)

<sup>5</sup> DoE (2006) “First Steps towards Sustainability”. DoE: Belfast

Each Chapter sets a challenge with a vision as to what NI could be like if this were met then the document provides strategic objectives in how to achieve this. Each strategic objective has set key targets and identifies important steps which will be required to meet these targets. Each chapter then outlines a number of commitments which tackle the objectives, the structure of each chapter is summarised in figure 3.



### **2.1 PRIORITY AREAS FOR ACTION**

It is proposed that the 2009 strategy will again follow the same six principles as identified in the 2006 strategy; however, the priority areas for action have been modified. The priority areas for action (see below) clearly focus on the different spheres of sustainable development and address specific issues such as poverty, social exclusion, economic development, natural resource protection and climate change most of which were addressed in the FSTS strategy. The greatest difference is that the actions are less ambiguous, for example, it doesn't just state that a priority area for action is climate change and energy; it states that a priority is to 'ensure reliable, affordable and sustainable energy provision and reduce our carbon footprint'. Similarly while the FSTS strategy aims to have 'sustainable communities' where people want to live and work, the 2009 strategy aims to create sustainable communities through tackling poverty, intolerance and social exclusion through strengthening the economy and improving infrastructure.



**Figure 4: Priority Areas for Action (PAfA)**

1. Building a dynamic, innovative and responsible economy that delivers the prosperity required to tackle disadvantage and lift people in all our communities out of poverty
2. Strengthening society so that it is more tolerant, inclusive of all communities and stable and permits positive progress in quality of life for everyone
3. Driving sustainable, long term investment in key infrastructure to support economic and social development
4. Ensuring the responsible use and protection of natural resources in support of a better quality of life and a better quality environment
5. Ensuring reliable, affordable and sustainable energy provision and reducing our carbon footprint.

**Source: Everyone's Involved pp. 13-14**

**2.2 STRATEGIC OBJECTIVES**

While the priority areas for action provide the reader with a clearer indication of what the overall aim is, the issue of ambiguity re-emerges when consideration is given to the strategic objectives. *The first priority area for action* focuses on building an innovative and responsible economy and in order to achieve this it has six strategic objectives, which are:

- Increasing prosperity and promoting equality
- Increasing skills and improving education
- Promoting entrepreneurship and innovation
- Influencing the sustainability of goods and services through strategic procurement.
- Tackling patterns of socio-economic disadvantage through Public Procurement
- Promoting a responsible economic development agenda.

This PAfA presents some of the aims which made up the Sustainable Communities PAfA in the FSTS (2006) strategy addressing the issues of economic well being through increasing productivity and innovation; reducing the skills gap and the promotion of entrepreneurship and innovation through investment in research and development.

The two strategic objectives which deal with public procurement: "Influencing the sustainability of goods and services through strategic procurement" and "Tackling patterns of socio-economic disadvantage through Public Procurement" were featured (although worded differently) as key targets of the 2006 priority area: "Sustainable Consumption and Production". These key targets were:

- By 2008 ensure that all public sector procurement is channelled through recognised Centres of Procurement Expertise (COPES);
- By 2008 ensure that sustainable development principles guide capital investment decisions on all major publicly funded building and infrastructure projects;
- By 2008 produce a sustainable Procurement Action Plan for Northern Ireland.

Public Procurement is the process whereby public sector organisations acquire goods, services and work from third parties, and sound procurement policies are important to achieve value for money (VFM) for the tax payer. Given the commitment for investment made by government here in Northern Ireland in the programme for government<sup>6</sup> and the investment strategy<sup>7</sup> it is not surprising that the issue of sustainable public procurement should feature in this strategy given the sums which are to be spent on it, however the way the strategy is worded while fulfilling one of its core aims, which is to be a:

“...high level, enabling document which points the way forward for our plans, rather than as a finely detailed technically based document which is difficult to understand and of restricted interest”.

is in reality flawed. By producing an ‘enabling document without detailed information where the overall aim might be clear, how this is to be achieved is most certainly not and this is the most fundamental difference between the two strategies i.e. clarity.

