



green  
alliance...

# Building a green and prosperous UK Our vision and strategy 2018-21

“

I welcome the work done by Green Alliance in stressing the central role of the UK's innovative low carbon sector, in particular its emphasis on continued international leadership on climate, where we have set the pace in reducing emissions.”

**Claire Perry**  
Minister of state at the  
Department for Business,  
Energy and Industrial  
Strategy



Green Alliance is a charity, independent think tank and advocate, committed to achieving a greener future in today's complex political environment.

The conviction that prosperous and healthy lives, and a better future, can only be realised by respecting the value and constraints of the natural environment is the defining belief of our staff, trustees and network.

We believe that everyone should share the benefits of the transition, and that political leadership is essential to bring about change at the speed and scale necessary.



The 2016 EU referendum irreversibly altered the political landscape in the UK and our ambitions have changed with it. Over the past year we have worked closely with our colleagues across the sector as Brexit progresses.

As we leave the EU, we have first to ensure that our existing environmental protections are not lost. But we also have an eye to the future. There is a need to keep the political space open for the UK to set the global gold standard in environmental policy.

The UK's future is uncertain, but if we were to become a low tax, low regulation economy, this would come at very considerable cost to our environment, as well as to social equality.

Green Alliance will be promoting a more appealing vision of a UK which builds, and increasingly draws on, its strengths as an innovation incubator, in green finance and diplomacy, as well as its status as an international climate leader.

Brexit opens up exciting new opportunities to develop new approaches to improve our environment, accelerate action against climate change and position the UK as a low carbon, resource efficient country, using future trade deals to push up environmental standards around the world. The UK will

continue to be a world leader, as long as our domestic policies and systems of governance are robust and we use our talents to make the UK an exceptional place to live and work.

There are plenty of positives to build on. Young people are politically galvanised and care passionately about the environment. Businesses

are gearing up for the fast growing global low carbon market, as renewable energy in the UK breaks new records for generation and low cost. Electric vehicles are set to dominate the market by the early 2030s and the UK is home to start-ups trail blazing new technologies, driving environmental efficiencies in land use. And notwithstanding President Trump's withdrawal from the Paris climate agreement, the rest of the international community is united in its efforts to tackle climate change.

The need for Green Alliance's approach to coalition building and smart, implementable policy ideas has never been greater. We stand ready to do all we can to shape a positive future for the UK.

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There is a need to keep the political space open for the UK to set the global gold standard in environmental policy.”

Fiona Reynolds  
Chair

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I am delighted that we have Green Alliance holding the UK to account, at the same time as providing well researched advice and guidance that makes it clear that a low carbon, sustainable economy is not only possible but makes incredibly good economic sense.”



**Jürgen Maier**  
CEO, Siemens UK





“

Green Alliance brings together politicians and NGOs to create innovative policy solutions to the environmental challenges we face. In particular, they have been at the forefront of mainstreaming the policy debate around climate change to a place where the only debate now is how fast we move to a low carbon economy.”

**Mike Clarke**  
Chief executive, RSPB





The test of a successful think tank is whether its ideas are adopted by policy makers and whether they work. There is no shortage of smart thinking, but cleverness alone is not enough. Strong evidence and a sense of what is deliverable are essential. So is understanding how change happens and how politics works.

Getting this right is Green Alliance's strength. We have won change through original thinking rooted in evidence, and by co-ordinating powerful civil society and business alliances, drawing on the experience and expertise of the groups we work with.

Brexit is creating huge political uncertainty, but Green Alliance's modus operandi remains as relevant as ever: clear thinking, strong coalition building and sensing when and how to seize the political moment.

Through our co-ordination of the Greener UK coalition, we are defending our environment as we leave the EU, by deploying the combined power and influence of the UK's green sector; we also aim to make the most of the opportunity Brexit offers to improve and enhance our environment.

What sort of country do we want to be? Green Alliance's answer is unequivocal. Our vision is for the UK to be a low carbon, resource efficient, productive economy, that is socially fair and sustained by a resilient and restored environment, rich in nature.

We will continue to work with all parties for the best possible outcome for the environment from Brexit. And we will invest our ideas and expertise in promoting the policy thinking the country needs for a successful future.

Here we outline our priorities. If you are inspired by our vision and would like to work with us, we'd love to hear from you.

