

## **SHAPING OUR FUTURE: IMPLEMENTATION PLAN FOR GOVERNMENT COMMITMENTS**

### **MINISTERIAL FOREWORD**

In March 2010, the previous government published *Shaping Our Future*, a joint report by a Task Force comprising ministers from Defra, DECC, DCLG, and the former Office for the Third Sector (now the Office for Civil Society), and civil society groups with a strong interest in sustainable development and climate change.

We believe that civil society organisations, along with citizens and communities, are at the heart of the Big Society. The Government is committed to working in partnership with civil society to deliver the Big Society vision.

*Shaping Our Future* specifically explored the capacity of civil society organisations to contribute actively to tackling major sustainability issues, especially climate change. It set out a vision and principles for how government and civil society should work in partnership on this agenda in the future. It also contained fifty seven practical actions to achieve the vision, responsibility for thirty five of which fell directly to one or more of the Government Departments represented on the Task Force.

The Task Force agreed a vision for 2015 which is that:

*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 Coalition Government believes that the report's vision and underlying principles are fully consistent with our vision for the Big Society, and that the report continues to provide a valid template for action both by civil society and government. We have, therefore, reviewed the actions assigned to government in *Shaping Our Future* in the light of the most relevant commitments in the Coalition's programme for government, in particular:

- *recognising that the innovation and enthusiasm of civil society is essential in tackling the social, economic and political challenges that the UK faces today;*
- *finding intelligent ways to encourage, support and enable people to make better choices for themselves;*
- *recasting the relationship between people and the state: citizens empowered; individual opportunity extended; communities coming together to make lives better;*
- *taking action to support and encourage social responsibility, volunteering and philanthropy, and make it easier for people to come together to improve their communities and help one another;*

- protecting the environment for future generations; making our economy more environmentally sustainable; and improving our quality of life and well-being.

This resulting Implementation Plan sets out proposals for taking forward, where appropriate, the actions for government set out in *Shaping Our Future*. Reflecting changes to the machinery of government and new Departmental priorities, it also indicates where specific actions will not be taken forward. The Plan does not include detailed project plans or timetables, which will need to be worked up subsequently, often in partnership with civil society. Where implementation depends on the availability of finance this will need to be addressed through normal business planning processes. As an example of our continuing commitment to this agenda, we are taking this opportunity to endorse the Third Sector Declaration on Climate Change.

We look forward to working with civil society partners to realise the benefits that will flow from this work and the opportunities that the Government's focus on localism and the Big Society agenda present for addressing climate change and promoting sustainable development.

*signed by*

**Lord Taylor**

**Defra**

**Nick Hurd**

**OCS**

**Greg Barker**

**DECC**

**Andrew Stunnell**

**DCLG**

## ***Shaping Our Future: Implementation Plan for Government Actions***

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The actions are organised under the headings in the original document.

### **Leadership: A mission for all**

#	Lead Department	Action set out in Shaping our Future	Implementation Proposal
2	All	Task Force members will disseminate these principles [Principles for infrastructure body leadership on climate change] 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.	All four Departments will write to their key civil society networks and strategic partners, highlighting the publication of this Implementation Plan, and encouraging the further dissemination of the Principles.  Note: The OCS Strategic Partners network is under review and will be streamlined, but its core function will remain.
3	Capacitybuilders – OCS to lead	Capacitybuilders will disseminate these principles [Principles for infrastructure body leadership on climate change] through its communication channels and its partnerships with national and local support providers.	Government support for infrastructure bodies is undergoing a review and Capacitybuilders will no longer exist to deliver this role. Work to disseminate these principles has already taken place prior to closure. The principles will be taken into consideration as we develop our new programme of support for frontline civil society organisations.
4	Capacitybuilders – OCS to lead	Capacitybuilders will commission up to five case studies of infrastructure organisations that are leading on sustainable practice, selected from among its grant holders.	See action 3
8	Capacitybuilders – OCS to lead	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.	See action 3
9	Charity Commission	The Charity 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.	The Charity Commission has implemented this action and the standards can be found on the Commission's website.