SMART<sup>8</sup> objectives are mentioned a number of times within this document however, this is not reflected in the strategic objectives, as shown in this example. The key targets from the FSTS strategy are in contrast, SMART and are further supported by a series of commitments which give the user of the strategy a clear insight into what will be done on this issue (see figure 4). While Everyone’s Involved states that the implementation plan will ‘identify and allocate specific actions’<sup>9</sup> and set SMART objectives<sup>10</sup> the question has to be asked if this document is fit for purpose indeed is it even complete given the omission of some very relevant information. At the very least this document is not comparable to the FSTS strategy based on the lack to clarification regarding the strategic objectives and would therefore be better assessed when these are presented in the forthcoming implementation plan.

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<sup>6</sup> NI Executive. “Building a Better Future’ Programmes for Government 2008-2011”. NI Executive: Belfast [\[online\]](#)

<sup>7</sup> NI Executive. “Investment Strategy for Northern Ireland 2008-2011”. NI Executive: Belfast [\[online\]](#)

<sup>8</sup> SMART is **S**pecific **M**easurable **A**chievable **R**ealistic **T**imed

<sup>9</sup> OFMDFM (2009) “Everyone’s Involved”. DoE: Belfast p.37

<sup>10</sup> Everyone’s Involved (OFMDFM, 2009): Commitment 8

**Figure 5: Commitments relating to Public Procurement**

1. “We will pursue sustainable development objectives through purchasing and expenditure decisions and make Northern Ireland a regional leader in sustainable public procurement”.
2. “We will therefore boost training in sustainable procurement for purchasing professionals”.
3. “We will also ensure new contracts specify that Fair Trade products must be available in catering facilities in all newly occupied buildings and used for official hospitality”.
4. “We are committed to revolutionising the approach to public procurement by the development of electronic systems (eCommerce)”.
5. “We are developing a database to monitor the implementation of existing guidance on integrating environmental, social and economic considerations into procurement decisions”.

**Source: First Steps to Sustainability pp. 34-35**

### **3. CONTENT**

All of the strategic objectives which appear in the Everyone’s Involved strategy were also in the FSTS strategy (Appendix one shows in what priority area the corresponding objective featured). This draws into question the reasoning behind changing the PAfA given that many of the areas overlap and two thirds of the objectives (16 out of 24) relate specifically to sustainable communities although in retrospect perhaps the sustainable communities area was deemed too broad. Therefore, while it was previously suggested that the new PAfA provide greater clarity it could be argued that overall the structure of the previous document was much clearer, easier to understand and therefore of wider interest than this current strategy.

#### **3.1 ENABLING THE POLICY**

As shown in Appendix one there are three objectives which relate to the area of Sustainable Consumption and Production. Two of these are related to procurement which correspond to the objective set in FSTS to make “...the Northern Ireland public sector a UK regional leader in sustainable procurement”,<sup>11</sup> while the other relates to resource efficiency. There was a third Strategic Objective within this priority area on sustainable consumption and there has been no reference to this area in Everyone’s Involved.

This is a somewhat surprising omission given the given that the aim of the strategy is to enable people from all parts of society to make sustainable choices, something which was at the core of this particular objective in FSTS. On Consumption FSTS states:

“Consumption, in effect, drives production; if we didn’t want something manufacturers would not produce it. Consumption therefore cannot be considered separately from production and processing and the link

<sup>11</sup> DoE (2006) ‘First Steps towards Sustainability’ p. 26 [\[online\]](#)

means sustainability principles have to be applied across all stages to have any significant impact".<sup>12</sup>

Encouraging sustainable consumption was seen as something which could only be achieved through education, as noted in the report by the sustainable consumption roundtable "progress depends on enabling people to act together".<sup>13</sup> And this is something which while not part of the PAfA or strategic objectives is at the core of this strategy: enabling.