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We have won change  
through original thinking  
rooted in evidence.”

A handwritten signature in black ink, appearing to read 'Shaun Spiers'.

Shaun Spiers  
Executive director

# What makes us special?

Green Alliance set out nearly 40 years ago to inject an environmental perspective into British politics. Our founders understood the need for a concerted political response to growing environmental challenges.

We argue the case for action across the political spectrum to keep the environment at the heart of UK politics, recognising the value of strong opposition voices as well as an ambitious government in power.

Long before it was mainstream, we involved businesses in the search for solutions to environmental issues, understanding that their interests were also at stake.

Major companies are key partners on Green Alliance's projects, working with us to advocate effective new policies for low carbon energy, resource efficiency and environmentally beneficial land management.

We are a pluralist organisation, working constructively through partnerships with a broad spectrum of interests, to build strong, long term relationships. This network spans politics, business, academia and civil society. We know that, to be effective, the solutions must be created together and must work for everyone.

Our influence stretches far and wide through the environment sector and our Climate

Leadership Programme for MPs has helped to build a network of supportive representatives in parliament.

This approach is successful.

Our past achievements include many firsts, from kicking off the debate in the 80s that resulted in the first government white paper on the environment, to securing the party leaders' pledge in 2015 that led to the UK becoming the first major economy to phase out coal. And we have been active putting environmental concerns on the Brexit agenda since the EU referendum in 2016.

There is no other organisation in Britain quite like Green Alliance, and Britain is greener thanks to our work. But there is still a long way to go.

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We know that, to be effective, the solutions must be created together and must work for everyone.”



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Green Alliance has done a great job of bringing the environmental sector together as Greener UK, on setting out an ambitious agenda through and beyond the Brexit process. Our organisations are collaborating well, have set out a clear vision for the environment and are having an impact on the political debate.”



**Tanya Steele**  
CEO, WWF UK

“

The scale of socioeconomic and environmental change we need is starting to dawn on politicians and business leaders alike. But, whilst the imperative becomes sharper, the task of delivering it has never appeared more daunting. Green Alliance is playing a vital role in helping to join up the many ‘moving parts’ that transcend our currently siloed approach to business and government, and which demand a truly systemic approach to solve them.”

**Mike Barry**  
Director ‘Plan A’,  
Marks and Spencer



# Our vision

Our vision is for a green and prosperous UK. A country with a healthy environment, beautiful landscapes and flourishing nature, where the zero waste economy is built around thriving green businesses, and where everyone benefits from affordable high quality food, energy efficient homes and sustainable transport.

A green and prosperous UK would be a desirable place to live and work, where the wellbeing of future generations is assured and young people are optimistic about their future. It would use its scientific excellence, capacity for policy innovation and diplomatic talent to set the global standard in environmental protections, as well as its entrepreneurial drive to provide the low carbon, resource efficient goods and services the world needs.

We believe that ambitious political leadership is the only way to achieve this vision in an inclusive and fair way.

# Our strategy

Green Alliance's unique role is arguably more important now than it has ever been. Over the next three years we will continue to help the environment sector respond to Brexit, provide inspiration and space for new thinking and offer policy solutions to the major challenges, like decarbonisation, plastic pollution and air quality.

We will:

**Build political support** for a vision of a green and prosperous UK, based on the highest environmental and social standards. One in which clean growth and environmental leadership contribute to the UK's competitive advantage.

**Secure new laws and governance arrangements** to ensure strong environmental protections after Brexit, including campaigning for a new Environment Act to underpin investment in the environment and people's wellbeing.

**Generate new ideas** for world class environmental policy.

# How we will do this

**Political engagement** to increase the number of MPs and peers across all parties who support enhanced environmental protections.

**Strategic direction for the environment sector**, working with our partners to ensure the well co-ordinated communication of priorities to government.

**Grow our network** of progressive businesses and city leaders to build support for ambitious international environmental leadership by the UK.

**Targeted communications** to keep the environment in the news, clarify evidence and maintain intelligent commentary on environmental issues.

**Expert analysis and thought leadership** to inform robust environmental policy for the UK to take forward into the post-Brexit era.



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Green Alliance has played a crucial role in educating parliamentarians about how the environmental rights, protections and standards we currently enjoy as members of the EU might be vulnerable after the UK's departure and, particularly in terms of specialist legal and political advice, in assisting MPs to contribute effectively to the committee stage debates on the EU Withdrawal Bill.”

