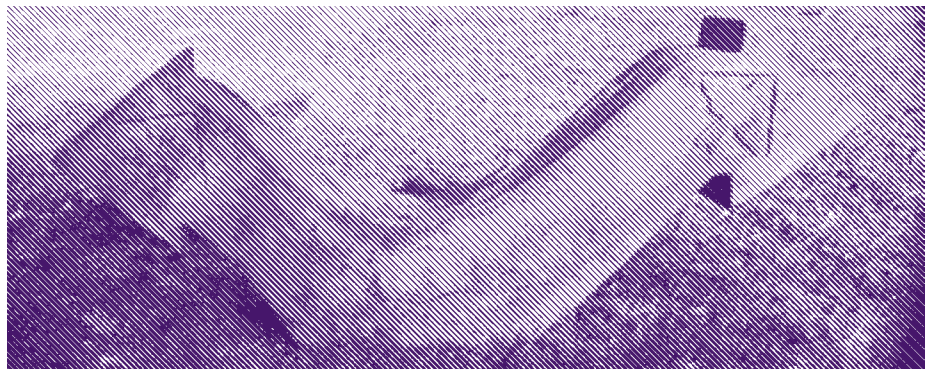
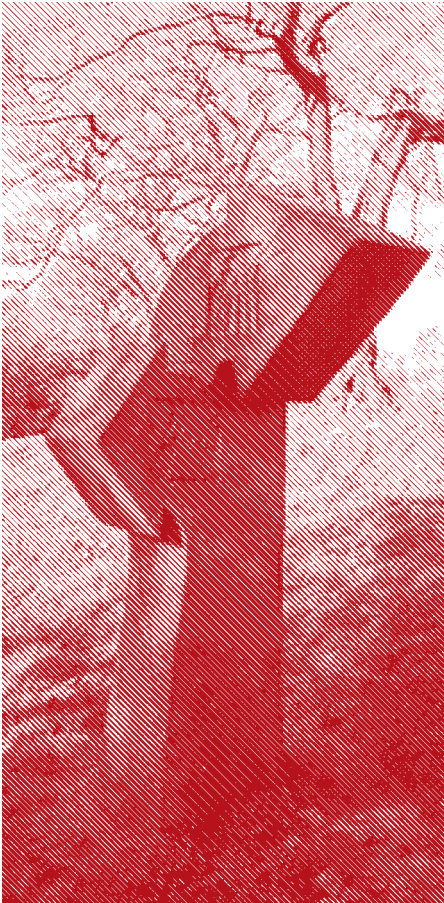


SHAPING OUR FUTURE

The joint ministerial and third sector Task Force on climate change, the environment and sustainable development



Task Force secretariat provided by the third sector through
Green Alliance and NCVO

SHAPING OUR FUTURE

The joint ministerial and third sector Task Force on climate change, the environment and sustainable development

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JOINT MINISTERIAL FOREWORD

The future is not something that simply happens to us – we shape it. And it is the responsibility of this generation to shape a future that is sustainable, that respects and enhances the environment and puts us firmly on the road towards a low carbon Britain. It is a road well worth travelling. A low carbon future holds out the promise of new economic opportunities, sustainable jobs in cleaner industries and greater energy security.

There has never been a greater need to act together on such an important set of issues as climate change, the environment and sustainable development. Climate change is already a reality for many people of the world and will continue to threaten communities and economies if we don't act. We are using the planet's resources faster than they can be renewed. Our planet is telling all of us that we need to change the way we live. It is asking us to live with it rather than just on it. Action to reverse these trends and find more sustainable ways of living is not an option, it's an imperative.

The challenge can seem daunting and it's too easy to see it as someone else's responsibility not ours. But we have not shied away from joining up across government and joining forces with the third sector to produce this report, with commitments to action which set a pro-active agenda for the future.

What has become clear as we have worked together is the amount of activity that is already going on; communities are taking action now to transform their own lives, departments are investing in new programmes and ways of working and there is an appetite across the whole of the third sector to take on even more of a leadership role. The process of producing this document has already given greater visibility to the work of task force members, generating greater commitment and more effective action. We hope that this effect will be multiplied with the launch of this report.

Climate change and the environment are economic and social issues too. More and more people are realising that if we want to create a fairer and more just society then we need to develop in a much more sustainable way. So it is highly significant that most of the third sector members of the task force and two of the government departments do not have a primarily environmental remit. However, we do recognise that we are standing on the shoulders of giants from the environmental sector, who have been working on the full range of sustainable development and environmental protection issues for decades and will continue to be a key part of the picture moving forward.

At the heart of this is the recognition that it is through communities and local supportive networks that real change is achieved. People are our greatest resource and it is our task to galvanise and

mobilise collective action, which carries everyone along and recognises the positive contributions that everyone can make. Here lies one of the great strengths of the third sector; their local reach, their inclusiveness and the enthusiasm and energy which they can cultivate to innovatively tackle the challenges we all face.

This report has focussed on collaboration between the third sector and four government departments and the actions we can take together to achieve shared goals. But we also recognise the importance of an independent third sector that can campaign effectively for change and can advocate for others. We recognise that the organisations we will work with on the commitments made in this report may also be campaigning for change, including change by government. This remains a key role for the sector which, throughout recent history, has helped create the appropriate environment for ambitious measures to be taken. It is not a coincidence that the UK is the first country in the world to have secured legally binding carbon reduction targets, nor that it is unique in having a Marine and Coastal Access Act. This was not the work of government alone but the outcome of engagement between a healthy, independent third sector and government in pursuit of a common goal.

We recognise that we have not been able to do full justice to all the aspects of climate change, the environment and sustainable development in this report, but the important thing is that we've made a start. We are confident that this report will be the beginning, not the end, of a whole new phase of collaboration within the sector, and between the sector and government at all levels on climate change, the environment and sustainable development.

Huw Irranca-Davies MP
Parliamentary Under Secretary of State, Defra



Joan Ruddock MP
Minister of State, DECC



Angela Smith MP
Minister for the Third Sector, the Cabinet Office



Barbara Follett MP
Parliamentary Under Secretary of State, CLG




THIRD SECTOR FOREWORD

The future is what we make it. The third sector provides the voice for society's ambitions about the kind of world we want to live in, and has been the engine of progressive change. We secured the right to vote for women, and have won many battles in the struggle for equality and human rights, and against poverty and injustice.

Climate change is now the most pressing of the challenges facing humanity. In recognition of this, and our limited time and resources, we have chosen to focus on it in this report. This is a challenge for all of us in the sector. Climate change is not simply an environmental issue. It profoundly threatens many other causes that the sector holds dear. It threatens the struggle to defeat poverty and inequality in the UK and globally. It threatens our health, our local environment, the cohesion of our communities, and the struggle for peace and security. For all these reasons and more, it is above all an issue of social justice. A step change in our response to this threat is in our interests, and a moral imperative.

The transition to a low-carbon economy and society also provides some specific opportunities for the sector; to create resilient communities, new jobs, sustainable public services and a better quality of life. It's time to seize them.

The determination and ingenuity of third sector organisations has been vital to the progress we have made so far. The environmental community was the first to see this threat, and to put climate change on the public and political agenda. Over the past few years there has been a surge of activity in the sector, by national organisations concerned with social justice, health and international development and other issues, by social enterprises and by community groups at city, town, village and community level. Climate change is increasingly an issue of concern for the sector as a whole.

But there is far more that the sector can do, given the right opportunities and support. The third sector is uniquely placed to mobilise the public and persuade governments to act. Our diversity is a huge strength. Different parts of the sector will approach climate change from different perspectives, and will mobilise different groups at national and community level. Together, we can enable all individuals to act and provide a collective voice for public concern. We can turn the concern of individuals and government into commitment and action by all. The disappointing outcome of the Copenhagen summit makes it all the more important that we do so.

We have much work to do. It's time to shape the future, as the third sector has done on many issues in the past. It's time to build a movement that can meet the scale of this challenge, by focusing on the opportunities that the response to climate change provides for different groups in the sector.

This report outlines the conclusions of the Joint Ministerial and Third Sector Task Force, established in April 2009 to examine how action on climate change, the environment and sustainability can be mainstreamed in the sector. Our report focuses above all on climate change. It contains our vision for action by the sector in 2015, new commitments to action by the sector and by government, and proposals for further action. We have worked to an ambitious deadline and a challenging brief. We see this report not as the end of our work, but as the beginning of the change we need.

Stephen Hale



Third sector chair of the Task Force





EXECUTIVE SUMMARY

The Joint Ministerial Third Sector Task Force on climate change, the environment and sustainable development was set up in April 2009. It includes ministers and officials from the Department for Environment, Food and Rural Affairs (Defra), the Department of Energy and Climate Change (DECC), the Cabinet Office's Office of the Third Sector (OTS) and Communities and Local Government (CLG) along with sixteen third sector leaders. Its aims are to:

- Develop a vision for third sector action on climate change, the environment and sustainable development;
- Identify the specific roles of government and third sector organisations in achieving this vision; and
- Develop a partnership action plan with proposals to make this vision a reality by mainstreaming climate change, environmental sustainability and sustainable development in the sector, and in the third sector programmes of relevant government departments.

The ultimate aim of the Task Force is to enable a rapid acceleration of commitment and action on climate change, the environment and sustainability throughout the third sector, as both the sector and government acts on its proposals. Members recognise the invaluable contribution of environmental organisations to the achievements made on this agenda to date, and the important contribution that they will make in the future. But it will also be essential to engage a broader range of non-environmental organisations with these issues in order to achieve the aims above and the vision below. Achieving this breadth of engagement across the third sector has been the Task Force's focus in looking to the future.

This report should be seen as the first in a series of initiatives between government and the third sector. It focuses on the development of the wider third sector's role in climate change mitigation, which includes encouraging people to reduce their carbon footprint. Climate change mitigation, however, is only part of the challenge which society must mobilise to address. It needs to be set in the context of the environment at large where the challenges are more diverse.

The ability of the natural environment and local communities to adapt to climate change and the need to invest in truly sustainable development are vital as our society develops. Future initiatives by government departments and representatives of the third sector will consider these wider issues. As part of this, work will be done to better understand and support the extensive local work and reach of the environmental third sector. This work includes, but is not restricted to, climate change mitigation and is already leading to effective partnerships with wider third sector bodies and local authorities.

As a first step the Task Force agreed its vision, which is:

Task Force vision for 2015

The third sector shapes the future by mobilising and inspiring others to tackle climate change and maximising the social, economic and environmental opportunities of action.

The Task Force has focused its efforts on engaging the broader third sector with climate change. This was seen as the issue of greatest shared concern to the government and the diversity of the third sector, as its impacts will be felt across the wide range of issues that third sector organisations work on and the people and beneficiaries they work with. The impacts of climate change are environmental, but they are also profoundly economic and social. They threaten the struggle to defeat poverty and inequality and will impact on health and community cohesion. Looking out at the broader third sector, climate change is an issue that will be of increasing relevance to them. The Task Force has focused on identifying the opportunities that flow from tackling it and ways in which the sector can seize the opportunities that leadership on climate change presents.

Government and the third sector both have vital but distinctive roles in tackling climate change. Only national government can use their powers to tax, spend and regulate to create markets in which businesses act to reduce their emissions, and make low-carbon options for travel and action in the home available and attractive to the general public. Progress has been made, but it is vital that national and local government does more in future to cut emissions from our businesses, homes and transport. The third sector has a crucial role to play in using its voice to increase public support and demand for this action, giving individuals the opportunity to act together in advocacy and in changing behaviour.

There has been a rapid growth in the range and number of third sector organisations leading on climate change in recent years, building on the long history of action by environmental groups. Public engagement and support for action has grown significantly as a result. But realising the Task Force's vision will involve the development of a broader and deeper movement for change. This report aims to increase awareness throughout the third sector of the impacts of climate change, and demonstrate the many opportunities that action on climate change offers. These include the opportunities to:

- Provide leadership on the most pressing issue facing Britain today
- Give voice to public demand for action by others
- Create stronger, more resilient communities

- Enable people to live more sustainably and improve their quality of life
- Create sustainable public services
- Create new jobs, skills and enterprises

These opportunities shape this report. It explores them in detail and describes the action and commitments that will help the sector and government grasp them. In each area the Task Force has focused on identifying actions that will accelerate action on climate change across the sector. Chapter 5 of the report also contains some recommendations for government and third sector organisations to consider as policy and activity develops. These are distinct from the commitments to action made throughout the report and are clearly identified as such. The sections below give an overview of each chapter.

Leadership for all

Leadership at all levels of the third sector will be essential to success on this agenda and must go beyond engaging a few chief executives and key organisations and assuming that the rest will follow. The third sector must drive change within individual organisations and engage and empower the wide range of people that work in, volunteer with and are supported by it, to identify ways that they can tackle climate change.

The Task Force has identified the key role of infrastructure bodies in achieving this. They provide the sector with support and capacity building, but they also have the potential to lead change. They can highlight climate change as an issue of relevance to their members, their work and their beneficiaries and cascade awareness, commitment and mobilisation. The funding community also has a responsibility to lead change by enabling their funding programmes to better recognise and support work that addresses the links between climate change and other core objectives. Governance bodies like the Charity Commission also have significant ability to lead change by integrating considerations of climate change into mainstream best practice in third sector governance.

Actions in this chapter include:

- The development of principles for infrastructure bodies that demonstrate what a leadership role on climate change will look like. NCVO, ACEVO, NAVCA, ACRE, bassac, CSC, NCB and SEC all commit to these principles and will advocate them to fellow infrastructure bodies. OTS also commits to promoting the principles through their Strategic Partners and communications;
- Commitment from the funding community to recognise the impacts of climate change on their core objectives and amend their programmes to reflect this; and

-
- The Charity Commission will introduce a new good practice standard within *The Hallmarks of an Effective Charity*, promoting charities' environmental responsibility.

Government leadership

The independence of the third sector is integral to its ability to achieve change for the better, at community, national and international level. But government at national and local level plays a vital role in shaping the environment for the work of the third sector and creating opportunities for it to provide solutions. The four departments on this Task Force all recognise the valuable contribution that the third sector can make to helping achieve their policy objectives.

There are commitments from each department throughout the report, which reflect their different remits and the ways in which they can work in partnership with the third sector on them. Immediately below are some of the strategic commitments that departments are making in order to embed a recognition of climate change and sustainability and a partnership approach to working with the third sector. These include:

- All departments on the Task Force commit to the vision outlined in the Task Force and to working with the sector over the next 5 years to make it a reality;
- A senior member of the DECC team will take on the role of Third Sector Champion to embody DECC's commitment to a successful and thriving third sector. They will look at how the interests of the sector can best be represented across the range of DECC's governance structures and better embedded in policy making, resulting in the development of a dedicated Third Sector Strategy for the department; and
- OTS commits to recognising the significance of climate change and the importance of sustainable development, embedding action on these issues within all programmes.

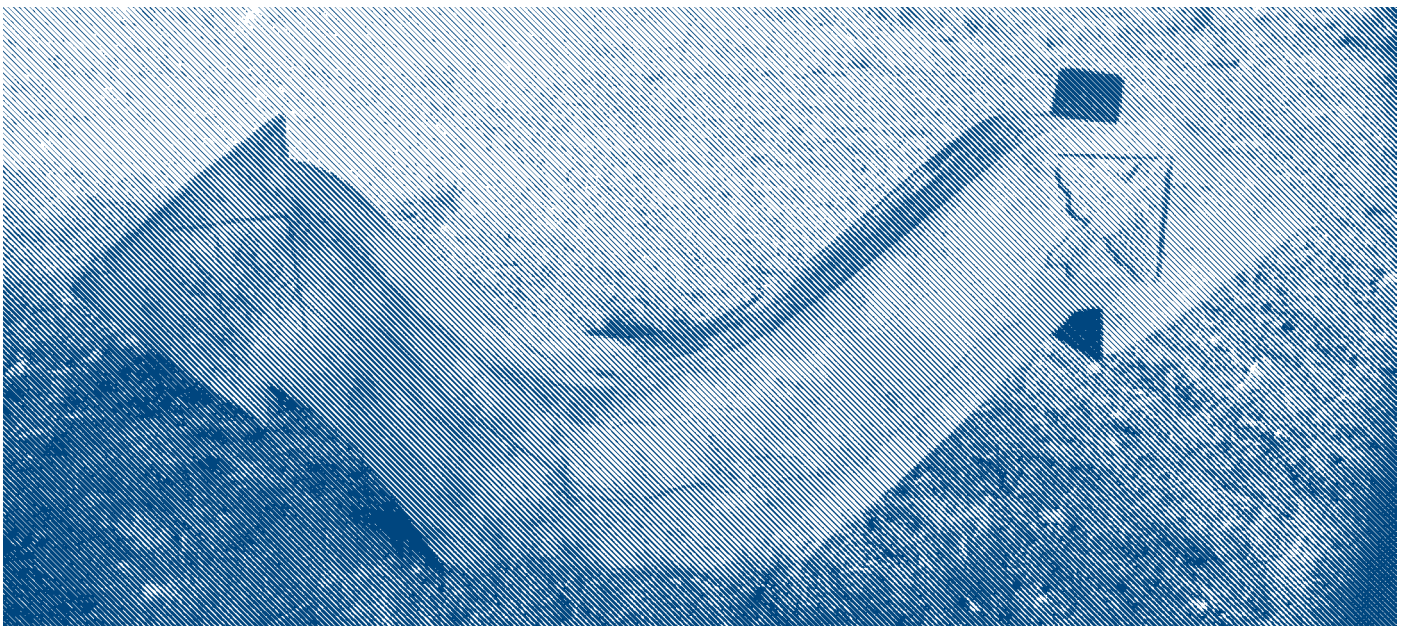
A changing sector

The Task Force hopes to stimulate interest and commitment to action on climate change among third sector organisations that have not engaged to date. It has recognised the valuable contribution that environmental groups have made to raising awareness of this agenda and has learned from the significant progress being made in non-environmental areas of the sector, including at community level, among children and young people's organisations, trade unions and the faith sector. But many more initiatives and shared learning will be required to secure the levels of commitment and leadership that are needed to make the Task Force's vision a reality.

Some key areas for focus, which will unlock further engagement with climate change, include a leadership programme to secure senior engagement with the agenda across the sector, and a focused effort to provide 'climate literacy' at the local level. The Task Force welcomes the commitment from charitable trusts to taking forward an initiative that will address these.

This chapter also examines the sector's important advocacy role and its role in campaigning for change, as well as supporting its members in taking action. Its commitments include:

- Interested charitable trusts will take forward plans to support a new third sector climate change initiative to maintain momentum on this agenda and continue broadening the range of third sector organisations engaged with it;
- NCVO, SCVO, WCVA and Green Alliance will co-host a three nations roundtable in summer 2010 on climate change and the third sector, involving key organisations and sector leaders from England, Scotland and Wales;
- The organisations behind the Third Sector Declaration on Climate Change commit to focusing on reaching new organisations in 2010 and providing greater practical support to signatories;
- All third sector members of the Task Force and all government departments on the Task Force will work to ensure that they can sign up to and support the revised Third Sector Declaration on Climate Change, promoting this through their networks.



Building resilient communities

The power of collective action at neighbourhood level is that it can encompass multiple strands of activity and engage a wide variety of residents who want their neighbourhood to be a better place to live, now and in the future. It does not require a totally new approach, as a community's ability to tackle climate change is a natural aspect of building resilience that can and should be integrated within all aspects of local activity. Any catalyst that aims to generate community action and collective or individual behaviour change must reach well into the neighbourhood level. But, to be effective, it must also be connected into local targets and policies, as third sector organisations have an essential role to play in helping local authorities meet their climate change, sustainability and adaptation objectives.

The Task Force has explored the need to build effective partnerships between third sector organisations and local authorities, as well as the need to catalyse the engagement of communities and build their capacity to act on climate change.

Recently announced local carbon frameworks are a useful opportunity to consider the former, as they will require local authorities to bring together voluntary sector bodies, businesses and public services, right down to individuals and households, to develop local responses to climate change. Third sector members of the Task Force are keen to capitalise on this and develop effective joint working.

Third sector members of the Task Force have also explored how best to mobilise community action and overcome the barriers that many communities face. They set out an exemplar collaborative structure – Community Futures – that will provide the support and sharing of learning that are vital to the success of community initiatives. They are committed to developing it in more detail and building an evidence base for its potential.

Actions and recommendations include:

- Third sector members of the Task Force calling on central and local government to work together with the third sector during 2010 to review the opportunities that flow from new policies for tackling climate change and carbon reduction at the local level and to examine means for supporting effective engagement and joint working;
- Capacitybuilders will ensure that their regional events raise awareness about sustainable development and sustainable practice in the third sector, to help local support providers to be more informed about key issues and incorporate it into their advice and signposting;

- ACRE, bassac and Capacity Global will issue a challenge to national third sector networks to promote better joint working on community action on climate change and sustainable development amongst their local members;
- ACRE commits to working with third sector partners to collate information through their networks on local collaborations and partnerships that are, or have the potential to grow into, bodies that can deliver the above Community Futures remit; and
- Defra will work with third sector infrastructure organisations to design and run training courses for their support staff in the use of Defra's UK Climate Projections Tools, which have great potential for community engagement on climate change adaptation.