*THE PRIORITY AREAS FOR ACTION "LEARNING AND COMMUNICATION FOR SUSTAINABLE DEVELOPMENT" WHICH WAS BASED ON PROVIDING EDUCATION THAT WOULD BRING ABOUT BEHAVIOURAL CHANGE ALSO DOES NOT FEATURE WITHIN EITHER PAF A OR THE STRATEGIC OBJECTIVES OF THE NEW STRATEGY. THE OBJECTIVES OF THIS PRIORITY WERE:*

- To provide access for all citizens to gain sustainable development skills and knowledge;
- To bring about the behavioural changes necessary to progress towards a sustainable society

*TARGETS IDENTIFIED TO ACHIEVE THESE OBJECTIVES INCLUDED INCORPORATING SUSTAINABLE DEVELOPMENT INTO THE SCHOOL CURRICULUM AND TO DEVELOP A SUSTAINABLE COMMUNICATION STRATEGY WITH THE AIM OF CHANGING PEOPLES ATTITUDES AND ULTIMATELY THEIR BEHAVIOUR TO BE MORE SUSTAINABLE. WITHIN THE NEW STRATEGY THIS AREA OF EDUCATING PEOPLE ON SUSTAINABLE DEVELOPMENT RATHER THAN BEING ONE OF THE STRATEGIC OBJECTIVES OR INDEED PRIORITY AREAS FOR ACTION COMES WITHIN THE PUBLIC SERVICE AGREEMENTS (PSAs) WHICH MAKE THE COMMITMENT TO "PROMOTE SUSTAINABLE DEVELOPMENT ACROSS THE PUBLIC SECTOR, BUSINESS AND WIDER SOCIETY"<sup>14</sup>. THE STRATEGY PROPOSES THAT THE SUSTAINABLE DEVELOPMENT AGENDA WILL BE BROUGHT FORWARD ON THE PREMISE OF THE A, B, C PRINCIPLES<sup>15</sup>. THESE PRINCIPLES AIM TO INFORM PEOPLE ABOUT THE BENEFITS OF SUSTAINABLE DEVELOPMENT, ENCOURAGE THEM TO FOLLOW A SUSTAINABLE PATH AND MAKE SURE THAT THIS BEHAVIOURAL CHANGE BECOMES PERMANENT<sup>16</sup>*

### **3.2 RE WORDING**

In FSTS natural resource protection and environmental enhancement were identified as priority areas for action and there were five strategic objectives with a number of key targets and important steps outlined for each objective. Everyone's Involved has identified two strategic Objectives which would come within this category:

- 4.1 Effective regulation to protect the natural environment and biodiversity
- 4.2 Promoting the protection and enhancement of the physical, built environment

<sup>12</sup> DoE (2006) 'First Steps towards Sustainability' p. 33 [\[online\]](#)

<sup>13</sup> (SCR) Sustainable Consumption Roundtable (2006) "If I will you will: Towards Sustainable Consumption". SCR: London [\[online\]](#)

<sup>14</sup> NI Executive. 'Building a Better Future' Programmes for Government 2008-2011'. Page 25 [\[online\]](#)

<sup>15</sup> Assimilate Brokerage Collaboration

<sup>16</sup> Taken from Everyone's Involved (OFMDFM, 2009) p. 18

*EFFECTIVELY THESE TWO OBJECTIVES ARE REWORDED TO INCORPORATE ALMOST EVERYTHING WHICH IS INCLUDED IN THE FIVE OBJECTIVES PRESENTED IN FSTS, HOWEVER, HOW THEY ARE PRESENTED IS MUCH CLEARER IN FSTS. FOR EXAMPLE, THE FIRST OBJECTIVE IS TO HAVE “EFFECTIVE REGULATION TO PROTECT THE NATURAL ENVIRONMENT AND BIODIVERSITY”, WHICH IS ARGUABLY COVERS THREE OBJECTIVES:*

- To conserve our landscape and manage it in a more sustainable way;
- To protect and enhance the freshwater and marine environment;
- To protect and enhance biodiversity.

*IN ADDITION TO THE LESS AMBIGUOUS OBJECTIVES THERE ARE ALSO SMART TARGETS IDENTIFIED. THERE IS ONE OMISSION WHICH IS THE OBJECTIVE TO IMPROVE OUR AIR QUALITY IN LINE WITH THE 2007 STRATEGY.<sup>17</sup>*

### **3.3 COMMITMENTS**

One of the most apparent differences in this strategy are the commitments made throughout the 10 chapters. Commitments 1-11 (figure 6) have largely been discussed in this paper as these deal with up top and including the commitment for sustainability to be mainstreamed into the heart of all future policy making.