## Government leadership

#	Lead Department	Action set out in <i>Shaping our Future</i>	Implementation Proposal
11	Defra, DECC, CLG, Cabinet Office	Defra, DECC, CLG and the Cabinet Office commit to the vision outlined in the Task Force report and to working with the sector over the next 5 years to make it a reality.	The Ministerial Foreword to this Implementation Plan reaffirms the commitment of all four Departments to the vision and principles set out in <i>Shaping Our Future</i> . The emphasis in the report's vision is on civil society, rather than government, shaping the future by mobilising and inspiring others to tackle climate change. All four Departments will use their work in support of the localism and Big Society agendas, especially working with and through community-led organisations, to identify practical delivery opportunities which embody the report's vision.
12	Defra	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 Cabinet Committee referred to in the report no longer exists. We will, therefore, use the Big Society Ministerial group to take forward discussions at Ministerial level on how to enhance the role of civil society in public service provision.  Defra will hold a seminar for its Civil Society Advisory Board, its Social Enterprise Strategic Partnership (SESP), local government representatives, and officials from DCLG, OCS and DECC, to identify best practice in the recognition of multiple benefits through public sector procurement and commissioning processes.

#	Lead Department	Action set out in Shaping our Future	Implementation Proposal
13	Defra	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.	<p>The Government as a whole is committed to embedding effective engagement with civil society in all its work. To underpin this we have renewed the Compact to foster better partnership working by make it more tightly focused on outcomes and practical commitments, increasing transparency and accountability. Government departments will set out in their Business Plans how they will apply the principles of the renewed Compact.</p> <p>Defra has recently strengthened its Policy Cycle guidance to give more emphasis to engaging civil society at key points of policy development. We will keep the effectiveness of this guidance under review. We will also review Defra's use of Impact Assessments to see whether they give sufficient weight to civil society engagement.</p> <p>Defra is currently reviewing its Third Sector Strategy with a view to producing a refreshed document which is focused on our application of the Compact and the effective integration of civil society engagement into policy-making processes.</p>
14	Defra	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.	<p>Defra will provide reports to its Civil Society Advisory Board twice per year, on behalf of all four Departments, on progress with the delivery of this Implementation Plan.</p> <p>The remit of Defra's Advisory Board has recently been renewed and strengthened, in particular through the inclusion of a new role to provide support and challenge to the Department on the decentralisation of power and responsibility and the effective promotion of Big Society approaches. It has also been formalised that the Board will meet twice a year with Defra's Secretary of State.</p>
15	Defra	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.	<p>We will explore the potential for a joint workshop between Defra's and DCLG's Advisory Boards and the Departmental Civil Society Liaison Officers network to identify ways to enhance the Government's contribution to the achievement of the Task Force's vision.</p> <p>Note: The OCS Advisory Board no longer exists. DECC does not have an Advisory Board.</p>

#	Lead Department	Action set out in Shaping our Future	Implementation Proposal
16	DECC	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.	DECC's civil society champion is Tracy Vegro who was appointed in March 2009.  All departments also now have a Director General with responsibility for the Big Society agenda.
17	DECC	DECC's Third Sector Champion will oversee development of a dedicated Third Sector Strategy for the department. This will ensure that the third sector agenda is fully reflected across the department's work and examine how the interests of the sector can best be represented across DECC's governance structures and better embedded in their policy making.	DECC engages civil society groups generally through its programmes both for energy efficiency and generation. For example, Greg Barker hosted an event for local authorities and civil society groups on 20 June 2011 to explore how local communities can play a role in the Government's flagship energy efficiency programme, the Green Deal.
18	OCS	OTS commits to recognising the significance of climate change and the importance of sustainable development, embedding action on these issues within all programmes.	New programmes have been commissioned with a requirement to take account of climate change and minimise the environmental impact of the programme. Examples include the Community Organisers and National Citizen Service programmes.
19	OCS	Each OTS programme will identify best practice on environmental sustainability from within its current activities and bring these together on the OTS website.	The OTS website no longer exists following a rationalisation of Government websites to make them simpler and more affordable. Examples will be posted on the Cabinet Office website under the Big Society section.
20	OCS	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 our commitment and provides links to key guidance.	DECC has established the Community Energy online portal to provide support to communities seeking to establish local low carbon and renewable energy projects. This is at <a href="http://ceo.decc.gov.uk">http://ceo.decc.gov.uk</a> . The Big Society or Cabinet Office networks will be used to communicate relevant sustainable development messages, where appropriate.

## A changing sector

#	Lead Department	Action set out in Shaping our Future	Implementation Proposal
24	Civil Society, Defra, DECC, OCS, CLG	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.	The Foreword to this Implementation Plan endorses the Third Sector Declaration on Climate Change.