Behaviour change

Significant shifts in public behaviour will be essential to achieve the UK's climate change targets. People need to be provided with opportunities and incentives to change their behaviour in ways that also improve their quality of life. With their reach into communities and ability to engage people in programmes relevant to their needs, the third sector is well placed to play a lead role in enabling behaviour change. They can design and deliver programmes that work for their members and supporters, harness the power of social networks to drive change, and foster and reinforce collective commitment to sustained change. Defra is keen to explore the sector's potential in this area and is already tapping into it through a number of projects it supports. The DECC-led cross government Low Carbon Communities Challenge supports partnership and community level approaches to behaviour change and recognises the key role of the third sector in helping to secure that change.

Improving energy efficiency among householders is a key focus for developing partnership approaches to encouraging change. A number of government strategies acknowledge the value of partnership approaches and the potential for the sector to engage communities in action, as well as their potential to deliver energy efficient services. The Low Carbon Communities Challenge is an important test bed for this and CLG also aims to take a strategic look at how best to reduce household emissions through behaviour change. This will entail working with the third sector to identify the best means of mobilising and maximising the role of community groups in this effort.

Key actions in this chapter include:

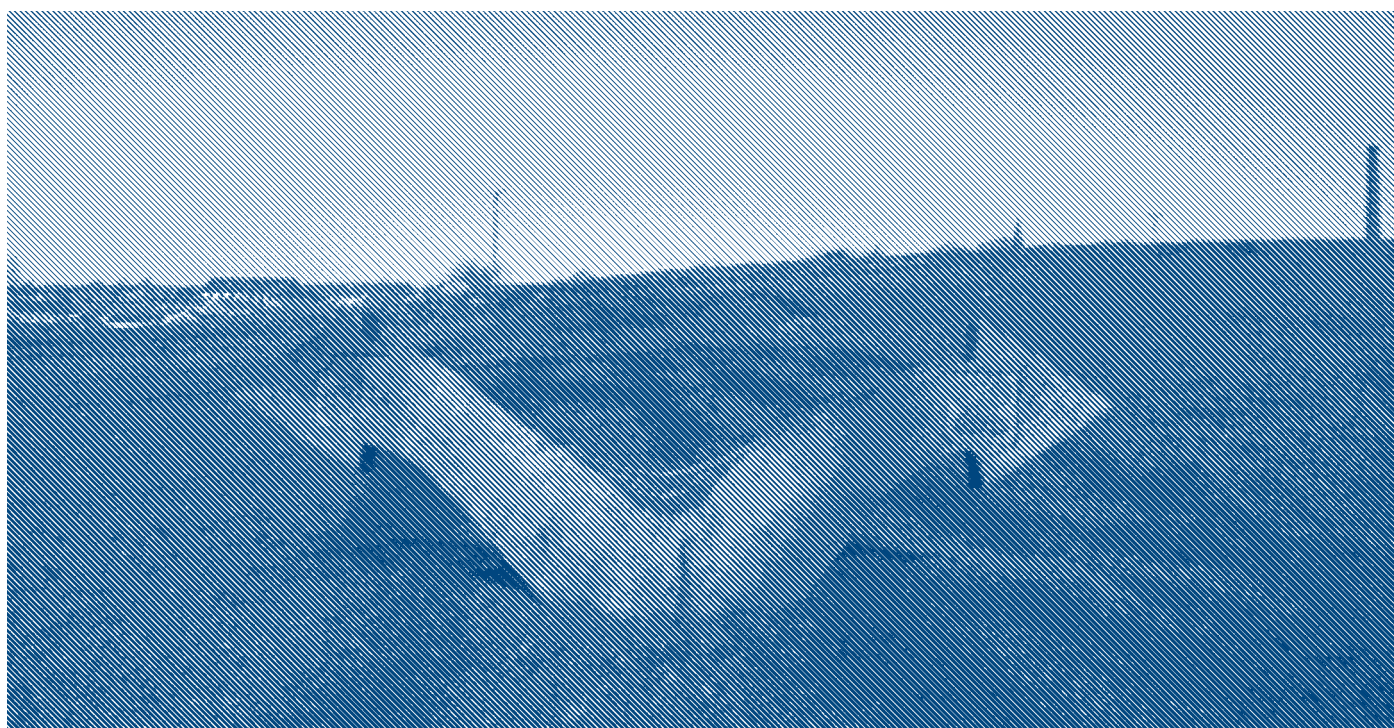
- Defra commits to undertaking a pilot project that examines a collective focus on behaviour change by encouraging more effective networking activity between existing community-based organisations or groups in England;

-
- To help target potential partners and appropriate delivery vehicles for encouraging behaviour change, DECC will undertake a mapping exercise of related activity in a variety of third sector and other communities; and
 - The third sector and CLG will work together to establish a sector-led partnership involving local and national government, the third sector and other sectors, to develop actions for changing individual behaviours in the use of household energy through community action.

Sustainable public services

The third sector brings significant benefits to service delivery, with increasingly tailored, personalised services that are responsive to service users and their needs. They often operate under pressure and work with disadvantaged groups, many of which will be hit hardest and fastest by climate change. The scale of their delivery makes a service-based approach to examining climate change critical, as it will be a means of engaging the many third sector organisations focused on service delivery. There is a key opportunity here for the sector's provision to embed efforts to tackle climate change, build in a response to its impacts and ensure that high quality third sector service provision continues into the future.

Commissioning and procurement can contribute to developing more sustainable service provision. Third sector service provision often delivers against multiple objectives. For example, the delivery of greenspace maintenance may also be creating new jobs and skills for the long-term unemployed. Defra is keen to explore how best the third sector's, often unique, delivery against multiple outcomes can be fully recognised and valued in public service commissioning and procurement.



In addition, reducing carbon emissions from commissioning is a key priority for the government. It is essential that government and the sector jointly consider how best to ensure the sector can access public service contracting, the impacts of climate change on their ability to do so, and their ability to meet the future sustainability ambitions of commissioning and procurement. Actions in this chapter include:

- Defra and ACEVO commit to jointly producing an agenda setting report that will provide new insight into the future of public service provision and the sector's role in it, in light of climate change impacts;
- Creating an environmental work stream for the Cabinet Office contracting unit that supports the Cabinet Committee on the third sector's involvement in public service delivery. An advisory body exists to provide third sector insight into the work of the contracting unit and ACEVO will be nominated to lead the environmental work stream on behalf of the advisory body;
- OTS will use its cross government networks to influence third sector strategies and commissioning frameworks in reference to climate change, sustainability and the environment; and
- The National Programme for Third Sector Commissioning, with support from the Improvement and Development Agency, will promote existing resources across the environmental sector and ensure future resource development aims to deliver the triple bottom line of social, environmental and economic outcomes.

Green jobs, skills and enterprise

Tackling climate change offers the UK the opportunity to develop sustainable new jobs and industries as part of our transition to a low-carbon economy. Many third sector organisations are working hard to turn this vision into a reality and have a vital direct role in providing these jobs. New areas of work will involve tasks best delivered by people with in-depth knowledge of the communities they work in and an ability to engage them in their efforts. For example, the government envisages a national strategy to improve the energy efficiency of homes, including a commitment to insulate all practical lofts and cavity walls by 2015, and to begin to ramp up delivery of more significant measures such as solid wall insulation. A local partnership approach that engages communities and employs third sector organisations as trusted sources of information and delivery is likely to achieve greater buy-in, deliver knock-on behaviour changes and open up opportunities for those who participate.

Social enterprises, in particular, have a pivotal role in creating a more sustainable economy. Their business model combines economic efficiency with social and environmental justice and they have a history of innovation in areas like resource efficiency, eco-build and community energy, which are

coming to increasing prominence. These existing green skills across the sector need to be audited in order to build a robust evidence base for the sector's offer in building a low-carbon economy and their potential to shape the skills programmes that are developing. To maximise the potential of third sector efforts to develop new sustainable skills and jobs there is also a need to share the learning from successful enterprises more effectively.

Actions in this chapter include:

- OTS will allocate £160,000 in 2010/11 to Defra and DECC to fund and implement their social enterprise action research projects and to develop continuation activity. These proposals will explore the contribution of third sector organisations to key departmental objectives, providing an evidence base for effective service design and delivery;
- OTS will provide £200,000 in 2010/11 to fund a Green Next Practice Programme to support innovative third sector services that reduce carbon emissions. This programme will be delivered by the Innovation Exchange;
- Social enterprise will promote the development of new green business in the sector, sharing knowledge and best practice;
- Defra will support WRAP and the REalliance CIC in their work building the capacity of the third sector to provide waste and resource-related services;
- Skills Third Sector will undertake a skills audit to identify the climate change skills that the third sector can offer and drive joint work to maximise the opportunities for climate change learning to be embedded across all sector skills councils; and
- OTS will ensure that any potential Social Investment Wholesale Bank will adopt a triple-bottom line approach and will aim to create a combination of social, financial and environmental value.

TASK FORCE MEMBERSHIP AND WAYS OF WORKING

Aims, membership and scope

Defra's Third Sector Strategy, launched in November 2008, committed to establishing a joint ministerial Task Force with DECC and OTS and relevant third sector stakeholders.¹ This was formally created in April 2009, with CLG also represented on the Task Force. Green Alliance and NCVO were appointed to provide the secretariat, enabling a joint ministerial-third sector partnership approach. The first meeting took place in May 2009.

The immediate aims of the Task Force were to:

- Develop a vision for third sector action on climate change, the environment and sustainable development;
- Identify the specific roles of government and third sector organisations in achieving this vision; and
- Develop a partnership action plan with proposals to make this vision a reality by mainstreaming climate change, environmental sustainability, and sustainable development in the sector, and in the third sector programmes of relevant government departments.

The ultimate aim of the Task Force is to enable a rapid acceleration of commitment and action on climate change, the environment and sustainability throughout the third sector. Throughout its work the Task Force has considered ways to mobilise organisations as widely as possible in the third sector. Members recognise the invaluable contribution of environmental organisations to this agenda to date, and the important contribution that they can make in the future. They also believe that it is essential to engage a broader range of non-environmental organisations with these issues. This has been their primary concern, in looking to the future. The diverse Task Force membership has provided insights from the many areas of third sector activity that will be affected by climate change but which are not yet consistently engaged and active on the issue (see membership table overleaf).

Task Force members agreed at their first meeting in May 2009 to focus their efforts on climate change as the issue of greatest shared concern, given the scale of potential impacts on society and on the sector's work and its beneficiaries. However, it was also recognised that this is not necessarily the appropriate theme on which to engage all citizens. The third sector's strength is its ability to start

where people are and to engage people through the issues they care about. So it has been of great value to have a Task Force whose members represent and reach out to people with a wide range of social, economic and environmental concerns. A key role for this Task Force is to demonstrate to the whole of the third sector how climate change relates to them and their beneficiaries.

Ways of working

The Task Force met seven times between May 2009 and January 2010. To focus its work between these meetings the Task Force divided into three working groups for the first five months of work. These reflect the priority areas for action identified by the Task Force and were: Leadership; Jobs, procurement and service delivery; and Communities.

Third sector representatives with relevant expertise were co-opted onto these groups and they met several times outside of the full Task Force sessions to develop actions that will progress engagement with climate change across the third sector. The communities working group also developed some recommendations for government and third sector organisations to consider as policy and activity develops. The full memberships of these groups can be seen in Annex 1.

Task Force members

Joint ministerial chairs of the Task Force	Huw Irranca-Davies MP Joan Ruddock MP Angela Smith MP	Parliamentary Under Secretary of State at the Department for Environment, Food and Rural Affairs (Defra) Minister of State at the Department of Energy and Climate Change (DECC) Minister for the Third Sector, the Cabinet Office
Contributing Minister	Barbara Follett MP	Parliamentary Under Secretary of State at Communities and Local Government (CLG)
Third sector chair of the Task Force	Stephen Hale	Green Alliance
Working group chairs	Maria Adebawale Liz Atkins Tom Flood	Capacity Global National Council for Voluntary Organisations (NCVO) British Trust for Conservation Volunteers (BTCV) & the Association of Chief Executives of Voluntary Organisations (ACEVO)
	Michael Allen Maria Arce Lola Barrett Sylvia Brown Jo Butcher Ben Hughes Ian Jones Nigel Lowthrop Fay Mansell David Shreeve Roger Smith Clare Thomas	The Wildlife Trusts BOND (formerly of) Grenfell Housing Association & the National Association for Voluntary and Community Action (NAVCA) Action with Communities in Rural England (ACRE) & the Community Sector Coalition (CSC) National Children's Bureau British Association of Settlements and Social Action Centres (bassac) & the Community Sector Coalition (CSC) Volunteer Cornwall Hill Holt Wood & the Social Enterprise Coalition (SEC) The National Federation of Women's Institutes (NFWI) Church of England & the Conservation Foundation British Red Cross City Bridge Trust
Observers	Cllr Clare Whelan and Cllr Paula Baker	Local Government Association

Secretariat for the Task Force process

Faye Scott	Green Alliance
Belinda Pratten	NCVO

The following officials have contributed to the production of this report supported by colleagues in their respective departments

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Mandy Godridge	Department of Energy and Climate Change
Pete Gorman	Department of Energy and Climate Change
Julie Hitchcock	Department for Environment, Food and Rural Affairs
Antonio Irranca	Communities and Local Government
Ian Leete	Office of the Third Sector
Peter Matthew	Communities and Local Government
Simone Milani	Communities and Local Government
Conor Ritchie	Department for Environment, Food and Rural Affairs
Joe Taylor	Department for Environment, Food and Rural Affairs



THE TASK FORCE VISION AND THE CASE FOR ACTION

Task Force vision for 2015

The third sector shapes the future by mobilising and inspiring others to tackle climate change and maximising the social, economic and environmental opportunities of action.

The Task Force vision:

- Focuses on climate change, as the issue of greatest concern to Task Force members;
- Highlights the social and economic aspects of climate change, as well as the environmental; and
- Focuses on the opportunities presented by climate change.

The focus on climate change is due to recognition of it as the issue of greatest shared concern to the diversity of the third sector and to government, as its impacts will be felt across the wide range of issues that third sector organisations work on and the people and beneficiaries they work with. This is discussed more below. Throughout its work the Task Force has considered ways to mobilise organisations as widely as possible in the third sector. Members recognise the invaluable contribution of environmental organisations to the achievements made on this agenda to date, and the important contribution that they will make in the future. But it will also be essential to engage a broader range of non-environmental organisations with these issues in order to achieve the vision above. Achieving this breadth of engagement has been the Task Force's focus, in looking to the future.

1.1 The urgency of the threat

Climate change poses a profound threat to the well-being of our planet and of humankind. If we fail to act in the next decade it will have catastrophic economic and social consequences, including water shortages, lower agricultural productivity, rising sea levels and more frequent and intense extreme weather events.

The UK will face particular challenges, most recently described in the 2009 UK Climate Change Projections. This found that extreme weather events will become more common in the UK, that UK sea levels are expected to rise, and that average UK summer temperature is likely to rise by 2.7 degrees Celsius by the 2040s.²

The global response to these threats has so far been wholly inadequate. There is currently little prospect of action at the necessary scale and speed, as the outcome of the Copenhagen summit in December 2009 showed. Global emissions have risen by 25 per cent between 1990 and 2004. The rate of increase has been even higher in some developed countries.³ To give ourselves a high probability of limiting average global temperature rise to 2-2.4 degrees, early action to peak in the next 10-15 years is required, and strong action after 2020 will be necessary to continue reducing emissions.

The UK's response to climate change has been much better than most countries. We are on track to almost double our commitments to reduce emissions under the Kyoto Protocol and have committed to reduce emissions by at least 34 per cent below 1990 levels by 2020. But we will not meet our long-standing goal of reducing carbon emissions by 20 per cent by 2010.

1.2 What's at stake for the third sector?

The environmental movement has played a vital role in making climate change an issue of public and political concern through efforts ranging from local level groups through to national campaigns and political advocacy. It has achieved some remarkable progress, on issues from housing emissions standards to coal policy. But it is by no means just environmental groups whose interests are at stake.

Nick Stern's seminal report on the economics of climate change highlighted the economic impacts, which he found were potentially more severe than those caused by either the great depression or the two world wars.⁴ In human terms, the recent report from the Global Humanitarian Forum found that, even now, climate change is responsible for around 200,000 deaths per year.⁵ A powerful report by the New Economics Foundation highlights the links between poverty and climate change. in the UK.⁶ These and many other studies have helped to raise awareness of the international and national economic and social implications of climate change.

At the local level there is a dense web of connections between climate change and issues such as poverty, housing, health, security and well-being. On current trends climate change threatens to roll back the progress that has been made in all these areas as it hits the poorer and more vulnerable harder and faster and exacerbates the economic and social inequalities that so many third sector organisations work to redress. The work of the Task Force has been shaped by our recognition that the impacts of climate change are, above all, economic and social and we strongly believe that it is

profoundly in the interests of those concerned with these issues to engage, in different ways, in the struggle against climate change.

Box 1: The third sector

The third sector is made up of over 870,000 organisations. These include charities, voluntary and community organisations, co-operatives and mutuals, housing associations, social enterprises and trade unions. These organisations vary greatly in the formality of their constitution and legal identity and can range from some of the biggest charities in the UK with significant public name recognition to informal community groups working without formal organisational structures.

Third sector organisations tend to be value-driven and reinvest their resources and surplus into creating a fair society through social, participatory, environmental and cultural objectives. The sector is frequently defined by what it is not – non-govern-

mental or not for profit – but, more importantly, the sector is one that generates mutual benefit for people, society and the issues they care about.

These 870,000 organisations are estimated to have an income of £116 billion and an expenditure of £106 billion. But of the 170,905 registered charities in the UK, 55 per cent have an income of less than £10,000, which demonstrates the scope and industry of the small organisations operating across the third sector. Recent estimates by government and the sector suggest that the sector has had £350 million invested in it by government, provides 2 per cent of the UK's paid workforce, contributes £7 million to the UK gross domestic product and £25 billion to society overall.⁷

1.3 The third sector's leadership role

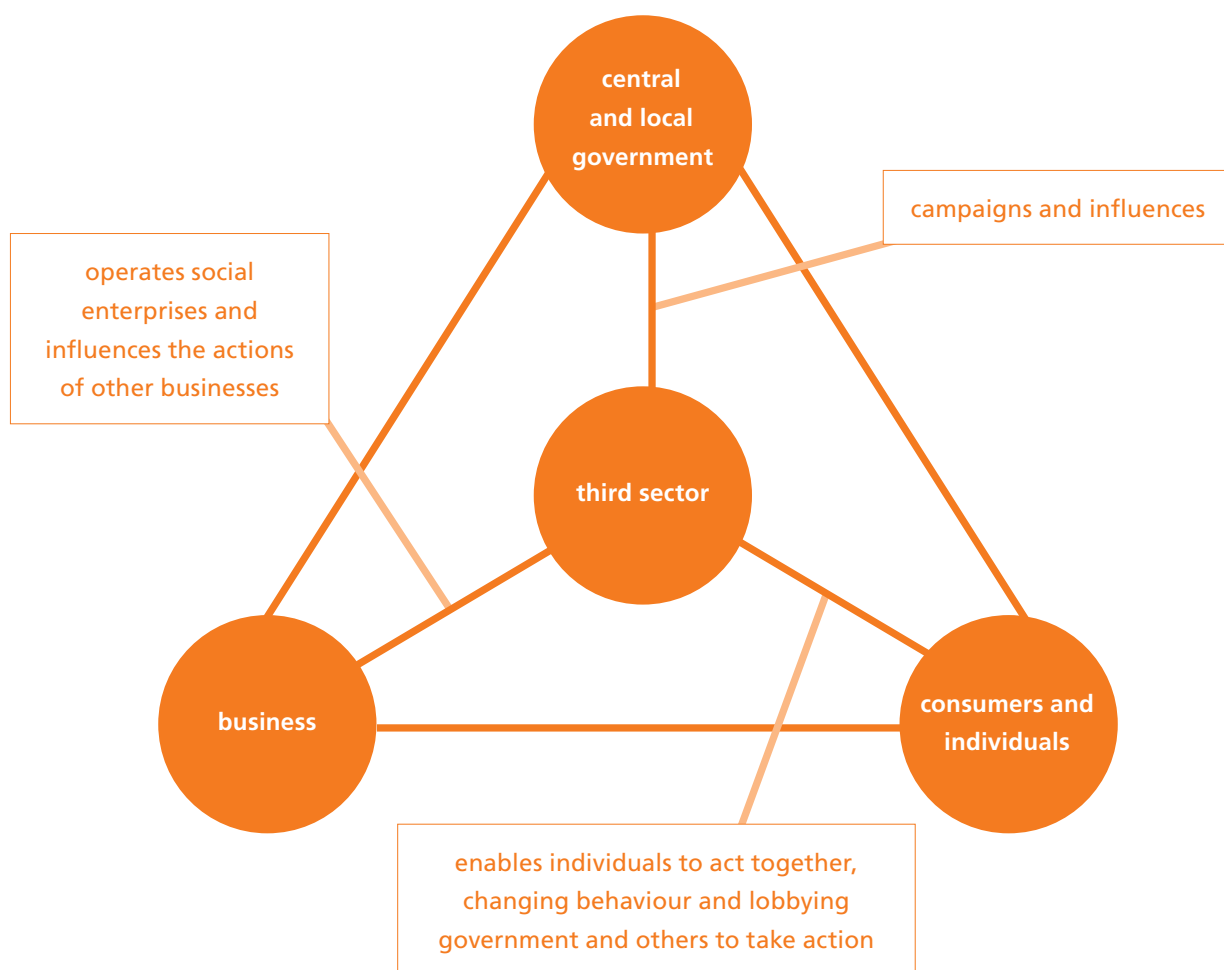
National and local government, business, and individuals all have considerable power and responsibility to tackle climate change. More ambitious action is needed from all if the UK is to meet the goals set out in the Climate Change Act.

