

Leadership for the environment



**green
alliance...**

**TURNING
AMBITION
INTO
ACTION
STRATEGY
2021-24**



Green Alliance continues to play an important role driving policy development and engagement on climate change. Its work across government departments has been invaluable in helping to solve the complex challenges we face in decarbonising our economy.”

Rt Hon Alok Sharma MP
President of the 26th United Nations
Climate Change Conference

Introduction



Sir Graham Wynne
Chair

“This is an era of enormous uncertainty, but also huge opportunity for positive change.”

This three year strategy is being published at a time of huge upheaval wrought by the pandemic. We are at a historic and pivotal juncture for the UK, as it embarks on its first years outside the EU, when the UK's union itself is under pressure, and at a point where the long predicted consequences of nature's decline and climate change are now very real and present around the world, including in the UK.

This is an era of enormous uncertainty, but also huge opportunity for positive change. And we begin, in 2021, with the UK in the global spotlight, about to host the most momentous international climate summit since Paris in 2015.

Green Alliance was founded in 1979 to inject an environmental perspective into the political life of Britain, at a time when it rarely featured in political debate. Over more than four decades we have worked in alliance with all the main political parties and our partners across sectors, with the unwavering belief that greener government, greener business and a greener society will be good for everyone.

Today, climate and environmental action are supported by all the main political parties. The UK has a world leading legal target to reach a net zero carbon economy by 2050, and the prime minister has promised a green economic recovery from the pandemic. So far, so good. But until environmental priorities are truly embedded in all aspects of policy, and properly resourced, the gaps between good intentions and action will be wide.

Change is not happening at the speed necessary, either to ward off disasters or to exploit the economic and social benefits of moving early on the green economy. As we have shown, the UK is a long way off track to meet its own net zero carbon goal, and efforts to restore the country's hugely depleted nature lags well behind our stated global ambitions.

We believe environmental action should be at the heart of Britain's purpose in the world and should drive recovery from the pandemic. We would love to work with you to turn this vision into a reality.



Shaun Spiers
Executive director

“We have set a new commitment in this strategy to embed equity, diversity and inclusion in all our work and operations.”

Our last strategy aimed to build “political support for a vision of a green and prosperous UK”. To a large extent, this is now owned by all the main political parties.

The trouble is, they find the language of ambition easier than the hard graft of developing policies that will have an impact across all areas of government.

The focus of this strategy, therefore, is not “the vision thing”; it is helping to translate vision into action. We will do this by analysing whether policies and spending commitments meet the need. We will come up with practical solutions to tackle the climate and nature crises. And we will continue to work with our NGO and business partners to promote these to government at all levels.

The consequences of the pandemic and the UK’s departure from the EU are so far reaching that some will be tempted to push for economic growth at any cost. In making the case for a green recovery from Covid, we will make it clear that there is no long term future in a fossil fuelled economy.

Increasingly, the shift to a green economy will change the way we live, travel and work. People’s understanding and consent will be needed, and the costs and benefits of the transition must be shared fairly. Without broad consent, the changes necessary will be much harder to achieve. This imperative will underpin our work over the next few years.

Green Alliance has grown over the past three years. We do not aim for growth for growth’s sake, but we want to have the capacity to make a difference in what must be a decade of action on climate and nature. This means generating ideas and policy solutions on energy and transport, industrial strategy, the circular economy, food and farming, and a range of other areas. It also means developing our role as a convener of the wider environment sector, building on our success in steering the Greener UK coalition since 2016. Our convening role will grow more complex as the movement evolves, and more important as the environmental crisis intensifies.

We operate in a sector with a poor record on diversity. This is something we are determined to address head on, so we have set a new commitment in this strategy to embed equity, diversity and inclusion in all our work and operations.

Finally, we will continue to bring people together, in person and online, across business, government and the environment movement, stimulating debate and collaboration.

We are grateful to all the trusts, foundations, businesses and individuals who support us. If you are inspired by what we hope to achieve over the next three years and would like to work with us, please get in touch.



Green Alliance’s ability to bring together powerful coalitions and deliver greater political influence has been crucial in getting more action on nature, emphasising its role in economic recovery and securing stronger protections in law.”

Beccy Speight
CEO, RSPB

Our vision

Our vision is for a green and prosperous UK for all.

We want a country where people and nature can thrive together. Where the economy is built on strong environmental principles to ensure long term wellbeing and a healthy environment.

We believe that everyone, wherever they live, should have affordable, sustainable, high quality homes, food and transport, and access to green spaces. The UK should be a place where nature's value is recognised and where a carbon neutral and zero waste economy enables green businesses to provide good jobs across the country. We want the country's scientific excellence, capacity for innovation and diplomatic talent to set the global standard for environmental protection.

We believe that ambitious political leadership is at the core of achieving this.



Green Alliance’s new strategy is timely. It directs the organisation’s considerable policy expertise and influence towards the need for rapid and real action on the climate and nature crises, and we strongly support its focus on a fair and just transition for society.”