**Matthew Pennycook MP**  
Shadow Brexit minister



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In an ever changing political landscape, we work strategically and reactively at the top level of politics. Using our convening power, we will always aim to be politically relevant and develop ideas that politicians can productively use.”

**Paul McNamee**  
Head of Green Alliance's  
Political Leadership theme



# Building political support

Ambition and progress at home will be needed if the UK is to position itself as a world leader in raising global environmental ambitions.

We will:

Show that clean growth is the gold standard for economic leadership in the 21st century, working with business leaders, technology providers and others to make the case.

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Secure the support of MPs and peers to make new environmental legislation as robust as possible and agree future trade deals that drive up environmental standards around the world.

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Work with other sectors calling for high standards, demonstrating support from both business and civil society for high levels of environmental and consumer protection.

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Extend our Climate Leadership Programme for MPs, nurturing new relationships across parliament on shared priorities such as air quality, warm homes and sustainable transport.

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# Securing new laws and governance with Greener UK

The period between 2018 and 2021 will be a critical time as we leave the EU. There has never been a more significant moment for our environment.

Eighty per cent of current environmental law and policy comes from the EU. Repatriating these protections is an enormous challenge.

Following the 2016 EU referendum, Green Alliance led the initiative to found the Greener UK coalition to defend environmental protections through Brexit and improve the outcome for our environment. Our established role as a strategic convener meant we were well placed to host the unit which co-ordinates the coalition's activity.

Greener UK is an unprecedented partnership of 13 major environmental organisations with a combined membership of over eight million. It collaborates with eight other major networks and 23 supporter organisations, covering all four nations of the UK.

By working with the UK government, MPs and peers, Greener UK aims to:

Maintain current environmental protections by ensuring that the EU Withdrawal Bill leads to a watertight conversion of EU environmental policy into domestic law.

Ensure that the UK has a robust domestic governance system with a strong and well resourced watchdog at its heart.

Secure new agriculture policies that support farmers and land managers in maintaining resilient businesses while meeting the challenge of restoring the natural environment.

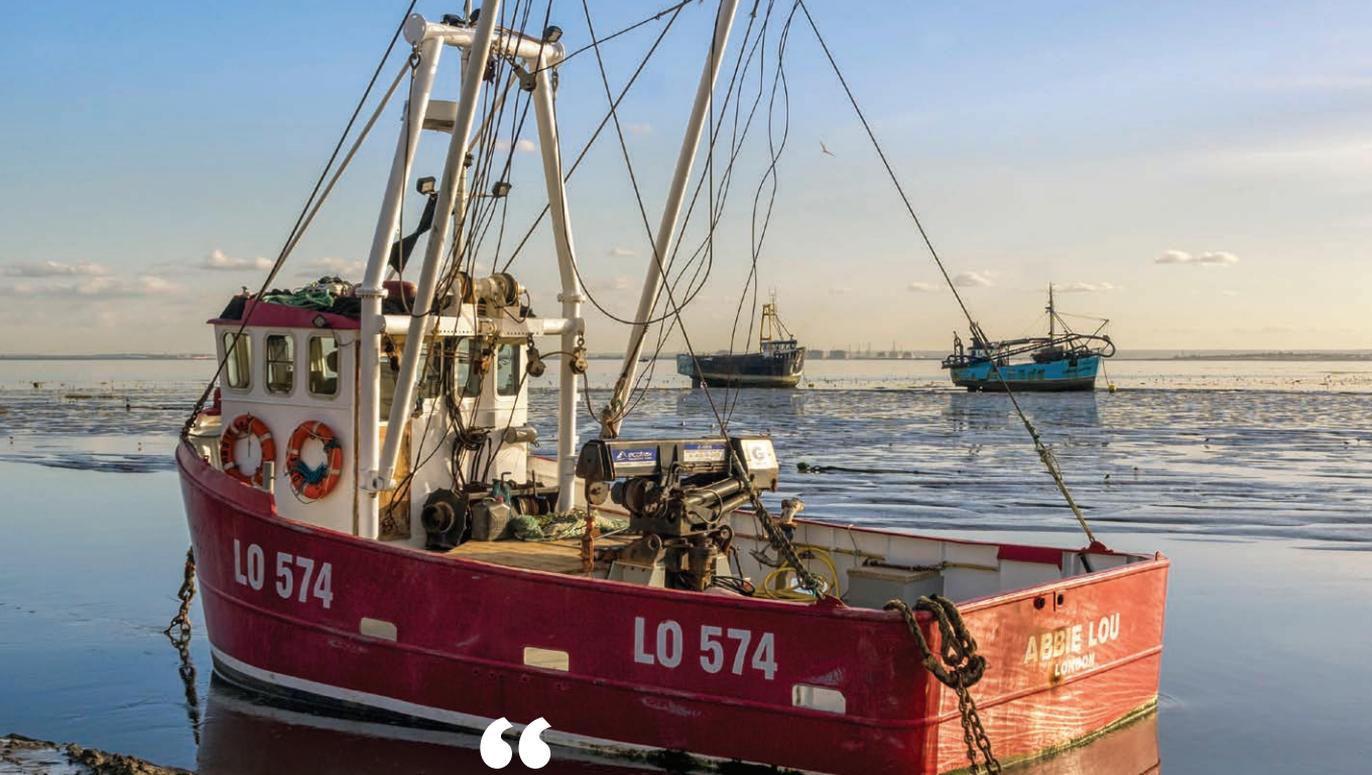
Secure new fisheries laws that keep catches well within sustainable limits, end discards and protect the marine environment.