Governments can use tax, regulation and spending to give businesses and individuals the incentives and opportunities they need to act. They shape personal action, through their decisions on things like the power sources we use, incentives they create to promote the energy efficiency retrofit of homes and the ways in which our transport infrastructure develops. Business too, with their large-scale operations and influence over consumer choice and government policy, affects the progress we make on tackling climate change. But climate change is also an issue of personal responsibility. Each of us chooses in our homes, at work and in choice of our holidays whether to live in a way that is compatible with securing a sustainable future.

The attitudes and actions of politicians, businesses and the public are deeply interlinked. At times, it can appear as if each group is looking to the other for leadership (see figure 1 below). But the public, ultimately, determines the paths our leaders choose.

Yet all the evidence shows that individuals cannot and will not do this alone. The third sector holds the key to success in tackling climate change. It can provide individuals with the collective opportunities to act that are so vital to securing individual action. Its responsibility – and opportunity – is to provide the leadership that can secure the action needed from governments and others to put us on track to securing a sustainable future.

Figure 1: the Catch 22 – each group looks to the other for leadership on climate change



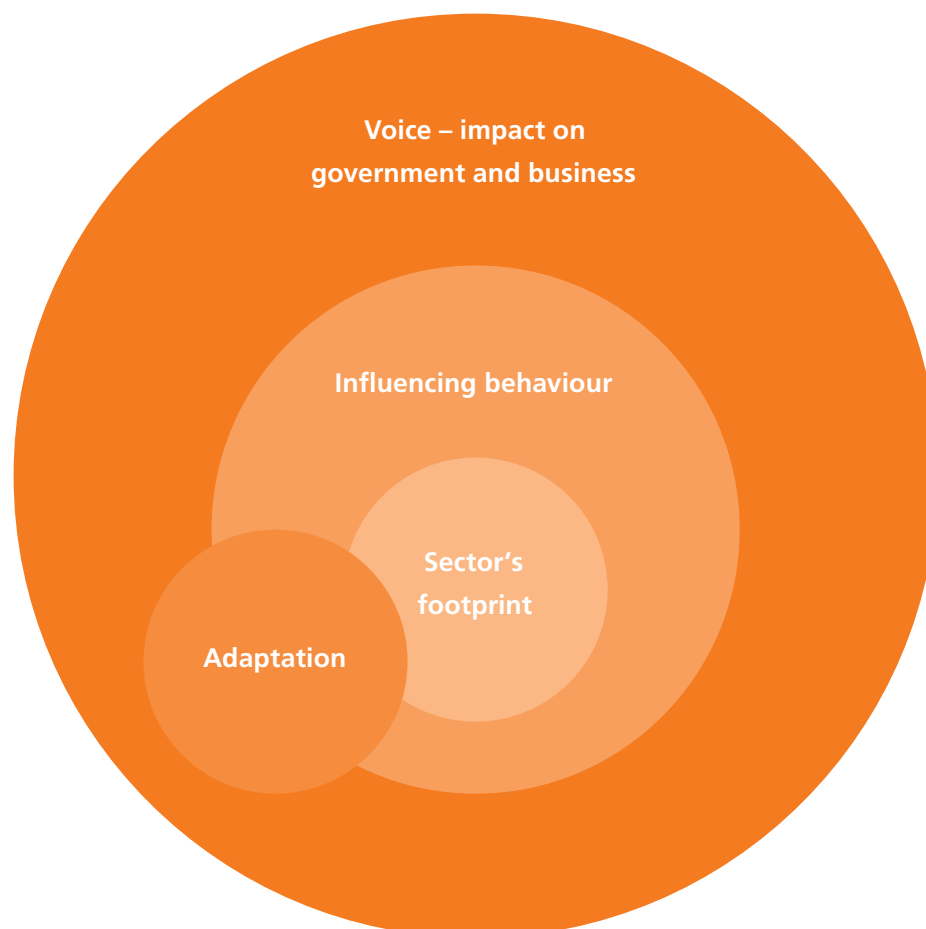
Over the past five years there has been a surge of activity in the sector, by national organisations concerned with social justice, health and international development, as well as faith leaders, trade unions, social enterprises and local grassroots movements all speaking out consistently about the need to act on climate change. This has contributed to growing public understanding and support for action. Joint programmes, like the Defra-funded Every Action Counts (see box 3 below), have gone a long way to broadening out third sector engagement with climate change. The Stop Climate Chaos coalition now involves over 100 organisations, with a total membership of over eleven million.

But, crucial as these efforts are, the sector's potential is far from maximised. Realising the Task Force's vision will take a lot more and requires a far broader and deeper movement for change. We need to see leaders at all levels – from volunteers in community centres through to chief executives of national infrastructure bodies.

Climate change is a shared challenge for government and the third sector and will impact on many goals and causes that both hold dear. It threatens the struggle to defeat poverty and inequality in the UK and globally, our health, the cohesion of our communities, and the struggle for peace and security. For all these reasons and more it demands a response and committed engagement from the third sector. A step change in the sector's response is in its interests, and a moral imperative.

Figure 2 below demonstrates the many different roles that the sector plays in relation to climate change, the links between them, and above all their relative importance. It demonstrates the fact that the sector's most significant role is in the impact that it has on others, through voice and advocacy.

Figure 2: areas of third sector impact on climate change



1.4 The scale of the opportunities

Climate change is too often described as a threat. This will be a self-fulfilling prophecy if we do not act. But the Task Force believes that action on climate change provides the third sector with a compelling set of opportunities. These are summarised below and shape the remainder of this report. It outlines them in more detail and describes how we might, together, grasp these opportunities.

Climate change provides opportunities for the third sector to:

- **Provide leadership on the most pressing issue facing Britain today** – the sector can inspire collective action at all levels – from community groups to national NGOs, infrastructure bodies and social enterprises. By doing so, they will strengthen civil society, seize the opportunities that tackling climate change presents, and shape a better future for all.
- **Give voice to public demand for action by others** – secure the action we need from government, business and others on climate change, by mobilising a wide range of different organisations and interests, united in their concern for an ambitious and effective response.
- **Create stronger, more resilient communities** – action on climate change, the environment and sustainable development will help communities to gain more control over their local economy, the way their community develops, the assets they hold, the energy they use and their ability to adapt.
- **Enable people to live more sustainably and improve their quality of life** – supporting people who come together to make lifestyle changes that improve their quality of life and help tackle climate change in the home, at work and in their travel.
- **Create sustainable public services** – climate change could create significant new pressures on public services. The third sector has a vital opportunity to influence the response and to reform the way that public services are delivered, ensuring that they are sustainable, reduce carbon emissions and better meet the needs of users.
- **Create new jobs, skills and enterprises** – the third sector can create jobs in areas like energy efficiency and community transport, providing communities with more tailored delivery and creating wider benefits for the local economy and the jobs and skills market.



LEADERSHIP: A MISSION FOR ALL

The opportunity

Provide leadership on the most pressing issue facing Britain today – the sector can inspire collective action at all levels – from community groups to national NGOs, infrastructure bodies and social enterprises. By doing so, they will strengthen civil society, seize the opportunities that tackling climate change presents, and shape a better future for all.

Inspiring leadership that makes the case for action will be essential at all levels of the third sector in order to successfully mainstream action on climate change. The third sector must drive change within individual organisations and engage and empower the wide range of people that work in, volunteer with and are supported by it, to identify ways that they can tackle climate change. The challenge is to reach beyond those groups already active on climate change to secure the buy-in and commitment of a much broader range of third sector organisations.

Infrastructure bodies, which provide support and often set agendas across the sector, are well suited to take a leadership role in making the case for acting on climate change. They can highlight the issue as one of relevance to their members and cascade awareness, commitment and mobilisation. With their different levers of influence, funders and governance bodies also have key roles to play in broadening out engagement with climate change across the sector. The role and commitments of these three key actors are discussed below.

Two subsequent chapters explore the challenge of creating and sustaining climate change leadership from the point of view of the government departments involved in this Task Force and the third sector itself.

2.1 Infrastructure bodies leadership

Infrastructure bodies are membership, or umbrella, bodies that play supporting, co-ordinating or development roles within the sector. Due to their networks, they have a key role in mainstreaming action on climate change across the third sector. They can advocate and support action to the sector itself and highlight the sector's contribution to external stakeholders, such as government and the private sector. They are a trusted source of advice for their members and have driven change across the sector in the past.

Importantly, infrastructure bodies operate at a range of levels and offer a lot of avenues for driving change. A range of infrastructure bodies that support organisations working at the local level are brought together through the Community Sector Coalition. Local level intermediaries have a key role to play in increasing community resilience and action on climate change through their ability to share information and resources, create local partnerships, raise awareness, gather evidence and, critically, use this evidence to shape national policy. Given the range, quantity and under-resourcing of many community groups, the role of intermediaries is central to capitalising on their unique reach – both geographically and thematically. However, their varying levels of resource should be noted when considering their ability to respond to the ideas and actions presented in this report.

Securing the engagement of the many infrastructure bodies that support organisations working on particular issues across the sector is also essential to achieving widespread action on climate change. For example, the National Children’s Bureau (NCB) is a support body for the children and young people’s sector and the Social Enterprise Coalition is an important national voice for the social enterprise sector. NCB’s efforts to engage their members and embed climate change in their work is catalysing progress across their sector and they have developed important learning about effective organisational change models in relation to climate change. This is discussed more in section 4.4 and other organisations will also have their own learning. Infrastructure bodies are well placed to lead such work and share the learning from it.

Box 2: Leadership from NCVO

Climate change is one of four major themes in NCVO’s ten year strategy, *Civil society: a framework for action*.⁸ Their key focus is raising awareness of the likely impact that climate change will have on the work of front line third sector organisations. An online guide for organisations thinking about climate change has been developed and the issue is built into key events and publications, as well as informing their analysis of trends that will affect the sector and the support they provide to their members.

Most prominent among their commitments is the intention to create a new climate unit, subject to funding. This will provide information, advice and direct support to organisations to help them understand the impact of climate change on

their mission and their beneficiaries and how they can address it. This will be available as an online resource and through one-to-one direct support with training and support for trustees, chief executives and senior managers of non-environmental organisations.

They will also be setting up a members network on sustainability in 2010 that will enable NCVO members to share information and learning. Finally, they will be promoting the work of a small group of sector champions from among their members whose stories and achievements will inspire other organisations to take practical steps to reduce their carbon footprint and integrate sustainability.

Finally, large-scale national infrastructure bodies like NCVO and ACEVO provide support across the sector. They carry out an important advocacy function on behalf of the third sector, working to maximise its potential and ensure that the sector's voice informs national decision-making.

We are already seeing leadership from a number of community focused and national infrastructure bodies on climate change and sustainability. Much of it was enabled by the Defra funded Every Action Counts programme (see box 3), delivered by a range of Community Sector Coalition members. This has been significant in bringing together environmental, community and national intermediaries, such as BTCV, ACRE, bassac and NCVO, who have developed a strong focus on embedding climate change and environmental issues in their member networks.

Capacitybuilders, the government agency established in 2006, which invests in improving the advice and support available to frontline third sector organisations is also taking action in this area. Its programmes are primarily funded by the Office of the Third Sector and their investment in a range of themed national support services includes a work stream on Responding to Change. This is delivered by NCVO's Third Sector Foresight team and supports their website (www.3s4.org.uk), which sets out the implications of environmental change for the sector and suggests areas for action, such as sustainable procurement, eco-audits and encouraging collective action. A more local example is the Ready to Grow programme, funded by Capacitybuilders' Improving Reach programme, which includes advice on long-term sustainability in its business support to BME-led social enterprises.

In contrast to these examples, many infrastructure bodies take a responsive approach to the needs of their members – waiting for them to raise an issue before they become active on it. As significant numbers of third sector organisations remain unengaged with climate change, it does not get onto the agenda of their support organisations. There is an important role here for infrastructure bodies to proactively highlight the potential impacts of climate change. They need to take a lead on the issue, helping their members better understand the implications of climate change for their work and beneficiaries and helping them seize the opportunities that tackling climate change presents.

Principles for infrastructure body leadership on climate change

To clarify what leadership on climate change would look like, the Task Force has developed a set of principles that will enable infrastructure bodies of all kinds to support their members in acting on climate change. The principles combine an advocacy role and leading by example through policies and practice. They are:

- Making explicit commitments – in public – to champion progress on climate change across their networks;

- Supporting members to take action on sustainability and to develop their collaborative capacity in working across sectors to support and lead others, including local authorities, public service providers and non-departmental public bodies;
- Actively making the links between the environmental, social and economic – and demonstrating their relevance within their sub-sector or work area;
- Encouraging their members to sign up to this agenda, for example by linking it to an existing code of practice for members, by inclusion in quality standards or via the Third Sector Declaration on Climate Change;
- Developing positive initiatives to integrate sustainability into their overall work, through their mission, organisational activities and policy work;
- Ensuring that all policy initiatives incorporate an awareness of climate change, to capitalise on all opportunities to push sustainability up the national policy agenda of government departments, policy institutions, think tanks and academia; and
- Managing their own assets and supporting their members in adopting best practice in sustainable management and development of assets and facilities.

All of the third sector infrastructure bodies on the Task Force commit to these principles and will be working to realise them in their own organisations. For many infrastructure bodies, realising these principles will require support. Ensuring that this support is available has been a key focus of the Task Force and is discussed further in chapters 4 and 5.

Actions 1-4

NCVO, ACEVO, NAVCA, ACRE, bassac, CSC, NCB and SEC commit to the principles set out above and will take a leadership role in advocating them to fellow infrastructure bodies.

Capacitybuilders will disseminate these principles through its communication channels and its partnerships with national and local support providers.

Task Force members will disseminate these principles to their networks and partners, to encourage all infrastructure bodies to integrate the principles into their operations. OTS commits to using its Strategic Partners and communications to achieve this.

Capacitybuilders will commission up to five case studies of infrastructure organisations that are leading on sustainable practice, selected from among its grant holders.

2.2 Leadership by funders

Funders, public and independent, are well positioned to use their influence and funding to promote awareness of climate change as a mainstream issue for the third sector. There is a strong tradition of environmental grant-making in the UK and some trusts have been supporting action on climate change for many years.⁹ But like many of the third sector organisations they support, many funders have tended to see the environment as an issue detached from their charitable purposes and programmes. This is changing fast, as more trusts are now making links between social and environmental justice and supporting work on climate change.

In recent years a number of trusts have provided support to organisations seeking to foster recognition of the inextricable links between climate change and the core objectives of both funders and third sector organisations. Notable examples include:

- The Baring Foundation's special initiative on climate change and the third sector (see box 4);
- The Carnegie Trust UK has commissioned two relevant pieces of work, both to be launched in March 2010 – one is exploring how the challenges of social justice, climate change and resource scarcity can be bridged and one is developing a practical guide for non-environmental civil society organisations designed to help them engage with concerns relating to climate change and resource scarcity without causing mission drift;¹⁰ and
- The Joseph Rowntree Charitable Trust is looking at how climate change will affect people and places facing poverty and disadvantage in the UK. This will provide evidence on the social impact of climate change and support the development of fair responses to climate change among policy makers and others.¹¹

There is a strong need to examine other ways in which funding programmes could help to mainstream climate change in the third sector, and to deliver on the missions of funders and charitable organisations whose core objectives will be affected by climate change. This was a key finding of a Schumacher college study on learning support for the third sector in dealing with the climate change and sustainability agendas.¹² The Task Force has been very encouraged by the discussion and reflection among a wide group of funders during the lifetime of the Task Force. As a result of these discussions, a number of strategic membership bodies and networks in the funding community have made the commitments below to playing a role in making the vision and proposals outlined in this report a reality. These discussions have also led to an in principle commitment to fund a climate change initiative that will address some of the key barriers to third sector action on climate change highlighted in this report. This is discussed in more detail in section 4.1.

Action 5

The following networks have agreed to discuss the task force report and their role in taking this agenda forward through 'conversations for climate change'

- The Intelligent Funding Forum, organised jointly by the Big Lottery and the Association of Charitable Funders (ACF), will discuss the implications of this report and have climate change as a standing item on its agenda;
- Each member of the Woburn Place Collective is identifying a climate change champion and will discuss this report at its meeting in 2010;
- Community Foundation Network (CFN) has 57 members across the UK. It will discuss climate change and the Task Force report in its network;
- London Funders, a cross-sector membership organisation of all London local authorities, central government and leading charitable funders, will hold a meeting in early 2010 to discuss this report and focus on embedding climate change consciousness into best practice for funders; and
- Other funding networks, such as the Environmental Funders Network (EFN), which produces an annual report on trust giving to climate change and environmental issues, will be part of these discussions.

Action 6 and 7

The City Bridge Trust, in collaboration with the Association of Charitable Foundations (ACF), will host a conference or learning event to discuss this report and its recommendations.

ACF will also include climate change awareness and action as a 'good practice' consideration when it reviews its quality standards framework.

One specific issue for funders is whether to place environmental obligations on grantees. Some funders ask for information on environmental performance, others are reluctant to place more demands on their applicants. There is a danger that environmental reporting becomes another barrier to accessing funding, or that policies are written solely to secure funding and go no further. But, if done well, reporting does have the potential to stimulate greater engagement and reduced carbon emissions.

Every Action Counts (EAC) (see box 3) has been a strong advocate of using sustainable development action plans (SDAP) as a reporting mechanism and has produced guidance on them.¹³ Their format is increasingly familiar to third sector organisations and they cover a range of actions that make links between an organisation's energy use, waste, travel, ethical purchasing and care for their local area. SDAPs are a flexible tool, enabling quick wins as well as the development of longer term goals. The approach is supported by OTS, Defra and DECC and this Task Force also recommends their use.

Funders are unlikely to collectively adopt SDAPs as a reporting mechanism but they do offer a useful, flexible approach. Funders could set different threshold levels for when they are required and tailor the support they provide. As with any new approach, the practical impacts and challenges grantees experience when using them will have to be monitored, but they do offer a useful means of driving greater commitment to action on climate change across the sector.

Action 8

Capacitybuilders Capital Investment programme invests in improvements to third sector resource centres; its criteria include environmental sustainability. As part of the learning programme around the largest flagship grants, Capacitybuilders will highlight the recipients' approaches to sustainable best practice to other resource centres.

2.3 Leadership through governance

Governance has an important role to play in organisational change. An inspired or inspiring trustee, board member, chief executive or senior manager can massively accelerate progress on an issue and rapidly embed it in their organisation whilst building staff and beneficiary commitment to it. This is as true of action on climate change as it is of any other issue. But such individuals cannot be created, nor can their emergence be relied on, so more prosaic approaches to embedding climate change in organisations should also be pursued.

The Charity Commission, a non-ministerial government department, has an essential role in this through the support they provide to thousands of charities every year. Their current guidance, *Going Green: Charities and environmental responsibility*, encourages charities to examine their impacts more. To underline the importance of this, the Commission is now committing to including a new good practice standard in the Fit for Purpose section of their *Hallmarks of an Effective Charity*.¹⁴ It sets out the Commission's view that an effective charity: "has regard to the impact of its activities on the environment. It considers ways in which it can take an environmentally responsible and sustainable approach to its work which is consistent with its purposes, even when its purposes are not specifically related to the environment."¹⁵

When *The Essential Trustee* (CC3) is next reviewed, the Commission will also include a good practice section on trustees' role in their charity's environmental responsibility. Both of these publications are widely used by third sector organisations seeking to maintain best practice in their governance. Integrating a focus on environmental responsibility into good practice guidance is an important means of prompting wider debate at board level about what this means and how it can be acted on.

A key barrier to a greater range of third sector organisations acting on environmental responsibility, sustainability and climate change has been the belief that charity law presents a legal barrier, as it stipulates that all resources and activities must be used to further charitable purpose. Charity

Commission guidance clearly states that it “supports and encourages all charities considering the development of environmentally sustainable practices wherever possible as a way of maximising their effectiveness.”¹⁶ Work in these areas is also directly linked to the mission and purpose of many organisations and should not be seen as a distraction from them. The above amendments to the Commission’s guidance will help to ensure that charities are aware that they can consider environmental issues, whatever their core areas of work, and help to remove one of the barriers that holds many organisations back from exploring the area further.

Action 9

The Commission will introduce a new good practice standard within *The Hallmarks of an Effective Charity*, promoting charities’ environmental responsibility. This will also be reflected in *The Essential Trustee (CC3)* when that guidance is next updated.

Good governance: a code for the voluntary and community sector was published in 2005 and has been serving as a practical and easy-to-use guide that helps charities develop good practice. The steering group that developed the code has been reviewing its principles and a revised code will be launched in May 2010. Following the launch, the Code’s steering group will be going on to develop good practice guidance around its use. ACEVO and NCVO will ensure that sustainability is firmly on the group’s agenda as it will be an ideal opportunity to embed trustee-level responsibility for sustainable development in the code’s good practice guidance.

Action 10

ACEVO and NCVO, as members of the code of good governance steering group, will ensure that responsibility for sustainable development is built into the good practice guidance around the revised code.