Sufina Ahmad

Director, John Ellerman Foundation



Green Alliance is respected across the political spectrum and is not afraid to challenge received wisdom. This gives it the credibility to bring about change on issues which may otherwise languish in the ‘too difficult’ box.”

Rebecca Willis

Professor in practice, Lancaster
Environment Centre

Values

We are optimists

We believe that a green and prosperous UK is achievable.

We are change makers

We are flexible and agile, focusing on where the power is, and on whatever we think will have the greatest impact.

We are collaborative

We are pluralists and believe that collaboration and seeking to understand others' viewpoints is the only way to make progress; this is reflected in how we operate both internally and externally.

We embrace complexity

We will never ignore the fact that environmental issues are inherently complex and inseparable from other important issues, including social impacts, and we do our best to address this in all our work.

We are inclusive

In all aspects of our work we seek to include, involve and listen to diverse voices and communities, as a necessary component of success.

Anti-racism, equity, diversity and inclusion

The professional environment sector is one of the least diverse in the UK. We are committed to changing that, in both the way we operate and by exercising our influence across the sector.

Our aim is to ensure a fair green economic transition but if we do not include everyone across society, and address current inequalities in working towards this, we cannot succeed.

We will address barriers to racial equality in our organisation and the sector, and embed equity, diversity and inclusion more firmly into the fabric of our internal work culture and the way we work externally, including through our recruitment practices, communications and the policies we recommend.

We are committed to taking action by:

- _Ensuring inclusivity and greater diversity in our board, workforce and audiences.
- _Providing a platform for underrepresented voices.
- _Promoting environmental policy that recognises and supports the need for greater social justice.

What we do

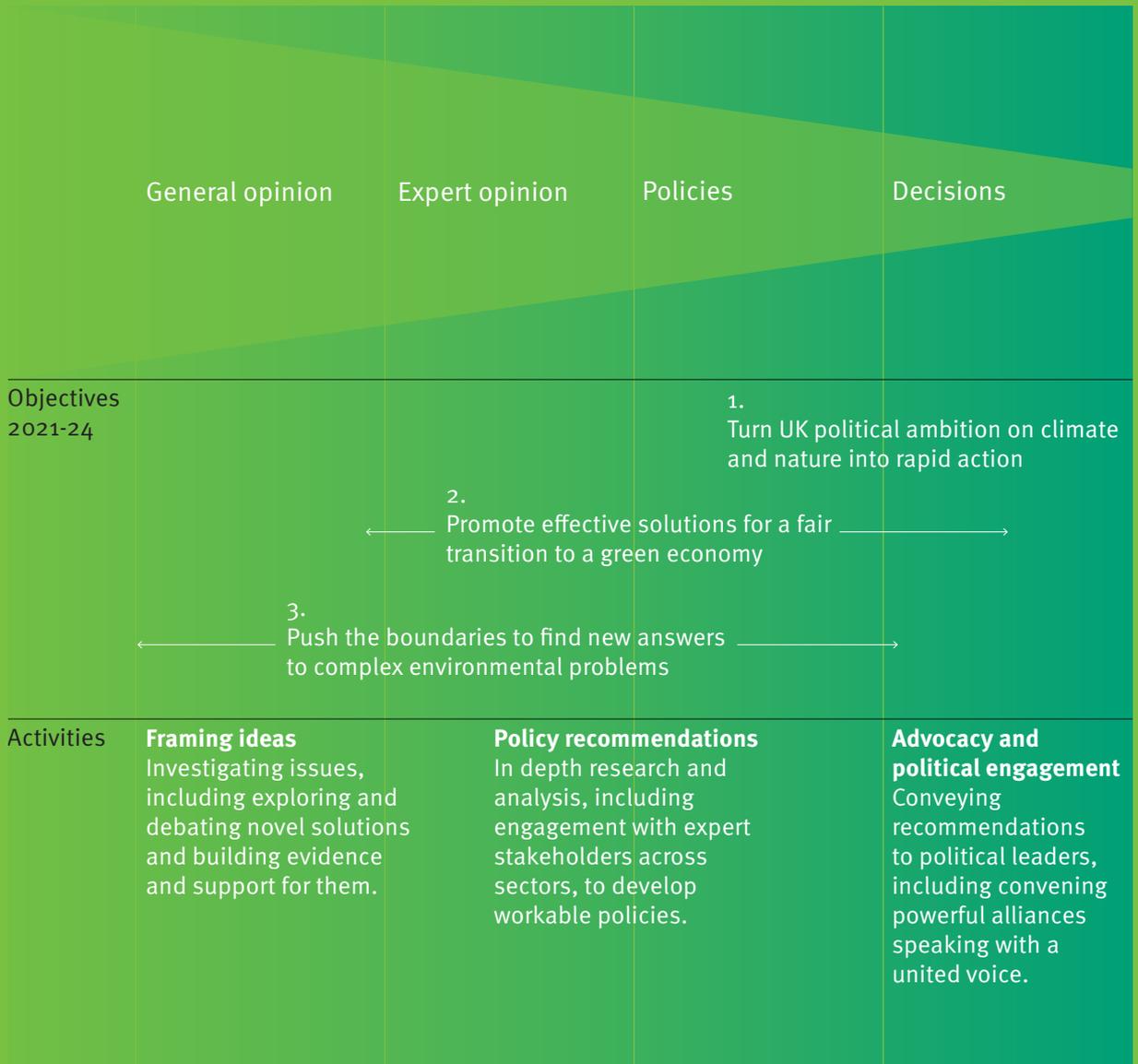
Advocacy: driving policy change and empowering politicians to show ambitious environmental leadership