## Building Resilient Communities

#	Lead Department	Action set out in Shaping our Future	Implementation Proposal
30	OCS lead, CLG, Defra, DECC support	Total Place is a fundamental examination of all money going in to a local authority area, where it is being spent, what it is delivering and how it could be spent differently. As the Total Place concept expands to include additional themes, 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.	<p>The Total Place scheme has been discontinued.</p> <p>Defra is taking forward work on 'Total Environment' (which originated as part of our local government engagement strategy) - a new approach to working with a small group of self-selecting local authorities on environmental challenges which they have identified. This was launched, jointly with the LGA in October 2010.</p> <p>The purpose of the work is to assist local areas in developing new approaches to addressing local environmental issues – taking an holistic, place-based approach in order to make connections between local priorities, identify efficiency savings, and remove barriers and duplication. It is an approach that complements the other 'barrier busting' initiatives across Government – such as Community Budgeting, the Big Society vanguard projects, and the implementation of the Sustainable Communities Act – but with a specific environmental purpose.</p> <p>While Defra has not promoted Total Environment explicitly in connection with the Community Budgets approach, it is an area that some authorities have expressed an interest in looking at (e.g. Greater Manchester in regards to natural environment services, Lincolnshire in regard to flood risk management etc.)</p>
31	Defra	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.	Defra will seek to work with key civil society organisations in achieving its overall objective of a UK well adapted and resilient to the impacts of climate change. Defra will look to work with its delivery bodies and other partners to support civil society groups in their use of the latest climate change evidence including the key risks identified through the Climate Change Risk Assessment especially where their work is key to achieving outcomes in priority areas for action (for example built environment, health and the protection of groups particularly vulnerable to the impacts of climate change) which will feed into the National Adaptation Programme.

#	Lead Department	Action set out in Shaping our Future	Implementation Proposal
32	Defra	<p>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.</p>	<p>Defra commits to maintaining an ongoing dialogue with civil society groups either directly, through its delivery bodies, or working through other partners such as the Climate Change Partnerships, on how they can best support national and local adaptation. It will look to involve key civil society groups in the Adapting to Climate Change (ACC) Programme's stakeholder engagement structures. Defra will continue to post information for the sector, including any forthcoming opportunities for support and information sharing, onto its civil society blog.</p> <p>The new OCS Local Intelligence Team will work collaboratively with DEFRA agencies to support this commitment.</p> <p>Defra is also funding a project to scope out some of the most effective engagement models that local authorities might use in working with civil society and communities to deliver adaptation on the ground.</p>

## Behaviour change

#	Lead Department	Action set out in Shaping our Future	Implementation Proposal
33	Defra	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.	<p>For the key elements of future work with civil society on behaviour change see action 35.</p> <p>Defra's Social Enterprise Action Research (SEAR) programme recently held an event to promote networking between a wide range of smaller community organisations with a focus on locally grown food and the final report will include recommendations on how best to support networking activities. We will look to convene further networking events of this kind in the future.</p>
34	Defra	In 2010, Defra will provide 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.	<p>Defra's Inspiring Sustainable Living grants, worth £800K in total, for projects which use the inspiration of the Olympic Games to promote sustainable living. Four projects have been funded:</p> <ul style="list-style-type: none"> <li>• Bioregional will create a 'One planet living' experience in Sutton from January 2011, which will transfer to the Athletes Village in the Olympic Park from 2012;</li> <li>• East Potential will increase the level of recycling by social housing tenants in flats in 6 housing estates and increase the understanding of sustainable approaches to food and nutrition by disadvantaged young people;</li> <li>• Groundwork will change 20 areas of derelict land into local green spaces or community gardens;</li> </ul> <p>Sustrans will create networks of volunteer Champions to help and encourage people and communities to make active travel choices.</p>

#	Lead Department	Action set out in Shaping our Future	Implementation Proposal
35	Defra	Defra is committed to engaging and working with the sector in developing their work on sustainable behaviours.	<p>Defra's Centre of Excellence on Influencing Behaviours will:</p> <ul style="list-style-type: none"> <li>• undertake work to explore how community and social enterprises can best operate to support sustainable behaviours within the wider community;</li> <li>• work with civil society organisations and businesses to focus on encouraging and enabling greater uptake of sustainable behaviours; it will do this by developing a range of partnership projects with these organisations working to address key issues (such as water efficiency, taking action to protect the natural environment);</li> <li>• publish a Sustainable Lifestyles Framework in Summer 2011 which is a tool to support government and a wide range of organisations such as businesses, local authorities, civil society and communities to develop effective approaches to influence behaviour.</li> </ul>
36	DECC	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.	From late 2012 the Green Deal will be available to every household and business in GB. It will include advice on the behavioural aspects of their energy usage.
37	CLG. Civil Society	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.	The Government is committed to Localism, which is about empowering communities to do things their way – by creating rights for people to get involved with, and direct the development of, their communities, rather than doing things for them. The Localism Bill will create the conditions necessary to enable local communities and organisations to initiate action, for example in support of local Green Deal delivery.