GOVERNMENT LEADERSHIP

The opportunity

Provide leadership on the most pressing issue facing Britain today – the sector can inspire collective action at all levels – from community groups to national NGOs, infrastructure bodies and social enterprises. By doing so, they will strengthen civil society, seize the opportunities that tackling climate change presents, and shape a better future for all. Through joint working the government can maximise the third sector’s potential to assist in the delivery of climate change and environmental objectives.

The independence of the third sector is integral to its appeal and ability to achieve change for the better, at community, national and international level. But government at national and local level plays a vital role in shaping the environment for the work of the third sector, creating opportunities for it to provide solutions and, on occasion, directly funding its work.

Since May 2006 the Office of the Third Sector (OTS) has been the home of third sector issues in government – leading work to support a thriving third sector, enabling it to campaign for change, deliver public services, promote social enterprise and strengthen communities.

The Department for Environment, Food and Rural Affairs (Defra) has until recently been the primary source of government engagement and support for the third sector’s work on climate change, with a robustly developed Third Sector Strategy. They have a range of joint work underway and are committed to embedding third sector engagement across their work. But, as the diverse impacts of climate change and the range of government departments on the Task Force makes clear, support for the third sector in mainstreaming climate change needs to come from across government.

The Department of Energy and Climate Change (DECC), created in Autumn 2008, has already provided £10 million for a pilot programme to support communities taking action on climate change (see box 14), and is committed to working in partnership with the third sector. Building sustainable, resilient communities at the local level is an endeavour shared between the third sector and local and national governments, making CLG a key stakeholder in the third sector’s efforts to mainstream action on climate change.

Action 11

Defra, DECC, CLG and OTS commit to the vision outlined by the Task Force and to working with the sector over the next 5 years to make it a reality.

Department for Environment, Food and Rural Affairs (Defra)

A key theme of Defra's Third Sector Strategy is the creation of a framework for greater environmental leadership in the third sector. It was launched in November 2008 and committed Defra to the establishment of this joint Task Force with third sector leaders and other government departments.¹⁷ The Task Force agreed that the time for action was now and that this report should be action orientated and not just a list of more recommendations for action to each other.

Leading by example is an important part of encouraging action from others and building credibility. Defra is leading by example to improve its own sustainability and environmental performance through its DASL (Defra as Sustainability Leader) programme, supported by ministers and the Defra management board.

However, Defra recognises the need to do a lot more than reducing its own environmental footprint. Through the Greener Living Fund they are working with third sector organisations to promote and support behaviour change among their members and beneficiaries (see box 13). Learning from this three-year programme will help inform future work with the sector on sustainable living. Defra, like others, wants to encourage third sector organisations to consider the issues of climate change, the environment and sustainable development from a strategic point of view and consider and plan for the impacts that climate change will have on their whole operation in the coming years.

Like other government departments, Defra's role is to help create the environment for third sector organisations to maximise their contribution to this important agenda.

Action 12 – 13

Defra is committed to embedding effective engagement of the third sector into all its work. It will build into its policy processes measures to promote effective engagement with the third sector at key points when all policies are being developed or reviewed, and will work to support policy makers in doing this.

Defra is committed to promoting more sustainable delivery of government services and it will proactively engage with other government departments and stakeholders to achieve this. A key avenue will be the Cabinet Committee on the third sector's involvement in the delivery of public services. Defra will ensure that the multiple benefits (social, environmental and economic) delivered by third sector bodies are fully recognised in commissioning and procurement (see section 7.2).

The Defra third sector advisory board will be well placed to monitor progress on commitments made in this report and is willing to take on that role. They will also be reaching out to third sector advisory boards across government to get climate change onto their agendas and build an on-going dialogue.

Actions 14 – 15

The Defra third sector advisory board will act on behalf of the government Task Force partners to track the implementation of government actions, working with and through its third sector advisory board over the next 12 months, and will coordinate a 'one year on' progress report on implementation.

Defra's third sector advisory board will also link with the other third sector advisory boards of government department members of the Task Force to identify how the third sector work of individual departments can contribute to the vision outlined in by the Task Force.

Box 3: Every Action Counts

Every Action Counts (EAC) was a £4 million initiative funded by Defra that ran from 2007 – 2009. It was the government's flagship approach to working jointly with the third sector to support action on the environment and was delivered through a consortium of 29 voluntary and community sector organisations. They provided frontline community workers, activist and individual community champions with advice and support to reduce their impact on the environment, tackle climate change and improve their local area through simple, practical steps. The resources developed are still available on the EAC web site www.everyactioncounts.org.uk.

All 29 EAC partners led by example in developing sustainable development action plans to reduce their own impacts and bassac produced a range of resources to support organisations of all sizes. They include a community pack with action planning tools, publications on good environmental practice in offices and community buildings, fact sheets and toolkits for taking

action. The Federation for Community Development Learning trained over 600 trainers, community workers and activists in the use of these resources. BTCV also trained over 800 Community Champions and provided them with resources to support local community organisations to take their own independent action. The trained champions have engaged with a wide range of local groups ranging from Scouts to sports clubs, and faith groups to climate action networks.

Another key outcome of the programme was the development of the Third Sector Declaration on Climate Change (see section 4.3). It serves as a statement of intent for third sector organisations looking to take action and explicitly links the need to tackle climate change with social and environmental justice. The inspirational stories that EAC uncovered and the new wave of action that it supported will be its legacy, as many of the initiatives outlined in these pages seek to build on its lessons.

Department for Energy and Climate Change (DECC)

DECC leads for the UK on energy policy and in tackling climate change. It is responsible for implementing the government's Low Carbon Transition Plan, which sets out how the UK will meet legally binding carbon budgets – a world first – over the next ten years. This framework for action recognises that government needs to work alongside individuals, businesses, the public sector and the third sector in order to make real progress towards a low carbon society.

DECC continues to provide funding for innovation. In September 2009 DECC Secretary of State, Ed Miliband, announced a new Low Carbon Communities Challenge – a two-year programme to provide financial and advisory support to 22 'test-bed' communities in England, Wales & Northern Ireland that are seeking to cut their carbon emissions (see box 14 for more detail).

The third sector has an absolutely crucial role to play in mobilising and supporting community action on climate change, whether those communities are defined geographically or by interest, and also in campaigning to drive a change in attitudes in the population as a whole. DECC will continue to work with the sector to achieve shared objectives.

Action 16

A senior member of the DECC team will take on the role of Third Sector Champion to embody DECC's commitment to a successful and thriving third sector and to ensure that DECC has a structured and professional relationship with the sector for the long term.

Action 17

DECC's Third Sector Champion will look at how the interests of the sector can best be represented across the range of DECC's governance structures and better embedded in policy making, resulting in the development of a dedicated Third Sector Strategy for the department.

The Cabinet Office – Office of the Third Sector (OTS)

OTS defines the third sector in part by its social and environmental values. In strengthening the third sector and enabling people to change society, all OTS programmes can contribute to sustainable development.

After analysis of its programmes and discussion with stakeholders OTS determined that the greatest contribution it can make to mainstreaming sustainable development is to lead by example; ensuring that all programmes and activities take account of their environmental impact, and by providing clear, consistent messages to third sector organisations. This will be tailored to each programme: the

environmental criteria for substantial capital investments in premises would look different from green tips more appropriate for the smallest grants to frontline groups.

OTS believes the sector is strongest when it determines its own direction and has the freedom to innovate and experiment. Its actions are therefore designed to provide the sector with tools and skills to inform their decision making, with evidence from which business cases can be built, and with awareness among other government departments of the role for the third sector in delivering sustainable services. These actions are reflected throughout the report, with strategic commitments noted below.

OTS already has existing commitments on sustainable development and climate change:

- OTS supports the Cabinet Office environment policy and contributes to the sustainable development action plan;¹⁸
- OTS ministers support the Third Sector Declaration on Climate Change and encourage all their Strategic Partners to promote this to their members;
- In 2009-10 OTS asked all its Strategic Partners to consider how they can support the long-term environmental sustainability of their organisation, their members or networks;
- OTS is the sponsor unit for Capacitybuilders, which has also developed a range of actions, set out throughout this report;
- OTS works closely with colleagues in DECC and Defra, supporting the Defra Third Sector Strategy; and
- OTS programmes taking action on sustainable development include the £30 million Community Assets programme, which includes criteria for the environmental performance of the buildings it refurbishes, and the Futurebuilders programme which, since April 2008, has been able to invest in organisations operating in any public service sector, including environmental services.

Actions 18 – 20

OTS commits to recognising the significance of climate change and the importance of sustainable development, embedding action on these issues within all programmes.

Each OTS programme will identify best practice on environmental sustainability from within its current activities and bring these together on the OTS website.

OTS will use its communications mechanisms to help the sector understand the links between the sector's values and the case for environmental action, including publishing a sustainable development webpage that outlines their commitment and provides links to key guidance.

Communities and Local Government (CLG)

CLG shares with many third sector organisations their vision and aims of prosperous, cohesive and sustainable communities, and recognises the value of the third sector in promoting enterprising solutions to social and environmental challenges.

CLG is responsible for local government and the built environment, including responsibility for reducing carbon emissions from homes and communities. While there is important work underway on zero carbon new buildings, the majority of buildings which will be standing in 2050, by when carbon emissions will need to have been reduced by at least 80 per cent, are already in existence. It is therefore vitally important for people to understand the necessity to reduce carbon emissions from existing homes, both through making changes to their homes and through changing the way they think about and use energy.

Local authorities have an important role to play here in providing local leadership to communities and the government has proposed the development of local carbon frameworks to help local authorities to do this, as described later in this report (section 5.1). Doing this successfully will require local authorities to work with all their partners in a locality, not least the third sector. The unique reach of local third sector organisations, and their understanding of the needs of local communities, means that they are well placed to help communities act to reduce their carbon emissions.

To explore this further, CLG is already working with the third sector to establish which messages and techniques are effective at encouraging people to reduce their energy use and, as described in chapter 6, the sector and CLG will work together to establish and participate in a third sector-led partnership on changing individual behaviours.



A CHANGING SECTOR

The opportunity

Provide leadership on the most pressing issue facing Britain today – the sector can inspire collective action at all levels – from community groups to national NGOs, infrastructure bodies and social enterprises. By doing so, they will strengthen civil society, seize the opportunities that tackling climate change presents, and shape a better future for all.

This Task Force report is the first step in seizing the opportunities that climate change presents to the third sector. Success will not come about by simply implementing the commitments in this report. We need to stimulate the interest and commitment of third sector organisations who have not engaged to date. The Task Force will make an important contribution to this. But many more initiatives will be needed to secure this commitment and leadership and make the Task Force vision a reality.

Environmental organisations and international development charities were some of the first third sector organisations to focus on climate change, as its potentially devastating impacts on their interests and many of the communities they work with around the world became clear. Tackling climate change has now become central to many of their work programmes.

But for many areas of the third sector the impacts of climate change on their mission and beneficiaries are potentially dramatic, but less immediately apparent. Exploring these issues and building a commitment to tackling climate change into the way they operate can be hard in overstretched organisations that see climate change as very separate to their core mission.

Addressing this will in part depend on leadership by third sector infrastructure bodies, as discussed in section 2.1. But organisations will require engagement that resonates with the particular issue they work on or beneficiaries they support, as well as assistance in understanding the practical response they can take through their core work. The chapter below includes two initiatives that will help ensure these needs for engagement and support can be met, the notable progress being made in areas of the third sector, and the constantly evolving advocacy role of the third sector.

4.1 Third sector climate change initiative

The Task Force process has led to some important commitments to action, and this report will help to further raise awareness of the relevance of climate change to the objectives of wider third sector organisations. But the process has also identified the need for a concentrated effort to unlock further engagement with climate change across the third sector.

A small group of independent funders have indicated their interest in principle in supporting a new third sector climate change initiative that will focus on this. The City Bridge Trust and the Baring Foundation have funded a scoping study on this by Green Alliance. Informed by the Task Force, their work has generated a set of proposed objectives and potential areas of work for the new initiative.

The initiative will aim to accelerate leadership and action on climate change by third sector organisations, and contribute to the creation of a powerful and diverse third sector movement united by a commitment to securing action by government and widespread behaviour change. It is essential that this initiative reaches new audiences at a senior level, to raise the profile of climate change, build capacity and drive change. It will aim to widen the coalition of organisations engaged on climate change, by demonstrating the links for different parts of the sector between climate change and their missions and beneficiaries/service users, and identify ways in which government policy, regulation and support will accelerate action in the sector.

Proposed core activities

To achieve these objectives, this initiative will need to engage and mobilise the sector directly and indirectly at a range of levels. As the Task Force has found, there are different blocks to engagement and action among national sector leaders and right through to local community activists. The initiative will be designed to engage new leaders and organisations and to ensure that, once engaged, organisations take effective action. It is likely to focus on four issues in particular:

- **Leadership training:** a leadership programme for senior figures from national third sector organisations. This will be designed to persuade leaders from across the sector to engage in climate change, and to support them in identifying what climate change means for their organisations and how they can respond.
- **Capacity building for community leadership:** the lack of support for organisations wanting to act on climate change at the local level has emerged from the Task Force's work as a key constraint on progress. The infrastructure bodies that local third sector organisations traditionally turn to for support are currently poorly equipped to support their members and stakeholders on climate change,

as discussed in section 5.2. 'Climate literacy' needs to be strengthened at the local level. This could be achieved by a tailored training programme to increase the capacity available at the local level to support organisations wishing to take action.

- **Advocacy and representation:** there are substantial opportunities for the sector to achieve more on climate change by securing new roles and funding streams from national and local government in the next Parliament, in particular in relation to opportunities for the sector to work together at the local level and to influence local government, and to influence national government programmes on behaviour change. The sector has a lot to offer in developing effective strategies that engage people and achieve the desired outcomes, and there will be new opportunities to persuade national government to act on them in the new Parliament. This initiative would also be in a good position to assess progress in the sector and government on Task Force actions and recommendations.
- **Communications and outreach:** this will be key to raising awareness of this agenda and securing further engagement. The initiative will highlight the importance of climate change for the third sector as a whole and raise awareness of the sector's work through media, events and publications, and through an interactive new website.

There is also a need for work in other areas, where there is a proven demand and a compelling case is made to funders. These include agenda setting research on the case for action for particular parts of the third sector, such as the work being done on social justice and climate change.¹⁹ There is also a need to bring together leaders and practitioners to share best practice, tools and resources and identify ways in which they can increase their impact.

The next step for funders will be to make decisions on the elements of this initiative, and to seek proposals from organisations who are well equipped and positioned to take these forward and achieve the objectives of the programme. The hope is that this will lead to an initiative that is supported by a number of trusts, with a two to three year horizon for planning and action.

Action 21

Interested charitable trusts commit to taking forward plans to support a new third sector climate change initiative.

Box 4: Baring Foundation – special initiative on climate change and the third sector

The Baring Foundation’s special initiative funded four projects to work with different parts of the non-environmental third sector on climate change. The organisations involved received support from environmental organisations to think through what climate change means for them, their mission and their beneficiaries and how action on it can be better integrated into their future work. The projects worked with a range of staff, including senior teams, trustees and beneficiaries.

Their experiences provide invaluable insight into the challenges and opportunities inherent to organisations better understanding climate change. Further efforts to better support the third sector in tackling climate change are already being informed by this work, such as the climate change initiative covered above, and the future plans of the organisations that were involved. Its findings will be formally launched in March 2010.

Project title	Area of third sector	Lead organisations	Partner organisations that received support
The Big Response	Organisations working with vulnerable communities	NCVO, Green Alliance and Global Action Plan	British Red Cross, Equinox Care, Friends of the Elderly and The Royal National Institute of Blind People
Building a climate smart future	Children and young people’s organisations	National Children’s Bureau (NCB) and Institute for Development Studies (IDS)	Action for Children, Pre-School Learning Alliance and the National Youth Agency.
Shared Energy	Community anchor organisations	bassac, New Economics Foundation (nef), Community Sector Coalition (CSC) and Groundwork	Community organisations in London, Yorkshire and Humber and the South West (mostly bassac members)
The Third Sector Initiative	Refugee and human rights organisations	Climate Outreach and Information Network (COIN)	Refugee Council, Refugee Action, Asylum Aid and the International Secretariat of Amnesty International.

4.2 Three nations tackling climate change together

Tackling climate change is a shared challenge for the UK's third sector. While the Task Force process has been focused on England, valuable efforts to engage non-environmental organisations with the climate change agenda are also underway in Scotland and Wales (see boxes 5 and 6). They offer an important opportunity for shared learning.

To this end, NCVO, WCVA, SCVO and Green Alliance will co-host a three nations roundtable on climate change and the third sector in summer 2010. It will bring together senior third sector leaders from all three nations and those with key roles in making climate change an issue for new parts of the third sector, both through infrastructure organisations and those leading progress in specific areas of the third sector. The event will be the first of its kind and will enable sector leaders from all three countries to share experiences of challenges and success, and to collectively increase the ambition, quality and impact of their initiatives.

Action 22

NCVO, SCVO, WCVA and Green Alliance will co-host a three nations roundtable in summer 2010 on climate change and the third sector, involving key organisations and sector leaders from England, Scotland and Wales.

Box 5: Leadership by infrastructure bodies in Wales

The Wales Council for Voluntary Action (WCVA) is taking significant steps in engaging non-environmental third sector organisations with climate change and supporting them in addressing it. Their 2009 annual conference focused on the issue, aiming to help overcome the paralysis that many organisations feel in the face of climate change.

WCVA's leadership initiative on climate change should drive real progress. It brings together leaders from 12 – 14 non-environmental organisations to help them better understand the implications of climate change for their work and beneficiaries, develop strategies for addressing the

impacts and encourage their organisations to take a leadership role on the issue among their peers. WCVA managers should benefit from increased confidence in supporting members on climate change and the process will also provide practical tools for organisations looking to reduce their carbon footprint.

In partnership with the Welsh Assembly Government, WCVA have also opened the Environment Wales climate change grant fund, a noteworthy funding stream that is directed at groups who have yet to take action on climate change.

www.wcva.org.uk

Box 6: Leadership by infrastructure bodies in Scotland

The Scottish Council for Voluntary Organisations (SCVO) has been embedding climate change in its work and its support for members, with a focus on human rights and climate justice.²⁰ They have dedicated webpages, a green agenda officer, incorporate climate change sessions into their events schedule and are developing a green reference group. They now offer training on tackling climate change as part of their wider training programme – a key example of how climate change can be integrated in to the existing support that infrastructure bodies provide.

SCVO has relationships with the third sector and climate change divisions in the Scottish government and are jointly working to secure greater engagement and action on climate change across the sector. A key achievement came via SCVO's close links with the Eco-Congregation movement, which has motivated over 230 faith communities to commit to carbon reductions. SCVO supported Eco-Congregation's amendment to Scotland's climate change act, to ensure that communities are actively engaged in understanding and acting on the legislation. This engagement strategy is now under development, with input from SCVO and its Stop Climate Chaos Scotland partners.

www.scvo.org.uk

4.3 Third Sector Declaration on Climate Change

The Third Sector Declaration on Climate Change has been instrumental in bringing non-environmental organisations to the climate change agenda. Its starting premise is a recognition that climate change will disproportionately affect the disadvantaged, poor and excluded and that the third sector has a central role in working with communities and government to secure environmental and social justice. Signing up to the declaration enables organisations to publicly affirm their commitment to reducing the negative impacts of climate change and creates a framework for change. It was drawn up by the Every Action Counts (EAC) programme (see box 3) in partnership with Defra and OTS.

Two hundred and forty six organisations have signed the declaration to date and their mix demonstrates its reach into non-environmental groups. Sixty six per cent of signatories signed up to help tackle climate change and social justice and almost half of the signatories (46 per cent) describe themselves as community support organisations.²¹ Signatories commit themselves to adopting climate change action plans to reduce their carbon dioxide emissions, especially in energy use, purchasing, transport, recycling and care for communities, as well as monitoring and evaluation. They also commit to establishing initiatives that encourage and enable service users and members to do the same.

For many organisations, signing up to the declaration is an invaluable first step in embedding environmental responsibility and an awareness of climate change in their practices. But more is needed and signing up must also mean a commitment to action. Future plans for the declaration recognise that many organisations need more support in developing and making progress on their action plans.

The declaration's rebranding into 'JustAct' will help signatories get going with their action plan, understand the steps they can take and the support and resources available to them in leading this change. Through signatories working together, particularly through the new website, JustAct will build up information, tools, resources and actions to support organisations in their efforts. There will also be a strong focus on increasing the number of signatories.

www.justact.org.uk

Actions 23 – 25

Capacity Global, the Community Development Foundation and bassac have worked with MakeMode, Ideal Consulting and other stakeholders to revise the Third Sector Declaration on Climate Change. They commit to:

- Supporting the declaration's role as a means to support third sector action on climate change;
- Launching the JustAct website in March 2010 to host the Third Sector Declaration on Climate Change and to provide new action planning tools to support signatories; and
- Focusing on recruitment and reaching new organisations and signatories.

All third sector members of the Task Force and all government department members will work to ensure that they can sign up to and support the revised Third Sector Declaration on Climate Change, promoting this through their networks.

Capacitybuilders commits to raising awareness of the Third Sector Declaration on Climate Change through its communication channels, including its website www.improvingsupport.org.uk

4.4 Next generation of third sector leaders

Non-environmental organisations across the third sector are at different points in recognising the impacts of climate change on their work and beneficiaries. International development groups have been working on climate change for some years now. More recently, different areas of the sector have made rapid strides in recognising the challenges and opportunities that climate change presents them with and are acting decisively in response.