#### **Summary of Commitments (1 – 11)**

1. We will ensure all policies consider sustainability;
2. We will work in partnership with other regions;
3. We will make use of opportunities and new innovations;
4. We will encourage participation in the development of sustainable practices;
5. We will incorporate sustainability principles into all Plans for Government (PfG);
6. We will train all public sector staff on sustainable practice;
7. We will put in place mechanisms to monitor sustainable practices within PfGs;
8. We will publish an implementation plan with SMART objectives;
9. We will consider the need for new legislation for sustainable development;
10. We will mainstream sustainability into the heart of all policy making
11. We will assess the effectiveness of current policy making guidelines in promoting our sustainable objectives;

It was previously suggested that the key to this strategies success will be its ability to bring together all the policies which are shaping Northern Ireland's future making sure everyone's involved and working towards a common goal. It identifies that there are already many cross-cutting policies in place with complementary goals and while

<sup>17</sup> DEFRA (2007) “The Air Quality Strategy for England, Scotland, Wales and Northern Ireland”. [\[online\]](#)

perhaps these might have previously been developed in isolation this strategy makes the commitment to join these up in future.

**Commitment 12**

12. We will create an online resource which will allow access to all sustainable issues across the NICS;

This was, essentially, the theme of the last PAfA in the FSTS strategy which looked at Governance and Sustainable Development. Like the Learning and Communication PAfA this is not a strategic objective but an over-arching theme of the entire document. Educating society about sustainable development and embedding sustainability in government and having it shape policy will be the foundation upon which any specific objectives are based.

Again emphasising the theme of involvement the strategy makes commitments to make sustainable development more than a political issue but one which affects everyone and as such aims to make the process of delivering this strategy open to participation from everyone from the different sectors in order to fully represent all society. In addition to this, the way in which the strategy is brought forward may change with recognition in the document that learning from previous mistakes may be the only way forward and therefore focusing on examples of best practice along with innovation is imperative.

**Summary of Commitments (13 – 15)**

- 13. We will encourage participation between the public, private and voluntary sectors;
- 14. We will consult with all sectors before producing our implementation plan;
- 15. We will explore innovative working methods which are more sustainable;

In terms of delivery, the strategy identifies the relationship between government as policy makers and industry as a vehicle for delivery as vital to the success of the strategy. It recognises that for some the move towards sustainability may not necessarily be seen to benefit their operations however there is a commitment from government to manage any undesirable impacts. It intends to do this through setting short term targets which complement its long term goals but also recognises again, that it cannot do this alone and the private sector is encouraged to act in haste if it is to take advantage of the window of opportunity which a move towards a sustainable economy presents in terms of offering innovative solutions. The strategy further commits to offer all possible assistance to support the private sector in its endeavors.

**Summary of Commitments 16-18**

- 16. We will monitor and manage the implementation on sustainable development;
- 17. We will ensure the full impacts of all decisions are considered;
- 18. We will support the private sector in the transition towards sustainability.

The strategy proposes that it will deliver on the strategic objectives and commitments by following four principles which can be summarised as:

1. Clearly designating responsibility;
2. Accepting the responsibility;
3. Setting SMART objectives; and
4. Assessing the progress made based on tangible evidence.

**Summary of Commitments 19-20**

19. We will monitor the progress of achieving our objectives
20. We will manage and report progress in line with International best practice

#### **4. CONCLUSION**

The above principles, which will be followed to deliver this strategy, were identified in the FSTS strategy document and this underlines a significant difference between the two strategies i.e. it is vague and lacking in strategic direction. This is to a certain degree, acknowledged in the conclusion of the document which states that:

“This Strategy has been designed as an enabling document, which has steered away from being overly prescriptive”.<sup>18</sup>