Secure a positive outcome for energy and climate in future trade agreements, so the UK, working with its EU partners, stays on course to meet its future climate targets.

Raise domestic ambition through a new Environment Act to legislate for nature's recovery and a healthy environment.

## GREENER UK





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I'm privileged to work with organisations from across the environment sector, bringing their expertise, ideas, relationships and energy to bear on how we respond to Brexit. It's one of the biggest challenges – both political and intellectual – we have faced. But the opportunity is great as well. I'm proud we're taking advantage of this time of change to create a greener UK.”

**Amy Mount**  
Head of the Greener UK  
unit at Green Alliance



# Generating new ideas

Bold new ideas are needed now, more than ever.

Beyond Brexit there will be a strong appetite for new policies that can deliver success for the UK in future, which appeal to young voters and are inclusive. High standards which protect the environment and people's wellbeing, and clean growth to underpin our continued prosperity, will have to be at the heart of this.

Green Alliance's past work influenced the government's industrial and clean growth strategies published in 2017. Both reflect our analysis that low carbon energy and resource efficiency are major economic opportunities to overcome Britain's productivity problem and provide new, high quality jobs.

We will continue to advocate policies that aspire to a level of excellence, building on existing standards, that the rest of the world wants to follow and which make the UK a great place to live and work.

Over the next three years, we will work with our partners in business, politics and civil society on new policy ideas under four themes:

**Greening the economy:** how green innovation and investment can stimulate the economy, to increase competitiveness and create jobs.

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**Low carbon future:** how to build the energy and transport infrastructure we need for the future.

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**Resource stewardship:** the more efficient use of resources and circular business models that benefit both business and the environment.

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**Natural environment:** new approaches and solutions to reverse the persistent decline of wildlife and natural systems in the UK.

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Green Alliance possesses boundless enthusiasm and positivity that can be in short supply elsewhere. They influence and persuade from a position of expertise and sound understanding of the wider economy, including the drivers needed to make a difference. They are London-based but not London-centric. Working with them has highlighted the business opportunities of a low carbon future.”

**Emma Degg**  
Chief executive,  
North West Business  
Leadership Team



“

The UK needs to have a clear economic offer for firms who want to grow and invest here after Brexit. We are working with businesses and innovators who see smart clean growth as the UK's future. Our job is to ensure that exciting innovation in resource efficiency and carbon reduction translates into commercial success and export growth.”

**Angela Francis**  
Green Alliance's chief  
economist



# Greening the economy

Moving to a greener economy is not only a good idea for the environment. Aligning innovation, regulation and investment could also increase the competitiveness of UK businesses, putting them at the forefront of rapidly developing global markets, and providing new high quality job opportunities.

We will:

Show how smart industrial and infrastructure policy will keep the UK at the forefront of growing green markets, create new jobs and improve the productivity of businesses and workers in all parts of the country.