## Sustainable Public Services

#	Lead Department	Action set out in Shaping our Future	Implementation Proposal
38	Defra, Civil Society	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.	Defra will take forward engagement with civil society on communities' response to climate change impacts through involvement in sector led initiatives, for example NCVO's vulnerable people and climate change project.
39	OCS	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.	Ways of working across government are changing and formal networks are no longer the best way to deliver this objective. OCS is developing a programme to support innovation in commissioning, building on the work of the National Training Programme for Sector Commissioners and the Partnership Improvement Programme. The new Reform Programme will ensure that public sector commissioners are able to commission effectively and innovatively, recognising the social and environmental value brought by delivery proposals.
40	OCS	OTS commits to adopting sustainable procurement rules with an 'in-principle' commitment to purchasing green alternatives where they offer better value for money.	This is an ongoing commitment.
41	OCS with Defra support	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.	The Cabinet Committee referred to in the report no longer exists. Defra will continue to work with the Cabinet Office to open up public service delivery to alternate providers, including the voluntary sector. The Public Services (Social Enterprise and Social Value) Bill, currently passing through Parliament, will embed a requirement to consider how environmental value might be improved through commissioning processes.
42	OCS, DECC	OTS and DECC will explore ways of contributing DECC's expertise to this programme.	See action 41.
43	OCS, Civil Society	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.	The Contracting Unit no longer exists.

#	Lead Department	Action set out in Shaping our Future	Implementation Proposal
44	Defra	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.	The Government is stripping back regulation and increasing transparency to make it easier for small businesses and voluntary organisations to compete for local authority contracts. As part of the Growth Review, on 24 March 2011, the Secretary of State for Communities and Local Government announced the introduction of new minimal, light-touch Best Value guidance setting out some reasonable expectations of the way authorities should work with voluntary and community groups when facing difficult funding decisions. This guidance will require the consideration of social, economic and environmental impacts in local authority commissioning processes.

## Green jobs, skills and enterprise

#	Lead Department	Action set out in Shaping our Future	Implementation Proposal
46	OCS, Defra, DECC	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.	This action has been completed.
47	OCS	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.	This action has been completed. Case studies and learning from the programme are available on the Innovation Exchange website.
48	OCS, Defra, DECC	OTS will link Defra and DECC up with OTS's social enterprise ambassadors and social enterprise strategic partners.	The Social Enterprise Ambassadors have been discontinued.
50	DWP	Government will consider the lasting benefits and legacy of the Future Jobs Fund, including the impact on capacity building for new green business in the third sector.	Defra will take forward discussions with DWP on capacity building for new green businesses in the civil society sector.

#	Lead Department	Action set out in Shaping our Future	Implementation Proposal
52	Defra	Defra will support WRAP and the REalliance CIC in their work building the capacity of the third sector to provide waste-related services and in particular improving monitoring and reward systems that recognise the wider social returns that are characteristic of the sector.	<p>Defra's funding of WRAP is being used to set up a Community Engagement Team responsible for helping WRAP's operational teams to increase civil society involvement in the delivery of WRAP's resource efficiency programmes.</p> <p>The Community Engagement Team will:</p> <ul style="list-style-type: none"> <li>• help operational teams to increase their engagement with civil society by identifying opportunities for engagement and new relationships with civil society organisations. Potential areas where engagement could be focussed upon include the collection, sorting, repair and reuse of goods in general from domestic, commercial and public sector sources and specifically furniture, waste electronic and electrical equipment, mattresses and food;</li> <li>• test the sustainability of new business models for civil society engagement. Options for exploring include (i) the uptake of civil society loan finance through existing financial services; (ii) private sector - civil society partnership delivery of service contracts; (iii) a consortium approach of civil society organisations to service provision. Successful models will be documented, disseminated and wider early adoption encouraged.</li> </ul>
56	OCS	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.	Working with experts from the mainstream and social investment worlds and with the Big Lottery Fund, we are aiming to have some functions of a Big Society Bank in place by Spring 2011 and be ready to make initial investments from early summer.
57	Defra	Defra will continue engagement with OTS following the SIWB consultation to help ensure that the environmental aspects of the bank are reflected moving forward.	Defra will continue to explore with OCS opportunities to ensure that the environmental aspects of the bank are reflected, whilst accepting that the Bank, as currently proposed, will be an independent wholesaler investing in intermediaries.

**Note:** The full text of Shaping Our Future may be found at  
[http://www.green-alliance.org.uk/grea\\_p.aspx?id=4721](http://www.green-alliance.org.uk/grea_p.aspx?id=4721)

**Annex A:** Full set of actions set out in Shaping Our Future

**Annex B:** Principles for Infrastructure Body Leadership on Climate Change