The Task Force sees these as the next generation of third sector leaders. They work on issues that are of widespread interest and importance – our communities, our children, our jobs and our faiths. Their work is making the relevance of climate change abundantly clear to the people and organisations they

work with and highlights the different reasons that motivate organisations to engage on climate change. They offer important potential for progress in adding their voices to the range of organisations calling for action on climate change.

This does not diminish the importance of other organisations across the sector. Many have a vital role to play. The Task Force is hopeful that the ambitious plans for action in these sectors will provide a new surge of commitment in the sector and amongst the general public. Action at the community level is covered in full in chapter 5 and below we look at three other key areas of progress.

Securing a sustainable future for children and young people

Climate change fundamentally challenges the ability of government and the children's third sector to meet a number of their shared goals, whilst meeting children's needs now and in the future and engaging them as active citizens. The National Children's Bureau (NCB) has taken a leadership role in stimulating their sector's response to this and are an excellent example of the role that infrastructure bodies can play in driving change. Having engaged their peers through two key projects they now convene a national policy forum on the children's sector, sustainable living and climate change consisting of children's, environmental, international development, education, research, government and other organisations. The forum is building a joined up voice on these agendas within the sector and its learning and recommendations have been invaluable in beginning to shape the key policy themes that need to be addressed in relation to children, young people, climate change and sustainable living. Through sharing expertise the group is also increasing the capacity of participants to act as champions within their own organisations, stimulating useful suggestions about how other parts of the third sector might replicate similar activity and generating partnership working among diverse organisations.

Developing language that resonates with children's organisations and children and young people themselves has been an important focus, with children and young people as the world's future care takers emerging as the central message. And NCB undertakes an important advocacy role and on-going communication with their sector about the need to engage with climate change – putting sustainable living and climate change at the heart of children's policy and children at the heart of climate change policy.

Their future plans include increasing the evidence base on the specific impacts of climate change on children and young people and advocacy for a coordinated approach to provision of learning opportunities about climate change and sustainable living across age ranges and settings. They have ongoing work to embed children and young people's engagement in national, regional and local climate change and sustainability decision making and are building active networks across the country to increase children and young people's participation with the agenda.

Securing a just transition – trade unions and climate change

The labour movement offers an increasingly high profile and compelling contribution to efforts to tackle climate change. Addressing climate change will mean shifts in the relative strength of industries but it presents huge opportunities for Britain to develop sustainable new industries, jobs and skills. Motivated by the opportunities it offers their members, many unions are building climate change advocacy into their core work programmes.

Their approach centres on calls for a 'just transition' to a low carbon economy, which protects those adversely affected by efforts to tackle climate change. This narrative is increasingly central to their diverse alliances with environmental and social justice organisations across Europe and strongly informs their long-standing engagement with UK, European and international policy processes.

The UK focus for activity is the government's multi-stakeholder Forum on a Just Transition. Unions lobbied for and are now key participants in the forum, which aims to address issues like the low carbon skills gap. A green workplaces programme engages and supports union members in working with their employers to improve environmental performance and in changing their own behaviour. Climate Solidarity, a Defra funded project, builds on this work (see box 13).

Box 7: Engaging the third sector in the run up to Copenhagen

During the run up to the Copenhagen climate change conference in December 2009, DECC had significant and positive engagement with third sector organisations and has built strong relationships amongst a number of youth, faith and community groups. Third sector organisations played a key role in the global campaign on climate change in the lead up to Copenhagen and DECC will build on these relationships in the year ahead. DECC has already finalised plans for a department-wide Youth Advisory Board, which will provide young people in the UK with the opportunity to feed directly into government's policy-making process on climate change. The board convened for the first time in February 2010 and it will be an ongoing and sustainable initiative.

'Many heavens one earth' – faith communities and climate change

Faith communities have the power to overcome the inertia of believing that individual efforts have no impact and people's fear of standing out if they make green changes, as well as reinforcing new norms as they develop. They hold substantial assets, forming the third-largest investing group in the world, and are significant educators.²² Action to green religious buildings or invest in a climate conscious manner sends powerful political messages, as well as setting a positive examples for millions of people. And with their reach into over half the world's schools, nearly all faiths include training young people on sustainable living in their long-term plans.

From this moral standpoint faith groups are powerful advocates for change, both to their believers and to government and business. Thirty faith action plans on the environment set out the scale of ambition among the world's faiths.²³ They have secured important buy-in among faith leaders, but their value will lie in how they are made real in the houses and communities of worship around the country. Seeing a non-environmental sector lay out its roadmap and hold itself so rigorously to account sets a welcome example for the third sector as a whole. It will also offer valuable learning about how to engage groups with varying levels of existing commitment to tackling climate change in achieving a common goal.

The Church of England's ambitious Shrinking the Footprint plan for tackling their emissions can be viewed at www.shrinkingthefootprint.org and actions by other faiths are discussed by The Islamic Foundation for Ecology and Environmental Sciences – www.ifees.org.uk – and the Big Green Jewish website, www.biggreenjewish.org

4.5 Advocacy

The opportunity

Give voice to public demand for action by others – secure the action we need from government, business and others on climate change, by mobilising a wide range of different organisations and interests, united in their concern for an ambitious and effective response.

The third sector is central to the UK's vibrant civil society. NCVO highlights the important ways in which the sector contributes, as they "strengthen democracy by promoting participation, by holding government to account and creating space for conversations about how the world is and how it could be."²⁴ These roles are important ones when it comes to tackling climate change, as the sector's voice is absolutely essential in making the case for policy change on issues from energy efficiency to investment in rail infrastructure and in securing the action we need from government. This role has been highlighted by the Prime Minister and other politicians, who have urged the sector to speak out, most recently in the run-up to the Copenhagen summit in 2009. The third sector's advocacy and campaigning activity is central to persuading politicians to act and to empowering people to take action in their own lives. As it has been on so many issues in the past, a powerful third sector voice will be critical to securing progress on climate change.

A key strength of the sector's voice on this issue is the unique perspectives, approaches and ideas for action that organisations bring to it, based on an understanding of how climate change is relevant to the particular needs and interests of the people and issues they work with and the kinds of language and engagement that will work best. These diverse approaches provide the sector's voice and advocacy with a legitimacy and immediacy that a co-ordinated campaign could never achieve.

This diversity will do much to mobilise action across government. The secretary of state for energy and climate change expects to hear calls for action on climate change from environmental groups. But the secretary of state for children, schools and families is now increasingly being lobbied by schools groups on how he is addressing the issue, and the secretary of state for health will also be engaged more effectively by health organisations seeking a greater integration of the health and climate change agendas.

The continuing ability of the sector to educate the general public and to campaign for action is critical to enabling the sector to play its advocacy role effectively. The sector's independence and right to campaign is a key principle of The Compact, the shared principles for effective partnership working between the government and the third sector in England.²⁵ Useful guidance is available from the Charity Commission²⁶ and NCVO's *Civil Society, a framework for the future*²⁷ also highlights the sector's right to campaign. With its critical role in tackling climate change, it is essential that government and regulators continue to protect and support this right.



BUILDING RESILIENT COMMUNITIES

The opportunity

Create stronger, more resilient communities – action on climate change, the environment and sustainable development will help communities to gain more control over their local economy, the way their community develops, the assets they hold, the energy they use and their ability to adapt.

Building sustainable communities is central to tackling climate change and the third sector is best placed to lead and support local action to deliver this. Whereas national and regional government can set the context, it is collective action on the ground that will deliver the step change in the contribution that the third sector can make to building community resilience.

The power of collective action at neighbourhood level is that it can encompass multiple strands of activity and engage a wide variety of residents who simply want their neighbourhood to be a better place to live, now and in the future. It does not require a totally new approach, as a community's ability to tackle climate change is a natural aspect of building resilience that can and should be integrated within all aspects of local community activity. This integrated approach will make it much easier to engage existing stakeholders and for communities to see climate change as an issue of relevance to them, that they are empowered to address.

The actions of local people in improving their area are usually focused on their immediate neighbourhood. Any catalyst that aims to generate community action and change the behaviour of community groups or individuals, must therefore reach well into such neighbourhoods. To be effective, it must also be connected into a more strategic approach to building resilience across a local authority area and connect into local targets, local policies and local spending plans. Especially as local authorities will find third sector support essential in meeting their climate change, sustainability and adaptation objectives.

Maximising the potential for local level activity that tackles climate change and builds resilience will require effective partnership working – both within the third sector and with local authorities. This will require capacity-building in both sectors and in two key areas. Addressing both, not just one or the other, is essential. There is a need to:

- Improve strategic partnership approaches to community resilience within local authority structures; and
- Build capacity and engagement on climate change and resilience that reaches well into individual communities and provides the catalyst for change.

This chapter goes on to explore how best these two objectives can be delivered. It also looks at the potential for joint work between local authorities and communities on adaptation to their changing environment to be a powerful means of building community engagement with wider sustainability issues and commitment to action. The chapter also looks at the role of the planning system in enabling community action on climate change.

Box 8: Informal, grassroots action on climate change

The most vocal part of the third sector on climate change is also the hardest to assess. It is estimated that there may be up to 12,000 local organisations working on climate, environment and Sustainability issues.²⁸ These include long-standing local groups supported by national agencies such as Friends of the Earth. But there are many newer and independent groups that have been described as the informal sector.

Some are well established, embedded in local communities and part of networks like the Low Carbon Communities Network (LCCN). This national democratic body is open to any active community group and has about 600 members. Other active national organisations and networks include Climate Action Groups, Transition Towns, the Greening Campaign and CRAGs (Carbon Reduction Action Groups). There are also those focused on direct action and initiatives such as Climate Camp.

These groups are motivated by a desire to ‘do something about climate change’ and most are entirely voluntary. They are often weakly networked and many are very locally focused with no interest in developing further. Even so, many have gained a higher profile on climate issues than other larger voluntary groups. Their energy and enthusiasm means that many have significant local impacts in the media and on local councils. There is plenty to learn from the work of such groups and there are good grounds for considering how they might best be supported to be more effective. Their skills, knowledge and ability to engage will also be useful to local third sector networks if better links are developed through initiatives like Community Futures, discussed below. The LCCN is currently developing a programme of training and mentoring as a low-cost way of building the capacity of such groups.

5.1 Strategic partnerships between the third sector and local authorities

The value

Co-operation on climate change is one among many issues discussed through a variety of processes by a local authority and the local third sector. Each sector recognises both the challenges and opportunities involved in taking action on climate change and moves towards sustainable development.

While local authorities have a distinct role in co-ordinating and channeling activity in this area, the important role of the third sector as an essential partner in local government's efforts to tackle climate change should also be recognised. If local authorities are to meet their targets, they need civil society to be actively involved in supporting efforts to meet mitigation and adaptation targets through individual and collective behaviour change and through the innovation and delivery of sustainable public services. Reducing per capita emissions in a local authority area is a challenge under any conditions. But it will be easier if local third sector efforts complement local authority approaches with their own activity. To achieve real progress, it has to be a joint effort.

So it is vital that the mechanisms for local authorities and the local third sector to work together on climate change are strong. The best outcomes will be achieved when the third sector can play an effective role in joint approaches to addressing climate change and local authorities fully benefit from the value of third sector input into their policy development and delivery. Useful joint approaches are starting to emerge. Understanding and building on them will be important to enable replication and to clarify the valuable role of such action within local council climate work.

The challenge

The Local Government White Paper (2003) heralded a major shift in central-local relationships, by moving toward greater delegation of powers and functions to local areas to determine their needs and delivery priorities. This has gone hand in hand with greater empowerment of communities to actively engage in local decision-making. These initiatives have been facilitated by a number of new local structures, set out in box 9 below, which prioritise the need for close partnership working in a given area in determining and delivering on local priorities.

Local strategic partnerships (LSPs), in particular, are intended to play a key role in bringing together major local interests, including local third sector organisations, to work with the local community on issues of concern. Whilst there are examples of excellent joint working on climate change and sustainability and effective LSPs, such as Devon, Birmingham, Islington, Sutton and Southampton, some LSPs have yet to realise their potential as effective conduits for facilitating engagement with the community sector on climate change and sustainable development.

Generic third sector representation can be strong within LSP structures, but the LSP itself can only determine a strategic approach and inform local policy. Consultation and feedback assists with the development and monitoring of the Sustainable Community Strategy but does not always deliver the appropriate catalyst to local action. Similarly, consultation on the Local Development Framework often distils residents' views at a very particular point in time in the process, rather than enabling longer-term engagement of residents with the development of their communities. Sub-local authority partnership structures may exist, such as area forums and neighbourhood boards, but they are still a long way away from the local ambit within which community groups operate and tend to deal more with operational issues arising from public service delivery.

Box 9: Local partnership structures for enabling joint working

The Local Performance Framework (LPF) sets out how local authorities and their service delivery partners can co-operate to negotiate and deliver measures to improve local quality of life. It uses a set of 188 national indicators (NIs) that cover the priority outcomes which local authorities will be responsible for delivering, either alone or in partnership. Local authorities work with their stakeholders to identify and agree up to thirty-five NIs as local priorities for action, which are implemented through Local Area Agreements (LAAs). These are three-year agreements between central and local government.

Local Strategic Partnerships (LSPs) are the vehicle for this joint working, with key roles in producing a Sustainable Communities Strategy and agreeing the LAA targets. LSPs are non-statutory partnerships of organisations coming together voluntarily, led by the local authority, to articulate the concerns and aspirations of local communities. Key partners usually include the local primary care trust, the education authority, police service, local business and representatives of third sector organisations.

Progress against the LAA targets is independently assessed in a Comprehensive Area Assessment (CAA). It aims to improve local accountability and responsiveness to citizens and to hold local service providers to account for their performance. The assessment includes a strand on sustainability and the environment. An area can receive a green flag to indicate exceptional performance or innovation that others can learn from, or a red flag indicating significant concerns and action needed.

The Local Development Framework (LDF) is a folder of documents that outlines how spatial planning will be managed across the area. Consultation is a lengthy process which requires strong community engagement. The LDF contributes to shaping the overall Sustainable Community Strategy and governs decisions on planning applications in the area.

The Sustainable Community Strategy sets the overall strategic direction and long-term vision for the economic, social and environmental wellbeing across a local area in a way that contributes to overall sustainable development. It is agreed through the LSP and implemented through the LAA.

National indicators (NIs) are another important means of driving action on climate change and third sector engagement at the local level – in particular on NI 186 on reducing local per capita emissions, and NI 188 on planning for climate change adaptation. However, their role and importance is not always understood across the third sector. The sector's sound understanding of local communities should be informing efforts to meet the targets, as they rely on local behaviour change, which the third sector will be a vital partner in promoting and sustaining. For the moment, guides to working with local authorities on sustainability, like the Community Development Foundation's *Green Up*²⁹ are useful, but there is still a long way to go.

Box 10: Devon Futures

The Devon Futures Group was set up in 2007 as part of the overall Devon Strategic Partnership and serves as an excellent example of how the overall work of an LSP can be informed by sustainability. Devon Futures discusses local social, economic and environmental concerns and aims to maximise opportunities for increasing synergy and sustainability between the strategic partnership's theme groups. It also undertakes blue sky thinking, looking 30 years ahead, to consider the implications of future trends for Devon, as well as monitoring and measuring progress towards balanced sustainability.

Membership is drawn primarily from the strategic partnership theme groups, who retain responsibility for delivering any actions. Members include the Community Council of Devon and the local Wildlife Trust, as representatives of the local third sector, as well as business interests, the Environment Agency and the Met Office.

In 2009 the group published *Think before you do anything*, a booklet that provides a shared baseline of information about the expected wide-ranging changes to economic, social and environmental concerns. It draws on 18 months of the group hearing expert evidence, as well as input from young people.

In January 2010, the Devon strategic partnership and its delivery boards both endorsed the continuing work of Devon Futures, agreeing that:

- The work of Devon Futures should be noted and that it should be asked to continue to hear evidence on other areas to give a more complete picture;
- That the group should review regularly the effect of action taken as far as it can, and challenge the Devon Strategic Partnership when appropriate; and
- The work of Devon Futures should be embedded within the Community Strategy and the new Partnership Delivery Plan.

The opportunity

The government has recently announced that tackling climate change is to be a central part of what local government does. It has proposed the development of new local carbon frameworks as the structures through which local authorities should plan to develop their local strategies and responses.³⁰ Through local carbon frameworks local authorities would:

- Set out clear medium and long term targets for action on carbon reduction;
- Develop a clear strategy for how carbon reductions can be achieved; and
- Develop a delivery plan involving all its partners, including those outside the formal LSP.

The government is currently piloting the frameworks in a number of local authorities to help develop the model prospectuses, and guidance about how to develop local carbon frameworks, which other councils can follow. The pilots will show how the ongoing question of access to good data can be addressed and what models are most useful to develop suitable targets, trajectories and plans. They will also show what barriers exist to further, faster progress and what changes might be needed nationally to overcome these. The results of the pilots will feed into consideration of whether, eventually, the concept could be formally introduced, delivered, and monitored nationally. There will be a welcome emphasis on local authorities using these frameworks to bring together all the people and organisations who need to be involved in local responses to climate change, including voluntary sector bodies, businesses and public services, right down to individuals and households.

In addition the government has set out, in the *Warm Homes, Greener Homes Strategy*, plans for local carbon frameworks (subject to successful piloting) to form the basis for local partnerships, involving energy companies alongside other local partners, to deliver energy efficiency improvements to homes in their areas.

Whilst welcoming these developments, the third sector members of the Task Force are mindful that effective local engagement is not currently consistent across the country. They believe that there is an urgent need for central and local government and the sector to engage in dialogue to consider how best to achieve the effective engagement and joint working needed to realise the aims and potential of these new initiatives. There is a real opportunity to ensure that the totality of local action on carbon

Third sector members of the Task Force recommendation 1

Third sector members of the Task Force call on central and local government to work together with the third sector during 2010 to:

- Review the opportunities that flow from the new policies for tackling climate change and carbon reduction at the local level; and
- Examine means for supporting effective engagement and joint working with voluntary and community organisations through local structures, in particular, the development of local carbon frameworks and local strategic partnerships.

reduction adds up to more the sum of individual local actions, by harnessing the contributions that local voluntary organisations can bring. In order to unlock this potential third sector members of the Task Force believe that there is need to review the types and forms of engagement and how they can best be facilitated consistently across the country in the development of new local carbon frameworks and local partnerships.

5.2 Catalysing local action – the Community Futures concept

In recognition of the need to catalyse community action, as well as to work more effectively with local authorities, the third sector members of the Task Force are committed to exploring an exemplar collaborative structure, a local 'community futures partnership'. It should act as the interface between local strategic partnership structures and grass roots community action.

Third Sector representatives should be from different groups capable of reaching wide and diverse parts of the community sector, which can draw on capacity building expertise and existing links within individual communities. Such a partnership could relate more coherently across LSP and LAA structures, pooling funds from across themes and objectives to initiate actions that can deliver multiple outcomes against a range of targets, thereby optimising the value of any investment. Once established, such a collaborative endeavour should draw in membership from LSPs and public service providers to become a genuine cross-sector initiative.

Reflecting the need to build both effective relationships within the sector and between the sector and local authorities, such a partnership body would have two complementary roles:

Strategic work with local strategic partnership structures:

- Work to support senior council management, as well as climate change staff in councils and elsewhere, in jointly developing policy and practice to help reduce emissions;
- Advising the LSP and identifying areas for increasing the integration of work across LSP themes, particularly where the strengths of both parties can be used to greatest effect;
- Developing an integrated work programme that can tackle issues such as energy and housing, spatial planning and measures that contribute to resilient communities and release potential for a local low-carbon future;
- Assess the relevance and potential of using Local Development Frameworks and supplementary planning guidance documents to support the generation of community-based initiatives and enterprise to address climate change objectives; and

-
- Develop strategies for engaging communities in devising their own climate change adaptation plans that complement the emergency planning of public authorities.

Acting as the catalyst for grass roots action:

- Outreach to encourage local communities and community groups to engage with the agenda and to build a stronger and more diverse network for local action;
- Training and capacity building for organisations looking to work on climate change;
- Being an engine for behaviour change in their local sector and the communities they work with;
- Acting as a central point for tailored climate change information and sharing good practice, as well as a funding and support conduit;
- Using the UK Climate Impact Projection tools (see section 5.4) to generate interest in taking action at local community level;
- Mapping and sharing local activity on climate change and building an evidence base of the value of third sector activity on climate change;
- Accessing local information on the way local planning policies support the development of sustainable communities initiatives;
- Enhancing the quality of support for local community-owned and managed assets, physical and greenspace, to contribute to sustainable development; and
- Networking opportunities for local community groups aiming to address climate change, sharing good ideas and learning from successes and failures.

Mobilising and supporting local action in this way will have multiple benefits. Local groups will benefit from the activities listed above and the national third sector will gain a growing body of evidence about the spread of local action on climate change and the kinds of support mechanisms that are working best. Local government will gain invaluable insight into action on climate change in their area across a range of third sector groups, enabling them to better understand where outcomes are being delivered and where they can best direct their resources. Finally, central government departments will benefit from a third sector that is much better supported at the local level to take action on climate change and identify ideas and opportunities, delivering against some of their key policy goals.

Third sector members of the Task Force see great value in this approach but it will require capacity building and commitment from local third sector organisations, pilots to test the different forms it could take and a stronger evidence base. These three areas are each explored below.