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Build wider understanding of the UK's competitive advantage in the green goods and services that will support sustainable growth and trade with developed and developing countries.

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Generate new thinking on how competition can support the UK's strong domestic position on the environment and drive up standards through trading relationships with the rest of the world.

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Work with our Technology Task Force to fast forward the adoption of digital technologies that support low carbon and resource efficient growth.

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# Low carbon future

The transition to a low carbon future is one of the greatest infrastructure challenges of our time. The UK has taken the lead on developing a flexible low carbon energy system. The next challenge is to reduce carbon emissions from transport and heat, which remain two of the largest sources of emissions.

We will:

Aim to secure government commitment to higher ambition on electric vehicles by building a robust case supported by a broad alliance of industry and NGO stakeholders.

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Demonstrate the most credible pathway to decarbonise the UK's heating systems.

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Develop and advocate a cost effective approach to improving energy efficiency, so all housing can meet the government's target of being at least EPC band C by 2035.

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Show how a flexible, smart energy system is better for consumers and the economy.

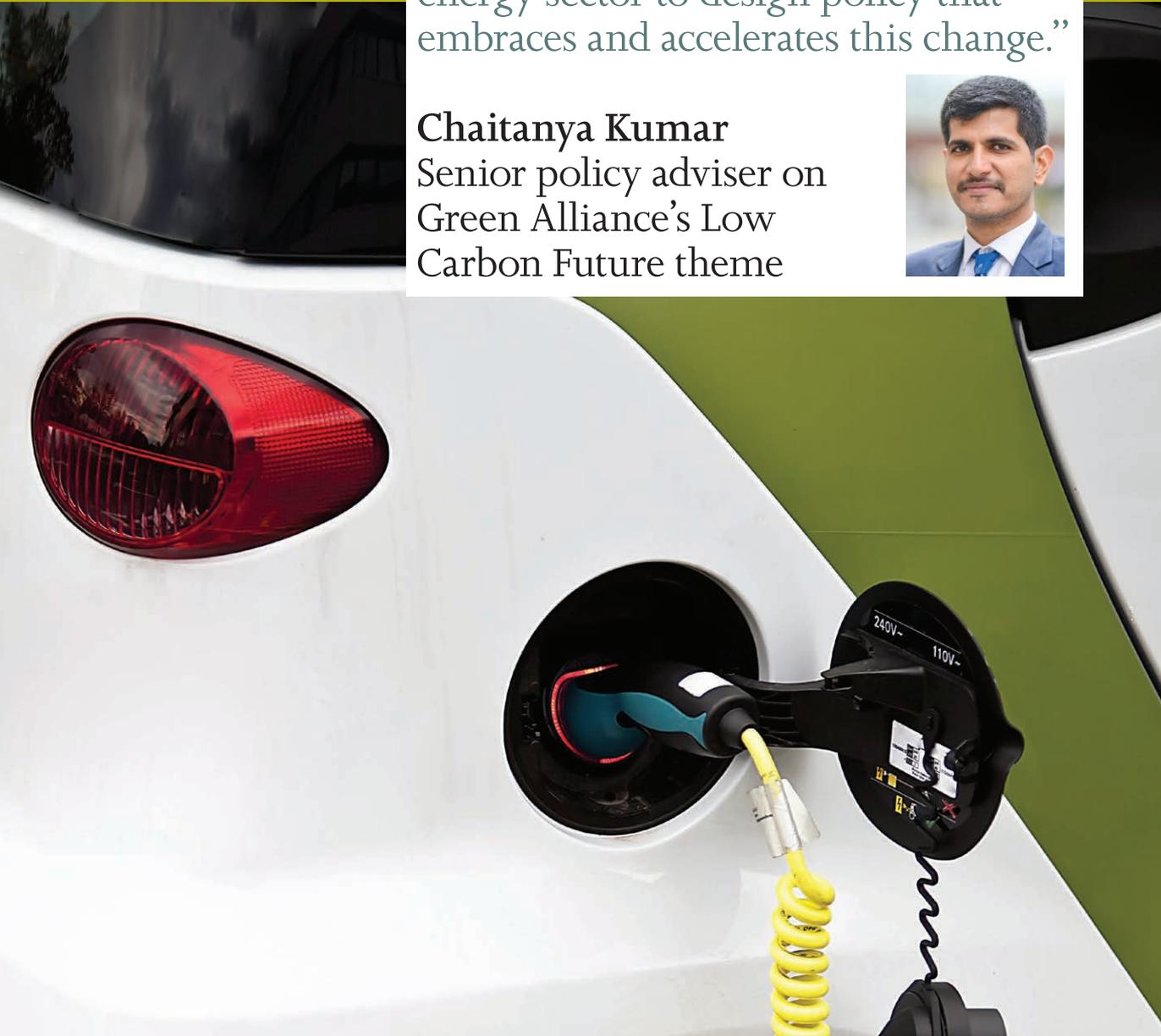
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The UK is in the midst of an incredible transition as we disrupt old ways of doing things and introduce new, dynamic approaches to mitigate climate change. I'm working closely with the movers and shakers in the energy sector to design policy that embraces and accelerates this change.”