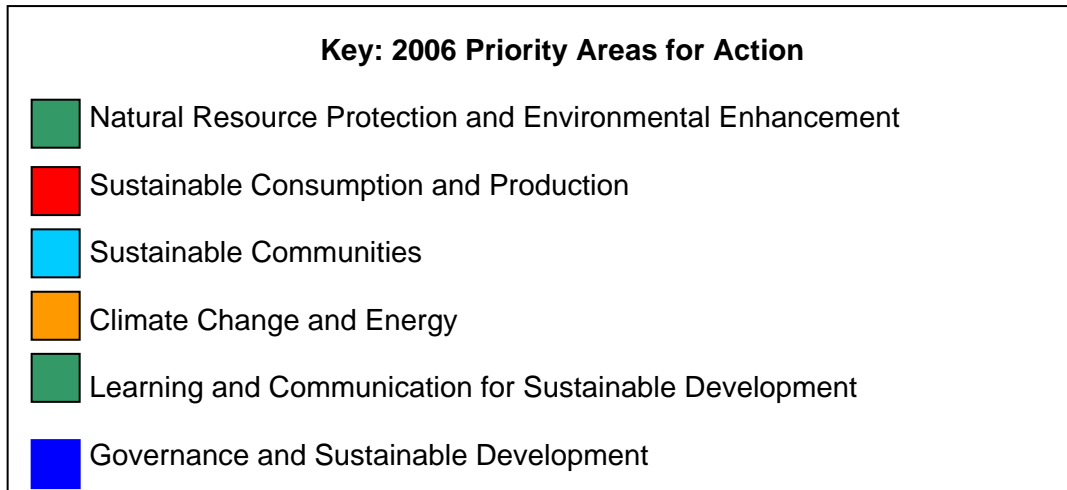
*THIS STATEMENT ACKNOWLEDGES THEREFORE THAT IT IS LACKING IN FIRM DIRECTION EFFECTIVELY SAYING THIS IS A DOCUMENT WHICH IS HOPED WILL INSPIRE READERS/USERS TO THINK SUSTAINABLY IN ANTICIPATION OF THE REAL STRATEGY WHICH WILL BE FORTHCOMING.*

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<sup>18</sup> *Everyone's Involved* (OFMDFM, 2009): Page 36

## APPENDIX

Appendix 1 is a Comparison of Strategic Objectives and Priority Areas for Action from both the 2006 and 2009 Sustainable Development Strategies: The Priority Areas for Action are listed along with the strategic objectives which correspond to each. All of these strategic objectives were featured in the 2006 FSTS strategy and the colours indicate in which of the FSTS Priority Areas for Action they were included.



### Everyone's Involved Priority Areas for Action and Strategic Objectives

1. Building a dynamic, innovative economy that delivers the prosperity required to tackle disadvantage and lift communities out of poverty

- 1.1 Increasing prosperity and promoting equality
- 1.2 Increasing skills and improving education
- 1.3 Promoting entrepreneurship and innovation
- 1.4 Influencing the sustainability of goods and services through strategic procurement.
- 1.5 Tackling patterns of socio-economic disadvantage through Public Procurement
- 1.6 Promoting a responsible economic development agenda.

2. Strengthening society such that it is more tolerant and stable, inclusive of all our communities and permits positive progress in quality of life for everyone

- 2.1 Improving health and access to Healthcare
- 2.2 Reducing poverty and social exclusion
- 2.3 Building safer, higher-quality and more sustainable urban and rural communities
- 2.4 Increasing community engagement and responsible citizenship and supporting behavioural change for sustainable development

3. Driving sustainable, long term investment in key infrastructure to support economic and social development

- 3.1 Improving transport, telecommunications and energy infrastructure
- 3.2 Improving education infrastructure
- 3.3 Improving health infrastructure



**3.4 Improving water infrastructure**

**3.5 Improving cultural infrastructure**

**3.6 Improving infrastructure required for access to new technologies**

4. Striking an appropriate balance between the responsible use and protection of natural resources in support of a better quality of life and a better quality environment

**4.1 Effective regulation to protect the natural environment and biodiversity.**

**4.2 Promoting the protection and enhancement of the physical, built environment.**

**4.3 Effective planning that enables development to meet social and economic requirements while respecting our natural environment.**

**4.4 Increasing resource efficiency**

5. Ensuring reliable, affordable and sustainable energy provision and reducing our carbon footprint.

**5.1 Reducing greenhouse gas emissions**

**5.2 Increasing the proportion of energy used that is produced from indigenous and renewable sources**

**5.3 Ensuring affordable access to energy provision and fuel and security of supply**

**5.4 Planning and preparing for the impacts of climate change**