Building the foundations for Community Futures

If local organisations working on a diverse range of issues are able to embed climate change objectives into their existing work, the third sector's potential to support local action on climate change is vast. Much good work is now happening at the local level, some of it making great strides in engaging communities in lowering their impact and demanding more from decision-makers. But much of the third sector is not yet well placed to play an effective part in building a Community Futures partnership. Many organisations lack the skills and capacity to engage with climate change and understand its relevance to their aspirations for their locality. This is evident through the patchy links that exist between environmental and other front line groups.

In some areas, generic infrastructure bodies that work with local groups have adopted an emphasis on climate change and sustainable development, while some environmental groups have developed links with community groups. This is positive but the result is often a muddled landscape with patchy networks and potentially competing initiatives and roles.

In other areas, the infrastructure bodies that local third sector organisations turn to for generic support on a range of issues are ill equipped to support their members and stakeholders on climate change, whilst environmental groups have limited reach into the community sector in their area.

Many local groups are unsure where to find tailored information on the relevance of climate change to their concerns and support in thinking through the actions they can take.

As a critical first step, a basic level of partnership working needs to be developed between environmental and community-focused infrastructure bodies so that a coordinated effort can build effective Community Futures partnerships. There are instances of this already happening to some degree, but effective collaboration needs developing and replicating across the country if real change is to be achieved.

Action 26

ACRE, bassac and Capacity Global will issue a challenge to national third sector networks to promote better joint working on community action on climate change and sustainable development amongst their local members. Whatever the landscape of third sector generic and green infrastructure bodies in a particular local area, third sector members of national networks will be encouraged to commit to stronger shared endeavour in supporting both strategic work with LSPs and delivery of support and outreach for local communities.

The Capacitybuilders website – www.improvingsupport.org.uk – brings together a wide range of toolkits and resources for the third sector on various topics, such as income generation and responding to change. This could also provide information on environmental issues – potentially including signposting to local advisors. Capacitybuilders can create space on this website for a third sector organisation with the expertise to manage and update any web pages on sustainable development and climate change mitigation or adaptation.

Actions 27 – 28

Capacitybuilders will ensure that their regional events raise awareness about sustainable development and sustainable practice in the third sector, to help local support providers to be more informed about key issues and incorporate it into their advice and signposting.

In order to build the links between local environmental groups and support providers, Capacitybuilders will work with networks of local environmental groups to carry out a survey of their members. This will show the current level of use of support services among environmental groups, and will help raise their awareness of the services available.

Establishing and funding Community Futures

If the third sector can succeed in effectively coordinating its own activity on climate change, it offers value to local authorities and other stakeholders and should secure their participation. It will strengthen and widen contributions towards meeting climate change targets but also produce additional outcomes across other statutory targets, which is inherently attractive in delivering best value. Third sector members of the Task Force believe that investment in such partnerships at the local level will be forthcoming from local statutory partners, once their benefit is clearly established. As a first step, a body of evidence to make this case and demonstrate how such partnerships can help deliver climate change and other objectives is needed. This requires a national focus for:

- Collating evidence about how well existing initiatives across the country match this concept;
- Testing out examples of how best to initiate and develop such partnerships where none currently exist; and
- Demonstrating through national guidance the benefits to be achieved.

Action 29

ACRE commits to working with third sector partners to collate information through their networks on local collaborations and partnerships that are, or have the potential to grow into bodies that can deliver the Community Futures remit.

Box 11: The Community Council of Devon – what Community Futures could look like

The Community Council of Devon (CCD) is the county-wide, third sector infrastructure body supporting rural community action in pursuit of social, environmental and economic objectives. It brings together bodies with interest and expertise in climate change and sustainability to maximise their impact, as well as engaging new community groups and local organisations with the issues.

They have built strong links with existing local structures. Local authorities, town and parish councils and national parks are all partners in their work and CCD is a member of the Devon Futures Group (see box 10 above). They were closely involved in developing the County Council's toolkit to assist rural communities in assessing their future sustainability and resilience as part of inputting into the Local Development Framework. The CCD also has strong links with the wider third sector throughout Devon and the 30 local climate change action groups that have been formed. Their new county-wide network CAN (Community Action Network) is now a part of the Devon Consortium (the county third sector infrastructure body) and enables networking and sharing best practice in local initiatives.

Building on their strong history of supporting communities to produce their own vision for their future through community led planning, CCD is now promoting and supporting very local initiatives with environmental objectives. Examples of their partnership work include:

- Pilot work with 2 Dartmoor Parishes on how community-led planning can best incorporate climate change objectives. A toolkit is now being developed;
- Work with 9 rural communities on how they have historically coped with extreme climatic events to encourage the creation of community led emergency plans for the future. This is already triggering community wide local action on climate change;
- A local food project, Home grown: community owned, working with 70 community groups and a range of landowners from all sectors over three years to develop new local food initiatives; and
- Piloting the UK Climate Impact Projections website for Defra and presenting their findings on how it could best stimulate local communities to take action to a wide range of UK third sector organisations.

As part of building an evidence base, third sector members of the Task Force propose the establishment of a learning network of eight pilot areas where there is a strong and enthusiastic third sector hub (a council for voluntary service, major community centre, rural community council etc.), a well organised environmental network/body of groups and evidence of good working links between the third sector and their local authority. These will act as pilots in building the kinds of Community Futures partnerships discussed above.

Co-operation amongst the eight pilot areas would be needed to share progress, as well as supporting local action around training/skill-building and for monitoring, evaluation and learning. This should not simply use off-the shelf learning materials but include some proper scoping with the pilots as to why the existing materials are little used and do not fit their needs. It would be useful to have the pilots in

a wide range of local authorities – from those already very engaged with climate change to those with much less engagement – in order to test out the challenges that the initiatives will face in attempting to mainstream climate change across third sector interaction with local authorities.

These pilots will also examine the totality of public spending across their local area to identify where climate outcomes are being delivered across the board. Some spend is explicitly intended to deliver outcomes that help to tackle climate change or benefit the local environment. But other spend, while directed at other issues entirely, may also deliver climate or wider environmental benefits. For example, a programme to promote walking and cycling as healthier and more active forms of transport may have related environmental benefits of reduced car use.

This aspect of the pilot's work will inform the design and resourcing of more effective approaches to securing climate change outcomes. It will highlight crossovers between issues that non-environmental third sector organisations work on or services they deliver and their climate change impacts or benefits. This will serve as a starting point for wider engagement of third sector organisations at the local level. It will also help make the case for better valuing the third sector's delivery against multiple outcomes and maximise climate benefits, whilst also maximising efficiency for public spend

Third sector members of the Task Force recommendation 2

Third sector members of the Task Force propose the establishment of a learning network of eight pilot initiatives with the aim of testing out the benefits and outcomes that could be achieved through genuine collaborative effort on climate change at the local level.

Action 30

The third sector has demonstrated an ability to deliver environmental outcomes at the same time as delivering public services. Building on the lessons learned from Total Place, OTS will work with CLG, Defra and DECC to identify what the third sector can contribute to embedding climate change adaptation into wider service redesign.

5.3 Co-ordinating progress

Various joint approaches are recommended above, and there is a need to share learning and build an evidence base. In light of this, third sector members of the Task Force recommend the creation of a partnership at the national level to oversee the different pieces of work and provide a coordinating function.

Third sector members of the Task Force recommendation 3

To provide a single national overview for addressing the issues raised above, third sector members of the Task Force propose the establishment of a Community Futures national partnership with third sector, local government and national government department representation. This partnership would coordinate activity and work on specific actions and proposals via subgroups. The key areas of work, brought together from the sections above, would include:

- Establishing a joint national forum to examine ways of maximising the potential of third sector collaboration with local authorities on climate change;
- Third sector research on the current state of local partnerships and their potential to fulfil the Community Futures remit;
- Developing joint guidance for more effective approaches to tackling climate change through LSP structures and local carbon frameworks; and
- Establishing eight Community Futures partnership pilots, together with the learning network.

5.4 Adaptation

Individuals and communities have a major influence on the natural environment and have to adapt to its changes over time as a consequence of climate change. The third sector and community groups have an important role to play in this adaptation, as box 12 highlights below. Some changes to our weather patterns and environments are inevitable due to the impacts of past emissions. For example, rainfall in the UK could fall by up to 13 per cent in the south west in summer and rise by 10 per cent in the north west in the winter by the 2040s.³¹ These changes will impact on ecosystems, habitats and communities.

Helping communities understand the impacts of expected changes to their local environment and ways of building resilience is an essential part of engaging communities with climate change, the environment and sustainability. Third sector organisations already active at the local level are best placed to support communities on this. For many, talking to communities about local impacts will be an important means of engaging them with climate change and other environmental issues for the first time. Local adaptation is also a useful way in to discussing the broader impacts of climate change across the natural environment and physical infrastructure and raising awareness of the knock-on impacts of decisions that communities and individuals make.

The Community Futures initiative described above aims to enable a more holistic approach to supporting action on climate change adaptation and mitigation at the local level. It will provide a framework within which adaptation can be considered alongside efforts to mitigate climate change through behaviour change and community projects, as well as informing community engagement with the planning system and the creation and refurbishment of community assets, both physical and greenspace.

The UK Climate Impacts Programme (UKCIP) is a significant asset in engaging communities with adaptation. They produce the UK Climate Projections, funded by Defra and based on Met office science, which assess the impacts of projected future climate change and the adaptation that will be needed. They are an invaluable tool for local authorities and communities to work jointly on understanding their changing climate, as they can provide customised output for a region down to a 25km scale, set out expected impacts under different scenarios and really bring the issue alive at the local level.

Defra ran a Projections in Practice programme (PIP), which raised awareness of the potential for using the projections to inform local decision-making. To support this, Defra and OTS held a PIP event exclusively for the third sector in July 2009. Training in the projections will now go forward as part of the UKCIP ongoing training strategy. Defra will be supplementing this with some hands-on training in the use of the tools for third sector organisations. This will familiarise them with the projection's customisable output and the ways that it can be used to support community engagement in climate change adaptation.

Action 31

Defra will work with third sector infrastructure organisations to design and run training courses for their support staff in the use of Defra's UK Climate Projections Tools and will share the results of this as part of Defra's ongoing work to support local and regional adaptation managed by the Local and Regional Adaptation Partnership Board.

Third sector organisations already play key roles in on-the-ground responses to extreme weather events, like the flooding in 2007 and 2009 and the snow in December 2009. The British Red Cross has an important role in such situations, as do many local third sector organisations. These events will become more frequent due to climate change and the sector's role in helping communities adapt to them needs recognition and appropriate support.

National Indicator 188 on planning to adapt to climate change shapes local authority activity on adaptation and the third sector has a key role in helping deliver against it. The Adapting to Climate Change Programme in Defra works through the Local and Regional Adaptation Partnership Board (LRAP), a partnership of several local and regional organisations, to provide guidance and support to local and regional bodies in adapting to climate change. This support includes workshops to support NI 188 delivery around the regions and provision of guidance.

Box 12: The River Hull Living Landscape scheme, Yorkshire Wildlife Trust

The Yorkshire Wildlife Trust has run a series of community engagement sessions targeted at local communities close to the floodplain of the River Hull. These have used fun and interesting activities to increase understanding of the river and its habitats, facilitate discussion about the river, its floodplain and flooding, as well as consideration of wildlife and isolation, land management and potential issues that people and wildlife may face in a changing climate. Within Hull, the Trust has worked with local people close to wildlife sites to look at their value for community cohesion and ecosystem services such as flood alleviation. The Trust led an estimated 60 engagement events in the last year. They also engaged with local groups (naturalist groups, schools, scouts, biodiversity action plan partners) to develop a Living Landscape map to assess habitat fragmentation and ecosystem services in the region.

Consultation with individuals has brought forward changes to local areas of greenspace to improve use by local communities (e.g. improved play spaces), allowed greater input to the planning system by enabling local people to come together over planning applications to increase sustainability, and allowed community input to the location and design of flood attenuation schemes.

The Trust's community work has led to improved understanding of the importance of greenspace for social cohesion; the ecosystem services that greenspace can provide to help people and wildlife adapt to climate change, especially flood alleviation; the services which the river and its floodplain provides; and wider opportunities for farm diversification. There is greater confidence within the community that they can play an active role in the future of their greenspaces and in planning for sustainable development.

Defra recognises that good joint working arrangements will support good delivery of NI 188 and this is the core aim of the LRAP board's programme. As part of the LRAP programme Defra and ACRE have already collaborated to produce *Adapting to Climate change a guide for local councils*.

Action 32

Defra commits to maintaining an ongoing dialogue with third sector organisations to ensure the local and regional adaptation programme supports joint working on adaptation at the local and regional level. As a start, Defra will post information for the sector, including any forthcoming opportunities on support and guidance, onto its third sector blog.³²

5.5 Planning and communities

Developing economically and environmentally sustainable community projects that also offer social benefit is a key part of building community resilience. But too many community and third sector groups find their ambitions hampered by the complexity of the planning system, lack of expertise, mounting costs during the application process and the barriers that the system seems to create for projects that clearly offer social good. Local green entrepreneurs with ideas for renewable energy schemes can also meet opposition from within the community if local people lack confidence in the benefits that may accrue to them.

Addressing these barriers is essential, as successful navigation of the planning system offers significant opportunities. It has the potential to enable sustainable community asset creation and refurbishment, which provides financial sustainability for community organisations, support for better public services, increased local employment and restoration of unused buildings. Planning also enables low carbon community energy projects that provide security from energy price fluctuations and empower communities to take action and build their resilience, as well as helping to meet the UK's very challenging target of producing 20 per cent of our energy from renewables by 2020.

Communities themselves are also more likely to explore initiatives, such as community owned energy projects or using land assets for multiple purposes, if there was a stronger focus on community benefit as a material consideration in planning decisions. Planning decisions are currently 'blind' to the applicant, as well as to the way in which the planning gain and profits from the development will be used and the level of existing community support. This is true, even where a consideration of these factors would affect whether an application falls within planning guidelines or not.

A requirement for community support would mean that local proposals have been fully explored before planning permission is sought, increasing the likelihood of on-going positive engagement with the project and improved viability. For example, residents of the community-owned Isle of Gigha in Scotland were originally fairly divided on whether to put up wind turbines. After tours of other community owned energy projects, and with community consultation throughout the process, the island is now home to three turbines. These meet all of the island's energy needs and provide an income of £80,000 per year from the excess energy generated.³³

These arguments for enabling the planning system to treat third sector applications differently to private ones is gaining increasing currency as a highly effective but low cost means of supporting third sector initiatives that require planning consent and where there is community support.³⁴

The Community Futures initiative described above will help to build community capacity on planning, but addressing two specific issues would further help:

- Extending Planning Aid so that it can provide technical support, particularly on assessing the impact of community renewables schemes and the kinds of information that is required in planning applications, would be of value. Many projects never get off the ground due to a lack of assistance in the development stages; and
- Local authorities are required to have “an evidence-based understanding of the local feasibility and potential for renewable and low-carbon technologies, including microgeneration, to supply new development in their area”³⁵ but only 47 per cent can demonstrate this.³⁶ There is a clear case for capacity building among planning professionals on community renewable energy projects so that unfamiliarity does not block progress.

Third sector members of the Task Force recommendations 4 – 6

Planning applications should be able to recognise and, as a result, simplify the permission process for third sector applications where there is evidence of widespread community support and community benefit.

Extend Planning Aid so that it can support technical input on renewable energy applications.

Local authorities should make training for renewable energy deployment compulsory for development control officers in planning departments, as well as promoting a better understanding of it among elected councillors. The Centre for Sustainable Energy has run a DECC-approved course since 2004, which could be better promoted.³⁷



BEHAVIOUR CHANGE

The opportunity

Enable people to live more sustainably and improve their quality of life – supporting people who come together to make lifestyle changes that improve their quality of life and help tackle climate change in the home, at work and in their travel.

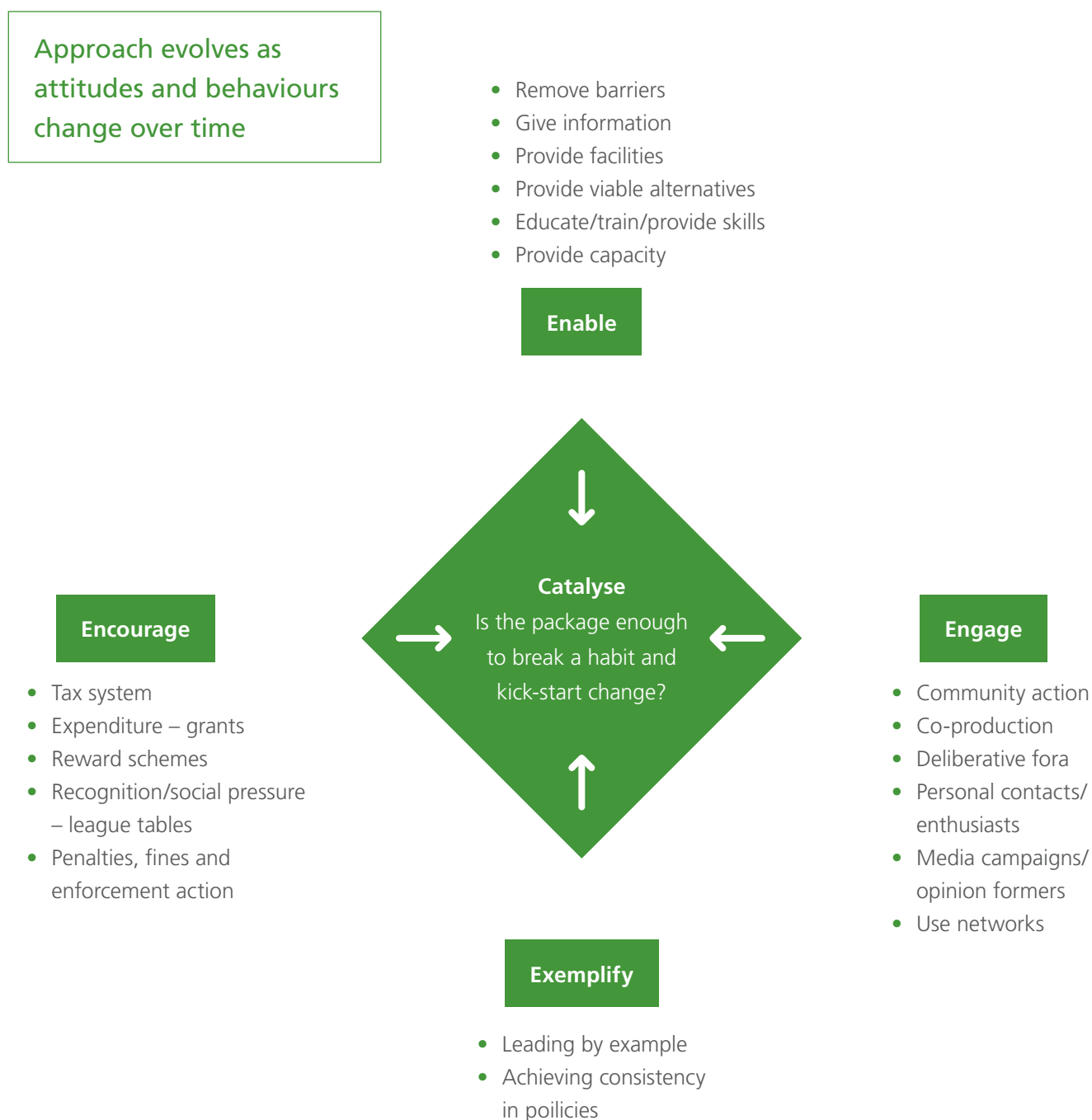
Significant behaviour change will be an essential ingredient in achieving the UK's climate change targets. People need to be provided with opportunities and incentives to change their behaviour in ways that also improve their quality of life. For example, changes in energy behaviour at home have the potential to reduce energy use by up to half, reduce costs for householders and lessen the need for more costly approaches to saving energy.³⁸ Many policies require a certain degree of behaviour change in their delivery strategies and a wider spread commitment to changing behaviour will help to achieve climate change goals and build public acceptance of national level actions and policies on climate change. The third sector is very well placed to inspire, promote and support behaviour change. As a trusted messenger the sector can offer tailored and compelling communication about sustainable lifestyles that resonate with a broader range of people in ways that government campaigns do not.³⁹

Behaviour change is relevant to many parts of this report. This chapter considers the third sector's unique contribution, an overall framework for influencing behaviour and, in particular, the third sector's contribution to changing energy behaviour.

6.1 The third sector's role

Despite the contribution that behaviour change is expected to make to achieving climate change targets, the government itself is not best placed to directly inspire behaviour change. This is partly due to their perceived distance from people's daily lives and a relative lack of trust in them as communicators, compared to sources such as third sector organisations.⁴⁰ At the national level, government is well placed to provide information campaigns and encouragement to action. But these alone are known to be insufficient, as they do not overcome the information-action gap.⁴¹ Successful behaviour change strategies need to enable, engage, encourage and exemplify, as expressed in Defra's '4e's model' (see figure 3).