**Chaitanya Kumar**

Senior policy adviser on  
Green Alliance's Low  
Carbon Future theme



“

The public are rightly alarmed at the plague of plastic polluting our seas. But individuals, businesses and NGOs won't be able to solve it on their own. It requires bold policies to fix the shortcomings of our resource management system. We're working to find the right solutions to help the government fulfil its promise to be a world leader in tackling this global scourge.”

**Libby Peake**

Senior policy adviser on  
Green Alliance's Resource  
Stewardship theme



# Resource stewardship

For the UK to have a secure and thriving economy in future we will need more circular and resource efficient systems, in which materials stay in productive use for longer. This will avoid the serious environmental problems caused by waste, protect businesses from volatile resource prices and provide significant new economic opportunities.

We will:

Recommend effective policy to cut plastic pollution to protect the marine environment and human health.

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Support an ambitious UK resources and waste strategy, working closely with our network of academic and business partners.

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Identify opportunities and policies to increase the use of recycled material in the UK, to create jobs and boost the economy while cutting carbon emissions and resource use.

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Make the case for improving resource productivity and the opportunity it offers to enhance UK competitiveness and low carbon leadership.

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# Natural environment

Reversing the long term decline of the natural environment is a complex challenge, but new solutions are now possible as evidence grows about how natural systems function and economic tools for valuing them become more sophisticated.

We will:

Offer new insights and proposals to help the government achieve its 25 year environment plan ambitions in a way that benefits everyone.

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Involve farmers and land managers, along with leading thinkers in business, civil society and politics, in addressing the tensions around making land use more sustainable, the future role of technology and the changes needed to meet climate targets.

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Expand our work with major supermarkets and food brands to achieve resilient food supply chains based on a productive and sustainable farming system in the UK.

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Demonstrate the practical viability, as well as the commercial and social benefits, of Natural Infrastructure Schemes, the new market in ecosystem services we have devised with the National Trust.

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We have the opportunity to redefine the relationship between our economy and the natural world, to reverse the dramatic declines in wildlife and soil health, and to clean up our water and air. It's exciting to be working at this point in time with both businesses and NGOs to demonstrate how this can be done in the real world.”

**James Elliott**  
Policy adviser on Green  
Alliance's Natural  
Environment theme



# A snapshot of our past achievements

## 1980s

Urged a 'green race' between the UK's political parties

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Hosted the first meeting between PM Margaret Thatcher and environment groups

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Helped to found the National Food Alliance, now known as Sustain, and Waste Watch at the NCVO

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## 1990s

Led NGO coalitions that helped to secure the first ever white paper on the environment and the founding of the Environment Agency

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Published influential 'Greening Government' reports

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Gave PM Tony Blair his first green platform

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## 2000s

Influenced the inclusion of sustainable development commitments in the 2003 EU constitution

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Our recommendations for a low carbon policy unit in government led to creation of The Carbon Trust

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Our findings about children's disconnection from the natural world led all three main political parties to commit to outdoor education in their 2004 election manifestos

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Our analysis led to a rise in landfill taxes and investment in recycling

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## 2011

Green Alliance's business coalition influenced the introduction of the Renewable Heat Incentive

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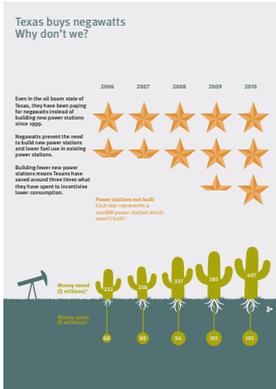
Achieved cross party support for climate targets under the fourth carbon budget

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2012

Set up the Circular Economy Task Force whose ideas on new business models have influenced business and political thinking on resource management

Brokered the £3 billion capitalisation of the Green Investment Bank



Promoted a new 'negawatt' market for energy saving.