Figure 3: The 4 E's model⁴²



With their reach into communities and ability to engage them in programmes relevant to their needs, the third sector is well placed to play a leading role in engaging people with behaviour change, as well as ensuring that the information people receive to enable action is well targeted and responsive to their needs. This is recognised by government, and the sector is likely to play an increasingly important role in government programmes in areas such as improving energy efficiency in existing housing.⁴³

Third sector approaches to changing behaviour often focus on harnessing the power of social networks to build new social norms and to support change. There is increasing awareness that collective approaches are vital to tackling climate change, as solutions such as car pooling, community energy programmes and clubs that share tools or toys require people to work together and frequently rely on third sector support and capacity building. The sector can help link up different initiatives and is a means of sharing skills, normalising green choices and reinforcing them. These are all proven approaches that help secure longer-term commitment to behaviour change.⁴⁴

Increasing numbers of initiatives that foster collective action are resulting in sustained behaviour change. Examples vary from those that create new networks – such as Global Action Plan eco teams or the Climate Outreach and Information Network’s peer-to-peer learning approach – to those taking advantage of existing networks and their trusted relationships to support and reinforce change. These include impressive and ongoing collective achievements by Women’s Institute groups, and relatively newer efforts to build on trade union networks to drive change (see box 13).⁴⁵

Other networks include the Energy Saving Trust (EST)’s Green Communities Programme. It offers free training, advice and support to local groups in tackling climate change through a helpline and the EST website, with a focus on community based energy projects. EST is sponsored by DECC and aims to work in a catalytic manner with third sector organisations and draw on their reach and diversity to maximise the impact of its carbon reduction programmes.

Defra is keen to explore the value of collective, networked approaches to behaviour change and will be funding a pilot project to inform the design of potential further support packages/ interventions aiming to embed sustainable development activities at the community level. The pilot will fund work that encourages more effective networking activity between existing community based organisations or groups in England and provide Defra with useful insights and data into future approaches they could focus on.

Action 33

Defra commits to undertaking a pilot project that examines a collective focus on behaviour change by encouraging more effective networking activity between existing community based organisations or groups in England.

The London 2012 Olympics are also a focus for Defra’s work to support behaviour change. Sustainability lies at the heart of every stage of the London 2012 programme. As well as looking at the construction of the venues, the government is also committed to using the games to inspire sustainable living by individuals and communities throughout the UK. They want communities to feel they have the means to transform their own lives and to make it easier for them to do the right thing by the

environment. Because of their reach, third sector organisations are best placed to translate these objectives into practical, targeted projects that communities and individuals will respond to.

6.2 A framework for exploring behaviour change

Defra is a recognised leader in developing the government's approach to encouraging sustainable behaviours. Its *Framework for pro-environmental behaviours* was published in January 2008.⁴⁶ It summarises their understanding of the evidence on consumer behaviour and is supporting policy and communications development and implementation in Defra, other government departments and externally, including the third sector. The framework covers:

- A set of core principles and approaches for encouraging more environmentally friendly behaviour;
- A set of 12 headline behaviour goals (see figure 4);
- Consumer insight and evidence base: including an assessment of current action and the relative ability and willingness to do more;
- A segmentation model that divides the public into seven clusters, each sharing a distinct set of attitudes and beliefs towards the environment;
- Best practice principles for encouraging sustainable behaviours – these include the benefits of government, business and the third sector working together and the role of trusted intermediaries in extending reach; and
- An assessment of the implications of this evidence for policy development and implementation and the design of communications and marketing tools.

Third sector organisations are involved across Defra's programme, which recognises their key role in contributing to delivery of sustainable living. The evidence base continues to be built and work includes:⁴⁷

- A programme of small scale pilots to test innovative approaches to encouraging pro-environmental behaviour. Delivery partners include third sector organisations;

Action 34

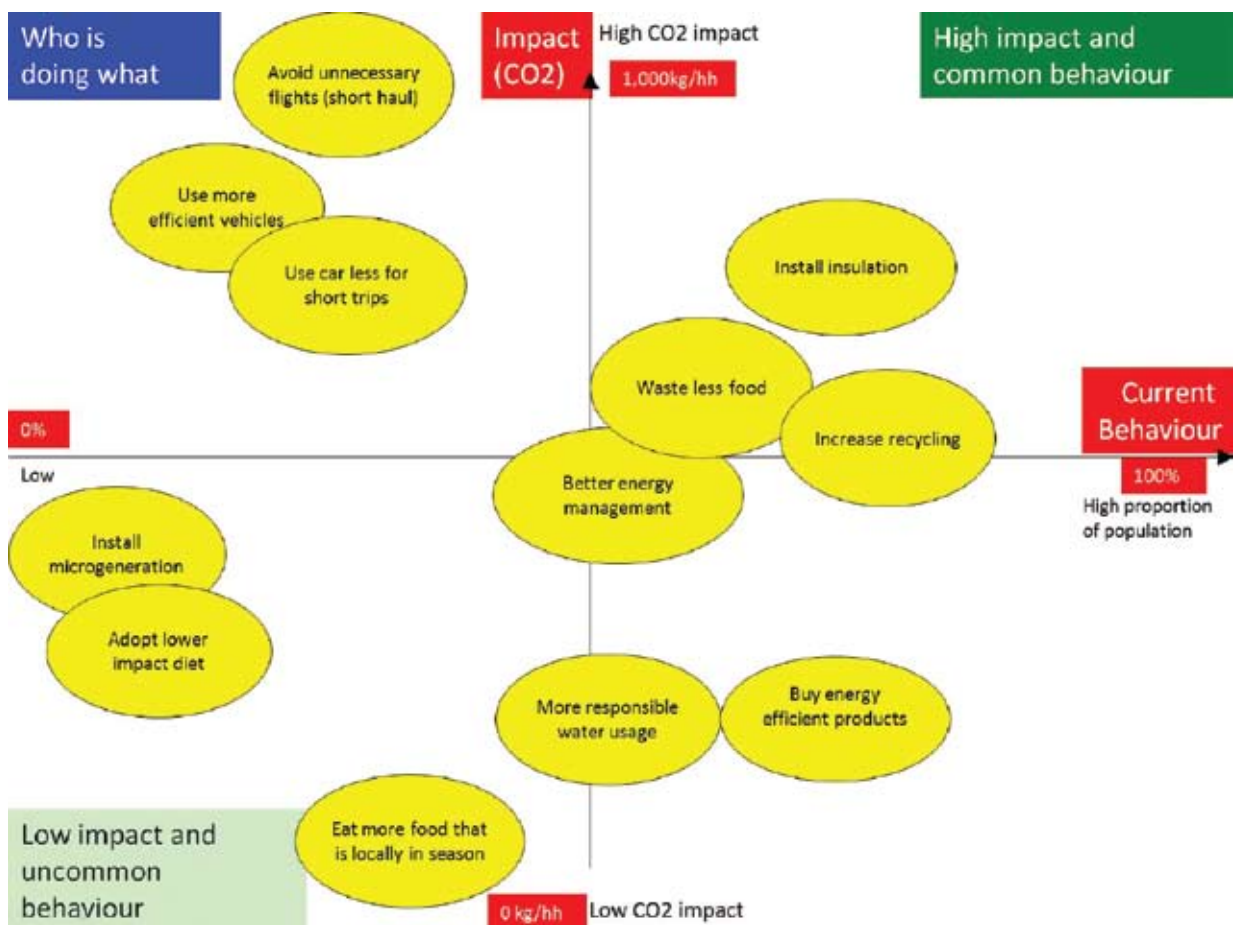
In 2010, Defra has earmarked funding for activities focused on supporting individuals and communities to adopt more sustainable behaviours using the London 2012 Olympic and paralympic games as an inspiration. The funding is for one year only but the intention is that it will catalyse activities that will extend up to 2012 and beyond.

- A programme of social research to provide a broad understanding of current behaviours, how to influence more pro-environmental actions, the motivations and barriers to change and what will best achieve change at a household level across the Defra segments;
- Supporting third sector organisations, other government departments, local authorities and businesses to use the framework and the Defra segmentation model to inform their work to encourage sustainable living, for example, the Greener Living Fund (see box 13); and
- Developing Defra’s strategy and proposals for sustainable consumption policy through 2010 with third sector input.

Action 35

Defra is committed to engaging and working with the sector in developing their work on sustainable behaviours.

Figure 4: Current levels of action on Defra’s headline behaviour goals⁴⁸



Box 13: Defra's Greener Living Fund – harnessing third sector reach

This fund was launched as part of Defra's Third Sector Strategy in November 2008 and promotes greener living across England. Over £6 million has been made available to develop and support projects run by national third sector delivery partners between June 2009 and March 2011. The projects aim to influence pro-environmental behaviours in the wider population and effect change at a grassroots level among individuals and communities. The projects include:

Climate Solidarity – working with trade union members through Climate Action Groups set up by the Climate Outreach and Information Network (COIN) to inspire community action on transport, housing and food and waves of action across unions.

Greener Together will engage 2,600 members of co-operatives in reducing their environmental impact. Through its network, Co-operativesUK will reach a further 200,000 individuals with targeted information and advice on sustainable living.

By setting up more **EcoTeams** Global Action Plan will engage 20,000 households over two years, which should save 10,351 tonnes of CO₂, divert 1,950 tonnes of waste from landfill, create 2,500 new social groups and save households £3 million.

Through **MSC on the Menu**, the Marine Stewardship Council will engage English fisheries, food service suppliers and consumers with certified sustainable seafood.

Eat Into Greener Living will inspire National Trust visitors, members and the public to buy, eat and grow more sustainably produced local food through visitor engagement, training for staff, volunteers and tenant farmers, and new food growing spaces.

Degrees Cooler will see the National Union of Students increase the pro-environmental behaviours of over 90,000 students and staff across twenty universities in England, with a focus on energy management, recycling, reducing non-essential flying, and adopting low carbon diets.

Broadening the Reach of TravelSmart aims to reduce car use for short trips and encourage alternatives. Sustrans will provide tailor-made information and support to 25,000 households and reach more through links with local authorities.

SHARE: Social Housing Action on Resources and Environment, delivered by Waterwise aims to achieve environmental savings through water efficiency retrofits and community action teams to support households in reducing their impact.

www.greenerlivingfund.org.uk

The greatest resource in the fight against climate change is people – as individuals and collectively as communities. DECC has a clear remit to motivate all civil society to change energy consumption behaviours, invest in household and business carbon reduction measures and support policies which will have landscape and community impact. DECC's engagement with key strategic partners supports its behaviour change policies through external engagement opportunities, consumer marketing and the flagship Act On CO₂ campaign and tools such as the online carbon calculator. A vital aspect of

this is their community engagement work. DECC has limited resources and so must focus in ways that are complementary to existing activity; by filling gaps and acting where only government can. Their strategy is to leverage the work of stakeholders, in particular third sector organisations and appropriate campaigns, and support them, where they can, with assets including their carbon calculator, ministerial endorsement and Act On CO2 linkage.

Action 36

To help target potential partners and appropriate delivery vehicles for encouraging the behaviour change needed to achieve a successful transition to a low carbon Britain, DECC will undertake a mapping exercise of related activity in a variety of third sector and other communities.

6.3 Partnership approaches to changing energy behaviour

Improving household energy management through practical changes to the fabric of a building and behaviour change is a key focus for CLG and DECC and there is a significant potential for the third sector to be an effective partner in these efforts.

As set out in the recently published *Warm Homes, Greener Homes Strategy*, the government thinks that a greater focus on local level action is likely to be key to more cost effective delivery, helping remove some of the ‘hassle factor’ associated with more major measures through tailored solutions and providing a more trusted source of advice for householders. Any local level action should enable those organisations most capable of engaging householders to work together. Ideally such partnerships would aim to involve third sector organisations operating at a local level. The government recognises that these organisations are often best able to interact with local communities and hard to reach consumers and may well have established, trusted relationships and local networks. This local approach, coupled with new finance options to enable people to improve the energy efficiency of their home, even where they may not have the up front capital to pay for the improvements, will represent an important step change in household energy management.

The Community Energy Saving Programme (CESP) is an important exploration of this principle. As set out in the government’s *Warm Homes, Greener Homes Strategy*, DECC and CLG will work with the third sector to make the most of this potential, building on valuable learning from existing schemes, such as the Low Carbon Communities Challenge (see box 14 below), to ensure they are able to develop the most effective local partnerships to deliver activity to encourage people to reduce their energy use. DECC and CLG will work with third sector partners to make the most of this potential.

With a specific focus on reducing household carbon emissions through behaviour change, the third sector and CLG will work together to establish a sector-led partnership of national and local government and the third sector to consider:

-
- How to mobilise and maximise the role of existing community groups and organisations to reduce carbon emissions from existing homes e.g. through allocation of specific seed-corn funding for projects or strengthening channels for advice;
 - The ongoing role of communities in meeting the climate challenge and how we can build on existing initiatives to further empower communities, particularly through existing community groups, to meet carbon reduction and climate change targets; and
 - How to support existing programmes run by existing bodies with new projects.

This partnership will provide a model of working which could be used to explore the best means of delivering behaviour change on other issues in future.

Action 37

The third sector and CLG will work together to establish a sector-led partnership involving local and national government, the third sector and other sectors, to work together to develop actions for changing individual behaviours in the use of household energy through community action. This partnership will bring together expertise and key stakeholders to support local areas in developing behaviour change programmes to be delivered by local partnerships, especially the third sector, operating in local communities. Programmes may vary, but there is a case for early action in respect of changing individual behaviours in the use of home energy.

Box 14: The Low Carbon Communities Challenge

A pioneering government initiative for the third sector, steered by the third sector and working in partnership with the third sector, the Low Carbon Communities Challenge (LCCC) is a cross government two-year research programme designed to test delivery options for achieving ambitious cuts in carbon emissions at community level. DECC is providing £10 million for capital expenditure on energy efficiency measures in 22 test bed communities, enabling the development of bespoke local schemes to improve energy efficiency and tackle the wider issue of climate change. Each winner will receive up to £500,000 each (in exceptional cases more). Fifteen winning communities are led by third sector organisations. The rest are local authorities working in partnership with grassroots third sector groups.

Individuals from third sector organisations – such as the Transition Network, Business in the Community, Keep Scotland Beautiful and the Women's Institute – are on the LCCC steering group, working alongside government officials from DECC, the Welsh Assembly Government, the Northern Ireland Executive, Defra, the Office of the Third Sector, CLG and the Department for Business, Innovation and Skills. Co-funding has been provided by many of these organisations.

The programme will help to challenge and shape government policy, to galvanise and support local action, and provide vital insights into the technical innovations and social changes required to enable Britain to reach its carbon reduction targets. Specifically, it will help government understand the potential role of communities in the transition to a low carbon future and the systems, infrastructure and governance required. It will also help to establish positive models for community action and enable the sharing of ideas, stories

and information to inspire other communities to launch their own low carbon initiatives. Examples of LCCC winners include:

Lammas Low Impact Initiatives Ltd, Pembrokeshire, Wales, will focus on a community building that will become a hub for the village and a centre for education on low impact living. The outcome will be a replicable, integrated rural sustainable development model. The project will be delivered using a combination of green technologies, permaculture cultivation methods and natural building techniques.

Haringey Council and the Muswell Hill Low Carbon Zone, North London – Muswell Hill sustainability group provides strong community leadership with Haringey Council providing support and resources. The application includes solar power installations on four schools to be used as a learning tool and to encourage behaviour change, a mobile sustainable learning facility, cycle parking. A community renewable energy company will also gain funding to generate income for carbon reduction measures in the community.

Ashton Hayes, Cheshire, has been working to become England's first carbon neutral community since 2005 and has already cut average emissions from the 370 homes by 23 per cent. It will spend the LCCC money on a renewable generation technologies to power parts of the community. These include a renewable energy combined heat and power plant focused on the school and will link with measures to encourage energy efficiency via real time displays and demand side management.



SUSTAINABLE PUBLIC SERVICES

The opportunity

Create sustainable public services – climate change could create significant new pressures on public services. The third sector has a vital opportunity to influence the response and to reform the way that public services are delivered, ensuring that they are sustainable, reduce carbon emissions and better meet the needs of users.

Service provision accounts for 36 per cent of the third sector's overall income, with the sector collectively responsible for delivering £12.1 billion worth of public services.⁴⁹ These include a wide range of health, social care, environmental, educational and housing services that reach some of the most disadvantaged groups in society and make a positive difference.

Over the past decade the scale and scope of third sector service provision has rapidly developed and led to new relationships between the government and the third sector. In some areas the shift from the state to the third sector has been particularly marked. Social care organisations now receive £4.2 billion worth of statutory funding for service delivery due to a shift away from state provision and an overall increase in the range of support available.⁵⁰

The third sector brings significant benefits to service delivery, with increasingly tailored, personalised services that are responsive to service users and their needs, and it has become the main activity for many organisations. The scale of their delivery makes it an essential area to look at in light of climate change impacts and a service-based approach will be critical to engaging the many organisations that focus on it.

Box 15: Magpie recycling⁵¹

Magpie Recycling started in 1990 with three volunteers collecting drink cans, glass and office paper from local businesses in Brighton and became a co-operative in 1992. They now have 30 staff and collect recyclables from 5,000 home and 1,000 businesses in Brighton and Hove, demonstrating the third sector's innovation and ability to develop and deliver services that go on to become a core local authority service. In comparison, the local authority only introduced paper recycling in 2001 and multi-material collection in 2003. Whilst Magpie has not become a service agent for the council they retain customers by more regular service and collection of more materials. And they continue to innovate with the development of other services, such as the trial of a new food waste recovery system with the University of Brighton.

Having developed many of the environmental services we now take for granted, such as doorstep collection of recycling (see box 15 above), this chapter explores the sector's potential to take the lead in exploring what climate aware public services will look like. It also examines the role of procurement and commissioning in driving more sustainable service

7.1 The future of public service delivery

Third sector service provision often involves working in deprived areas to support those with complex needs, operating in the absence of other support and under significant existing pressures. Many of these disadvantaged groups in society will be hit hardest and fastest by climate change. In the social care sector, the sector's largest area of service provision, the challenge of an ageing population already looms large and climate change will place yet more pressures on its ability to meet the needs of its beneficiaries. In the heatwave of 2003 there were approximately 2,000 excess deaths in England – 85 per cent of which were people aged 75 and over.⁵²

It will be hard for many organisations to make space to examine the implications of climate change for their beneficiaries and services. But there is an opportunity here for the sector's provision to embed efforts to tackle climate change, build in a response to its impacts and ensure that high quality third sector service provision continues into the future.

Many service providers are already acting on this. Organisations like the British Red Cross have recognised that climate change will be the cause of an increasing number of the disasters that they respond to in years to come. As a result they are seeking to embed action on climate change in the way they do business. And box 16 below sets out the social care sector's strategic approach to examining the impacts of climate change on their service delivery.

Looking ahead, there is a need to explore the impacts of climate change on the breadth of third sector service provision. It will be reshaped by climate change, become more resource efficient and new services and opportunities will develop, such as shared local transport schemes, local food services and a strengthening of infrastructure that enables low carbon living. Communities will also need support in the face of sea level rises, increased flooding and the disadvantages that climate change has the potential to exacerbate. Planning and preparing for this calls for an examination of future third sector service delivery in light of climate change.

An agenda setting report on the future of public service delivery in a climate changed world, and the sector's key role in delivering them, would be of great value in better understanding the challenges ahead and the impacts and opportunities for the sector. Its research should be informed by third sector input and seek to engage chief executives, service heads and procurement officers in an exploration of the issue and raise its profile as one to take into account when planning service provision.

It will have a particular focus on the future of third sector commissioning and how the multiple objectives that it delivers against can be better valued in light of the need to act on climate change.

The report will illustrate the impact of climate change on different areas of third sector service provision, promote the need for change that embeds an approach to climate change in service provision and a response from the sector that seizes the opportunities on offer, as well as setting out a direction of travel.

Action 38

Defra and ACEVO commit to jointly producing an agenda setting report that will provide new insight into the future of public service provision and the sector's role in it in light of climate change impacts.

Box 16: The sustainable social care programme⁵³

The Department of Health has commissioned the Social Care Institute for Excellence (SCIE) to run this programme and bring together an interdisciplinary team of adult social care, health and sustainable development professionals. It aims to provide practical solutions to develop sustainable social care that remain aware of the pressures facing social care services.

Coping with the needs of an aging population is a key challenge for this sector, which the impacts of climate change and health inequalities will exacerbate. The vulnerable groups served by the social care sector are most at risk, so the case for developing a sustainable sector is compelling. The Sustainable Social Care Programme will explore how the sector can develop in ways that simultaneously address the social, economic and environmental factors affecting them. Key

elements include a research project to examine the conditions for a sustainable social care system, capacity building and web based guidance and support for stakeholders. Areas of focus are:

- The design of personalised services that also meet wider community needs;
- Achieving efficiencies that generate environmental, social and economic benefits for individuals, communities and society;
- Exploring the impacts of social care services on carbon emissions;
- Dealing with the effects on vulnerable groups of extreme weather events such as flooding and heatwaves; and
- Whether climate change provides common cause for commissioners, providers and users of social care services, stimulating the market for low carbon solutions.

7.2 The role of commissioning and procurement in securing sustainable services

The third sector has great potential to innovate and provide sustainable services to its beneficiaries and often leads the field in doing so. But it will be commissioning and procurement requirements set by national and local government that drive the improvement of many third sector organisations.

If environmental impacts and the approach to climate change in service development and delivery are not part of the commissioning criteria then many organisations will have insufficient incentive to focus on them. For some organisations, the belief that sustainability will become more central to commissioning is already motivating them to examine the impacts of their activities and ensure they will be able to meet any future requirements. For others, the linking of sustainability to their ability to earn income as service delivers will be a powerful motivator.

To help build third sector capacity in this area, Capacitybuilders national support services include a work stream on Income Generation, delivered by ACEVO. ACEVO is working pro-actively to ensure that environmental sustainability is included within this, and that organisations from the sustainability sector receive procurement support. This work stream includes activity to help the sector become more effective at competing for and winning contracts for public service delivery, including by demonstrating strong environmental performance. It aims to help organisations understand and prepare for the potential impact of climate change on commissioning practice.

ACEVO is also publishing a series of Sustainability Challenge publications for third sector leaders. This includes looking at how government procurement processes and grant funders are likely to require sustainability in the services they commission and support. Two further publications look at steps that chief executives need to take on environmental performance management and on reducing carbon footprints (to be published in early 2011).

Policy through Procurement

The Office of Government Commerce (OGC) has been working for some years on the use of public procurement in indirect pursuit of policy agendas related to sustainability. The number of policy agendas that ministers have decided to pursue through procurement has been rising, including timber, equality and fair trade, to the point that there has been a general call for prioritisation among the 12 or so agendas that government had committed to.

Ministers have recently announced the priority policy areas that public procurement will seek to address, and the government's intention to harness the £220 billion per annum spent on public procurement to deliver progress on them.⁵⁴

These are:

- Removing the barriers to participation in public procurement faced by small businesses, including third sector organisations;
- Skills training and apprenticeship opportunities and tackling youth unemployment; and
- Resource efficiency focusing on carbon reduction.

For the first time OGC, along with other lead policy departments, has been given a clear steer from Ministers on where it should focus its Policy through Procurement (PtP) efforts. It is of great relevance to the third sector, and the agenda that this report focuses on, that third sector access and reducing emissions through procurement are two of the three priorities. OGC will be involved in and support work in this area moving forward.

An action plan related to these priorities was published in January 2010⁵⁵ and includes more detail on the three areas, as well as a set of key performance metrics to monitor government progress and a list of key milestones to be delivered. A voluntary supplier charter is also being developed, which will set out the scope for taking action on a voluntary basis through ongoing supplier relationship management. It will set out a series of commitments for both government and suppliers and aim to provide suppliers with greater clarity on the three priority areas and consistency of engagement.

Collaborative procurements will embrace the PtP priority agendas. The charter is not a legally binding document so signing it does not guarantee future business for suppliers, nor does a failure to sign constitute a reason for excluding a supplier from a future procurement.

Actions 39 – 40

OTS will use its cross government networks to influence third sector strategies and commissioning frameworks in reference to climate change, sustainability and the environment.

One meeting of senior-level champions will be set aside for a presentation on the subject by an environmental organisation, and will include discussion of the Task Force action plan.

OTS commits to adopting sustainable procurement rules with an 'in-principle' commitment to purchasing green alternatives where they offer better value for money.

Third Sector Contracting Programme

The third sector has a significant role to play in delivering public services in a fair, efficient and innovative fashion. It is vital that government fully understands how to best engage the third sector in service delivery. In recognition of the importance of this issue, a Cabinet Committee has been set up to “To consider issues relating to the third sector’s involvement in public service delivery.” This is the first Cabinet Committee exclusively focused on the third sector and reflects the government’s increasing commitment to supporting the sector.

Climate change has significant implications for delivery of public services, both in terms of delivery mechanisms, demographic profiles and in response times. It will need to be a serious consideration for any third sector organisation delivering public services, and is encompassed by the Cabinet Committee remit.

The Cabinet Committee is supported by a cross-government contracting unit hosted by OTS. The unit identifies and prioritises public service contracting opportunities for consideration by the Committee; develops recommendations on these services; and supports departments to implement the decisions of the Cabinet Committee.

It is important that the third sector is able to provide direct input into this process. An advisory body exists to advise the Cabinet Committee on the third sector, and to share learning during and following the implementation of the Cabinet Committee’s agreed responses in order to inform future analysis of public service contracting opportunities.

Actions 41 – 44

Cabinet Office will bring the Secretary of State for Defra on to the Committee on third sector involvement in public service delivery to share the insight of his department and benefit from the experience of other departments.

OTS and DECC will explore ways of contributing DECC’s expertise to this programme.

OTS will nominate ACEVO to lead on an environmental work stream on behalf of the contracting unit’s advisory body. Members of the Task Force will also be invited to provide specialist expertise to the advisory body on an ad hoc basis.

Defra is committed to promoting more sustainable delivery of government services and will work with other government departments through the Cabinet Committee to ensure that the multiple benefits (social, environmental and economic) delivered by third sector bodies are fully recognised in commissioning and procurement.

Third Sector Commissioning

From the sector's point of view, there is a need to ensure that commissioners are aware of the value of third sector service delivery, with the ability to deliver more personalised service based on an understanding of local needs, and the ability to deliver across multiple objectives. The National Programme on Third Sector Commissioning (NPTSC), established by OTS in response to recommendations in the last cross cutting review of the third sector,⁵⁶ has been helpful in addressing this. It has already developed a wide range of practical resources for third sector organisations and the public sector with more in the pipeline. The initiative has trained over 1,000 commissioners, supporting them in gaining greater insight into the benefits of working with third sector organisations and understanding the issues they face in accessing the commissioning process. This aims to enable greater participation of third sector organisations within the commissioning process, including being able to compete with larger, better serviced competitors from private and public sectors.

The NPTSC is therefore an important avenue through which there can be greater communication about climate change – its impacts on their services and the ways in which commissioning can help to address it – with commissioners and the third sector service delivery organisations that take part in their programme.

Action 45

NPTSC, with support from IDeA, will promote existing resources across the environmental sector and ensure future resource development aims to deliver the triple bottom line of social, environmental and economic outcomes.



GREEN JOBS, SKILLS AND ENTERPRISE

The opportunity

Create new jobs, skills and enterprises – the third sector can create jobs in areas like energy efficiency and community transport, providing communities with more tailored delivery and creating wider benefits for the local economy and the jobs and skills market.

The global recognition of the need to tackle climate change and develop a low-carbon economy is creating new industries and jobs in many sectors, in the UK and globally. There are already an estimated 800,000 people in low carbon jobs and the government estimates that this could rise to as many as 1 million by 2020.⁵⁷ Many third sector organisations, from BTCV to social enterprises like Hill Holt Wood and the trade union movement, work extensively on turning this vision into a reality.

The third sector has a vital direct role in providing these jobs. Many will involve tasks best delivered by people with in-depth knowledge of the communities they work in and an ability to engage them in their efforts. For example, the government envisages a national strategy to improve the energy efficiency of homes, including a commitment to insulate all practical lofts and cavity walls by 2015, and to begin to ramp up delivery of more significant measures such as solid wall insulation. A local partnership approach that engages communities and employs third sector organisations as trusted sources of information and delivery is likely to achieve greater buy-in, deliver knock-on behaviour changes and open up opportunities for those who participate, as discussed in section 6.3. The opportunity for the third sector to build on its existing experience in delivering services that provide local employment and economic benefit is immediately apparent.

Social enterprises have a key role in capitalising on the economic opportunities that can flow to the third sector from tackling climate change. This chapter explores how to maximise their potential and ensure that initiatives are able to share their learning and inform future policy development. The chapter also examines the need to provide a compelling evidence base of the green skills already present in the sector and the need for financing that promotes a triple bottom line approach.

8.1 Social enterprises and climate change

Social enterprises offer the prospect of greater equity of economic power and a more sustainable society by combining market efficiency with social and environmental justice. They are businesses

that aim to achieve positive change. Their social or environmental objectives are central to what they do and their surpluses are principally reinvested for that purpose in the business or in the community. There are at least 62,000 social enterprises in the UK operating across an incredibly wide range of industries and sectors and contributing at least £24 billion to the UK economy per year.⁵⁸ They incorporate a range of business models including cooperatives and mutuals, development trusts and community enterprises, housing associations, credit unions, leisure trusts and social firms.

Social enterprises have a pivotal role to play in creating a more sustainable economy, mitigating the impacts of recession and building low carbon communities. Their work helps to meet environmental and economic objectives, generate new jobs and skills, engage communities and provide opportunities for disadvantaged groups in the workforce. Their innovation in sustainable resource use, eco-build and community owned renewable energy is particularly notable and, as many complement their services with education and awareness raising outreach, they also have significant potential to drive behaviour change. In comparison to many small and medium enterprises (SMEs), which struggle to comply with environmental legislation, social enterprises working in the environment not only provide environmental services to other SMEs, but act as exemplars of best practice.⁵⁹

To ensure that social enterprises can reach their potential in efforts to tackle climate change there is a need for:

- Better information sharing;
- More support for their job creation potential; and
- Focused support on fields with the most potential, such as resource use.

Sharing information and support

Greater sharing of best practice between social enterprises is key to progress in tackling climate change. Very innovative projects are underway around the country, building skills, knowledge and experience, as box 17 demonstrates. But these valuable resources often do not get shared with other initiatives that would benefit from them greatly, due to stretched capacity and lack of clear avenues for sharing practice. There is also a need for greater understanding of the green skills base that social enterprises offer, as discussed below in section 8.2. The diversity of organisations that could be classed as 'green enterprises' make a single information source a challenge but the Social Enterprise Coalition (SEC) can offer a useful first point of contact for support.

The Innovation Exchange, set up and funded by OTS and run by a consortium involving ACEVO, offers another avenue for sharing good practice. It exists to connect third sector innovations that, on their

own, may struggle to sustain or scale up their work. The website – www.innovation-exchange.org – brokers relationships between innovators, commissioners and investors, helping innovators and those in search of solutions to connect and collaborate. Its Next Practice programmes work with stakeholders from across public services to source high-potential innovation projects and help them to build the alliances around their work that will ultimately be critical to their success.

A Green Next Practice programme, to be run by the Innovation Exchange in 2010/11, will look to build on the work of the Task Force. It will support high-potential third sector innovations that can help to reduce carbon emissions or build society's capacity to reduce carbon emissions, with a particular focus on those with significance for public services. The Innovation Exchange will work with stakeholders from across the third sector, public services, the environment sector and the public to identify high-potential innovation projects. It will then use events, the web, coaching and facilitation and brokerage to help develop their work. This will build on NESTA's Big Green Challenge,⁶⁰ which has created a bank of innovative ideas, many of which need support to engage with commissioners and investors and develop their work. DECC has expanded that challenge and has provided funding for an additional 17 grassroots projects, thereby increasing the pool of innovative ideas.

Many of the communities involved in the DECC-led Low Carbon Communities Challenge (see box 14) will be using social enterprises to deliver their projects. To provide the necessary support in setting up social enterprises OTS, as part of their social enterprise action research, has made funding available for a specialist contractor to work with communities. This contractor will support the communities in setting up the most appropriate social enterprise model for their projects, including the necessary governance, legal and financial structures. The contractor will also be providing a report outlining how government can best support communities in setting up social enterprises in future, and the potential role for social enterprises in establishing low carbon communities.

Actions 46 – 49

OTS will allocate £160,000 in 2010/11 to Defra and DECC to fund and implement their social enterprise action research projects and to develop continuation activity. These proposals will explore the contribution of third sector organisations to key departmental objectives, providing an evidence base for effective service design and delivery.

OTS will provide £200,000 in 2010/11 to fund a Green Next Practice Programme to support innovative third sector services that reduce carbon emissions. This programme will be delivered by the Innovation Exchange.

OTS will link Defra and DECC up with OTS's social enterprise ambassadors and social enterprise strategic partners.

The Social Enterprise Coalition will add a page to its website which links to the different support bodies available for those developing green enterprises.

Box 17: Hill Holt Wood

Hill Holt Wood is a social enterprise established in 2002. It is based in Lincolnshire and operates in 30 hectares of ancient woodland. 2009 saw its activities rapidly scale up with a successful bid to the Future Jobs Fund in partnership with West Lindsey district council. This secured 90 green jobs, and a further 40 were secured through a second bid in partnership with North Kesteven. These jobs will build on Hill Holt's award-winning track record in developing green construction skills and provide valuable employment in Gainsborough, which has high levels of unemployment and areas of housing in poor condition.

The town has over 4,000 new houses planned and aspires to a sustainable approach with eco-construction at the heart, as well as consideration of energy, water, waste and how the community operates. This development is also providing resources that will enable the improvement of existing homes in the area.

Hill Holt Wood's retrofitting pilot covers a range of house types and will demonstrate the potential

for bringing all of them up to very high standard. Once completed, the pilot homes will become social housing. The concept of an off-grid street is also being developed, which will demonstrate the potential to create long-term green jobs linked to local energy, waste and water management. Employees of both projects will benefit from new skills that will be in increasing demand as efforts to retrofit the UK's housing stock begin in earnest. Hill Holt is working with Castle College, Nottingham, to develop accredited courses that enable professional recognition of the new skills and the potential for them to become more widely accessible

The programme of work ahead of West Lindsey and Hill Holt Wood is an inspiring example of the potential that comes from utilising the third sector's expertise and innovation in delivering sustainable improvements in local communities. It has a partnership approach with the local authority, creates employment among the disadvantaged and builds low carbon skills that will have enduring value for those involved, as well as the UK skills base as a whole.

Creating jobs

When the Future Jobs Fund was announced in the 2009 Budget and launched in May 2009, in response to the recession and rising levels of unemployment, the government saw a clear role for social enterprises and other third sector organisations.⁶¹ The £1 billion fund will provide 170,000 jobs between October 2009 and March 2011, of which 15,000 will be in social enterprises and 10,000 will be green jobs. In the face of climate change, social enterprises have increasingly become the focus for the creation of so-called 'green jobs', which have the potential to deliver triple bottom lines and are a key part of the transition to a low carbon economy.

The challenge with this, and other job-creation schemes, is ensuring that they are able to support the creation of a wide range of green jobs and that the jobs have long-term viability. Social enterprises

such as Hill Holt Wood (see box 17 above) and third sector organisations like BTCV, the Wildlife Trusts and Groundwork, have identified the need for a wider range of jobs in energy and waste and in areas like greenspace management, biodiversity improvements and environmental auditing. The Future Jobs Fund has enabled many of these jobs to be created and the third sector will be working to ensure that their ongoing value and delivery against employment, social and environmental objectives is sustainable in the long term. Hill Holt Wood is providing useful insight into how to address this by building long-term green jobs into their developments.

The third sector is ideally placed to invest in creating sustainable green jobs and new skills that meet employment objectives, as well as wider social and environmental benefits. But it will be essential that schemes are framed in ways that enable them to support these kinds of jobs and are accessible to smaller social enterprises and third sector organisations.

Action 50

Government will consider the lasting benefits and legacy of the Future Jobs Fund, including the impact on the third sector.

Action 51

Social enterprise will promote the development of new green business in the sector, sharing knowledge and best practice.

Focused support on the resources sector

Many successful social enterprises focus on diverting waste from landfill and simultaneously provide employment and goods that would otherwise not be affordable for communities and businesses (see box 15). They close resource cycles by reusing and reconditioning items such as furniture and white goods and are the fastest growing area of social firm start up.⁶² In the process, they create considerable social return on investment and help to realise objectives in job creation, up-skilling and resource efficiency. The resources market is underserved and social enterprises and community recyclers and re-users have led the way in creating a market that has significant potential to expand, with environmental and economic benefits. Indeed, the expansion of such activities will be vital to meeting climate change targets.

For example, Green-Works, a furniture re-use company, calculates that half a million tonnes of office furniture is being sent to landfill every year. They have a turnover of £2.5 million and employ 80 people from disadvantaged backgrounds, compared to the two that would have been employed sending the furniture to landfill. Yet they represent under 1 per cent of the potential market for office furniture alone, offering huge scope in economic opportunities for competitors and in the environmental benefits of increasing re-use levels.⁶³

SEC's 2010 manifesto also highlights the need to better support this sector. It argues that there are good foundations in place to encourage re-use and recycling social enterprises to grow and that financial incentives for re-use should be considered.

Action 52

Defra will support WRAP and the REalliance CIC in their work building the capacity of the third sector to provide waste and resource-related services, and in particular, improving monitoring and reward systems that recognise the wider social returns that are characteristic of the sector.

8.2 Unlocking the third sector's climate change skills

Skills Third Sector, established in 2009, is a new sector-led, independent charity that will help to ensure the third sector has the skills and learning it needs to do the best possible job. Their vision is for third sector organisations to have the staff, volunteers and trustees with the diversity of skills and people they need to make an ever growing contribution to their communities. Their recent creation offers an opportunity to build an awareness of the need to tackle climate change into their approach to meeting the third sector's skills needs – through their business plan and their skills strategy. They are committed to acknowledging climate change as a key issue for the sector that creates skills needs. But they also recognise it as a key opportunity for the sector, as it is well placed to offer or develop many of the skills that will be needed to tackle climate change at community level.

Action 53

Skills Third Sector will integrate action on climate change into their best practice programmes for trustees and third sector leaders.

The Task Force has noted that many of the skills that will be critical to our efforts to build a low carbon society – community engagement, energy conservation, fuel poverty initiatives, and green building skills in particular – are held by the third sector, as the Hill Holt Wood example above demonstrates (box 17). These skills are evident in the success of the many innovative projects undertaken by social enterprises, cooperatives and community groups around the country. But at the national level and in the relevant skills councils, which are informed by the views of large private sector building firms, there is a sense that Britain lacks green skills and an uncertainty about how we secure them.

There is a significant opportunity here to uncover and bring together a compelling evidence base of the invaluable skills and experience embedded across the third sector. This will demonstrate the sector's huge potential to be leaders in sharing these skills and building a low carbon Britain and encourage other third sector organisations to seize the growth and earning potential that such opportunities offer.

An audit, with a focus on green building skills, will uncover valuable skills that many innovative projects have developed but which they don't have a chance to share. This can then be used as an advocacy tool, both within the sector to demonstrate the opportunities, and with government and the private sector to demonstrate the value that the third sector can offer and the need to work together to get the skills they have built up into the mainstream.

Skills Third Sector will also work with the other skills councils to identify what relevant climate change skills units already exist and how they could be better used in combination to drive climate change skills forward. They will also jointly look at what gaps exist and where there are opportunities for inserting climate change units into existing skills programmes. The need for this was another key finding of the Schumacher college study on learning support for the third sector in dealing with the climate change.⁶⁴

Actions 54 – 55

Skills Third Sector will undertake a skills audit to identify the climate change skills that the third sector can offer.

Skills Third Sector will drive joint work with other sector skills councils to maximise the opportunities for climate change learning to be embedded across their programmes.

8.3 Investment and finance: the social investment wholesale bank

The Government is committed to enabling organisations delivering social impact to access the finance they need to grow, thrive and become more sustainable. As social enterprise grows, and as third sector organisations increasingly face a commercial environment, investment for growth and development becomes more important. Yet it is argued that access to appropriate funding and finance can often be the single biggest concern facing organisations driven by a social and/or environmental purpose.

The government is now taking forward work on a social investment wholesale bank (SIWB), which will work through intermediaries to increase investment in organisations delivering social and environmental impact. In the 2009 Pre-Budget report the government announced its intention to commit up to £75 million of the funds expected to be released through the Dormant Accounts Scheme in England to the SIWB.⁶⁵

Actions 56 – 57

OTS will ensure that any potential Social Investment Wholesale Bank will adopt a 'triple-bottom line approach' and will aim to create a combination of social, financial and environmental value.

Defra will continue engagement with OTS following the SIWB consultation to help ensure that the environmental aspects of the bank are reflected moving forward.

ANNEX 1

TASK FORCE WORKING GROUPS

Working group 1 – Leadership

Chair	Tom Flood	BTCV
Task Force members	Maria Adebawale Jo Butcher Stephen Hale Clare Thomas Simon Berry Annie Cooper	Capacity Global NCB Green Alliance City Bridge Trust Defra OTS
Co-opted members	Seb Elsworth Matthew Scott Mark Walton Richard Williams	ACEVO CSC CDF and Every Action Counts NCVO
Secretariat	Belinda Pratten Eleanor Carter	NCVO BTCV

Working group 2 – Jobs, procurement and service delivery

Chair	Liz Atkins	NCVO
Task Force members	Nigel Lowthrop Roger Smith Ian Leete	Hill Holt Wood and SEC British Red Cross OTS
Co-opted members	Helen Briggs Graham Duxbury Ron Fern Bill Garland Nick McAllister Mary Rayner Daniel Shah Matthew Thomson	Rutland County Council Groundwork BTCV CSV UK ACEVO Co-operatives ^{UK} SEC (formerly of) London Community Resource Network
Secretariat	Olof Williamson	NCVO

Working group 3 – Communities

Chair	Maria Adebowale	Capacity Global
Task Force members	Maria Arce Lola Barrett Sylvia Brown Jo Butcher Ben Hughes Ian Jones Fay Mansell David Shreeve Kevin Devers Alex Mason Peter Matthew	BOND (formerly of) NAVCA ACRE and CSC NCB bassac and CSC Volunteer Cornwall NFWI Church of England & the Conservation Foundation DECC DECC CLG
Co-opted members	Andy Johnston	Local Government Information Unit
Secretariat	Jeremy Fennell	bassac

Other thanks

The Task Force extends its appreciation to members of the children’s sector working group that met with Jo Butcher at NCB during the course of the Task Force’s work. The papers that came out of this work informed the discussions of the Task Force working groups and helped to shape the focus of the report.

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Third sector members of the Task Force



Representatives of other third sector organisations sat on the Task Force as individuals, or were co-opted on to working groups. Full lists of those involved can be found inside.