2015



Hosted a major event, featuring former US Vice President Al Gore ahead of the Paris climate change conference to raise UK ambitions.

Brokered a historic cross party agreement on climate, signed by the party leaders, leading to a government commitment to phase out dirty coal by 2025

Informed the government's decision to commit to 10GW of offshore wind in the 2020s and £730 million new funding for the industry

Showed the labour market benefits of a more resource efficient economy

Over 100 business and civil society representatives in the north of England signed our Clean Energy Declaration for the Northern Powerhouse

2016

Led the Greener London NGO coalition, strongly influencing London Mayor Sadiq Khan's environmental strategy

Founded the Greener UK coalition of 13 major environmental organisations in response to Brexit

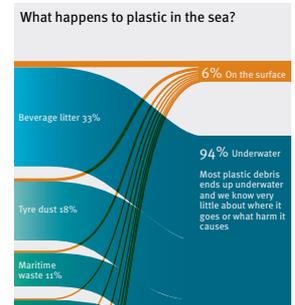
180 MPs of all parties signed up to Greener UK's Pledge for the Environment

Secured commitment from the government to keep EU environmental principles beyond Brexit and set up a new watchdog to uphold environmental standards

Introduced the concept of a Natural Infrastructure Scheme, supported by the National Trust, a new private market for farmers to sell ecosystem services, like flood management

2017

Set up the Food and Nature Task Force with Nestlé, Co-op, Sainsbury's and Tesco to explore the impact of Brexit on the sustainability of UK food production



Our work influenced the government commitment to explore new ways to reduce marine plastic pollution.

Our recommendations on low carbon, resource efficient development were directly reflected in the government's Industrial Strategy

Advised the government on the direction of the Clean Growth Strategy.

# Our partners



# Staff and trustees



At this early stage in my career I'm thrilled to be working for Green Alliance – an impactful organisation at the forefront of environmental politics that takes seriously its commitment to invest in its people. The experience I've gained here – in advocacy, policy and stakeholder engagement – has proved invaluable."



**Tom Kelsey**  
Policy assistant on Green Alliance's graduate scheme 2017-18

## Senior management team

Shaun Spiers  
Executive director

Belinda Gordon  
Strategy director  
(joining July 2018)

Dustin Benton  
Policy director

Jo Rogers  
Assistant director

## Policy team

William Andrews Tipper  
Head of natural environment

Angela Francis  
Chief economist

Paul McNamee  
Head of politics

Chaitanya Kumar  
Senior policy adviser

Libby Peake  
Senior policy adviser

Caterina Brandmayr  
Policy analyst

Costanza Poggi  
Policy adviser

James Elliott  
Policy adviser

Tom Kelsey  
Policy assistant

Stephanie Shields  
Policy assistant

Bente Klein  
Policy assistant

## Greener UK unit

Amy Mount  
Head of Greener UK unit

Ruth Chambers  
Senior parliamentary affairs associate

Benjamin Halfpenny  
Media and communications manager

Shara Samra  
Policy assistant

## Development team

Karen Crane  
Head of communications

Josie Evetts  
Office manager and pa to the director

Elena Perez  
Events manager

Marta Silva  
Finance manager

Frieda Metternich  
Programme manager

Emma Atkins  
Communications assistant

## Associates

Sue Armstrong Brown

Paul Arwas

Duncan Brack

Chris Church

Ian Christie

Emily Coats

Jonny Hazell

Chris Hewett

Julie Hill

Hywel Lloyd

Jiggy Lloyd

Rebekah Phillips

Rebecca Willis

Dimitri Zenghelis

## Board

Dame Fiona Reynolds  
CBE  
Chair

Paul Lambert  
Hon Treasurer

Rosemary Boot

Ben Caldecott

Rita Clifton CBE  
(joining July 2018)

Professor Mariana Mazzucato

Benet Northcote  
(joining July 2018)

Sir Graham Wynne

Alison Austin OBE

Claire Craig

David Baldock

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