Research and insightful analysis: building evidence and improving understanding of complex environmental challenges, as well as public attitudes and perceptions

Convening with a purpose: forging constructive alliances focused on raising political ambition for change, with a wide range of partners across business, academia and civil society

Effective communications and influential events: hosting informed debate, increasing understanding of important issues and keeping the environment at top of the political agenda

Our theory of change
 Green Alliance works to push ideas and proposals from conception to delivery. This is how we maximise our impact.



Objectives 2021-24

Over the next three years, Green Alliance will work to ensure the UK government rises to the significant environmental leadership challenge of this decade and, in doing so, reaps the many social and economic benefits that will come from addressing the climate and nature crises.

We will:

- 1. Turn UK political ambition on climate and nature into rapid action**

- 2. Promote effective solutions for a fair transition to a green economy**

- 3. Push the boundaries to find new answers to complex environmental problems**



We are in the middle of a climate and ecological emergency. The political and legal advice provided by Green Alliance and Greener UK is essential if we are to get the bolder action we need to avert climate breakdown and species loss. I look forward to continuing to work together to secure the protections we must put in place.”

Luke Pollard MP

Shadow secretary of state for the environment, food and rural affairs

1.

Turn UK political ambition on climate and nature into rapid action

The UK government must act decisively over the current parliamentary term to build a thriving net zero economy by 2050 and establish itself as a global environmental leader.

Policy across all government departments is not sufficiently coherent or supported by enough action, either to ensure a green economic recovery or to avert the climate and nature crises.

We will be working with leaders in national and regional government, opposition parties and our partners across sectors to change this.

We will:

Promote green priorities as central to the recovery strategy across all government departments.

Press all four UK governments to restore nature and champion resource efficiency with the same determination as decarbonisation, recognising that they are vital to address environmental challenges.

Provide the knowledge and evidence needed to empower decision makers, drive substantive policy change and ensure there is adequate public and private investment in climate and nature.

Support and co-ordinate efforts by business and civil society to push for ambitious, fair environmental policy.

Work for strong and effective new environmental governance across the UK, scrutinising post-Brexit legislation and policy.

2. Promote effective solutions for a fair transition to a green economy

The next phase of the UK's move to a green economy will transform how we all live and work. This means changes in how we build, travel, manage land and produce food, and in the products and services we buy.

For this to happen successfully and for rapid progress, policies must be effective, equitable and have public backing. We will propose solutions that work for the environment, economy and society.

We will:

Offer constructive policy for sectors that still need to do more to decarbonise, including transport, buildings, agriculture and industry, to ensure the transition is fair and delivers economic and social benefits.

Propose reforms to tax and fiscal policy that drive environmentally positive economic development and behaviour benefiting all of society.

Support the building of positive future relationships with the EU and other countries to maintain and enhance environmental standards.

Promote the role of local and regional government in meeting the net zero goal, managing resources better and restoring nature, in a way that benefits local communities.

Ensure currently underrepresented voices inform policy thinking and design for a fair transition.



I have really valued working with Green Alliance on the resources agenda in recent years through their Circular Economy Task Force. It has made an influential contribution, pushing the government to be more ambitious, and is genuinely ground breaking in its approach, with its mix of sectoral interests and collaboration.”

Dr Adam Read

External affairs director, SUEZ
recycling and recovery UK



A unique characteristic of Green Alliance, that is so attractive to businesses, is that it offers a way to join big solutions-focused debates about the future, alongside other companies, organisations and policy makers.”

Rita Clifton CBE

Portfolio chair, non-executive director
and Green Alliance trustee

3. Push the boundaries to find new answers to complex environmental problems

A greener future for all requires new ways of thinking and doing things. While no one yet has all the answers, we have the enthusiasm, curiosity, expertise and flexibility to explore and test new approaches with our partners.

Drawing on our existing networks and new perspectives from the many people, institutions and businesses now engaging on climate and nature, we will generate powerful ideas to tackle the complex environmental challenges of the 2020s.

The big questions we will be addressing include:

How should the UK use its role in the world to address environmental impacts globally and at home?

What economic models will reverse the destruction of nature?

What must be done to achieve greater diversity and inclusion in the environment sector?

Business Circle



The private sector has a vital role in reducing environmental impacts and forging the path to a greener future. Our Business Circle is a unique way for companies across different sectors to work with us on this common agenda.”



Olly Mount

Events and engagement manager

The private sector has a critical leadership role in tackling climate change and other environmental issues.

Our Business Circle brings together companies from across different sectors, to learn from each other and work with us on a common agenda. Working with them allows us to test our analyses and policy proposals to make sure they will work in the real world.

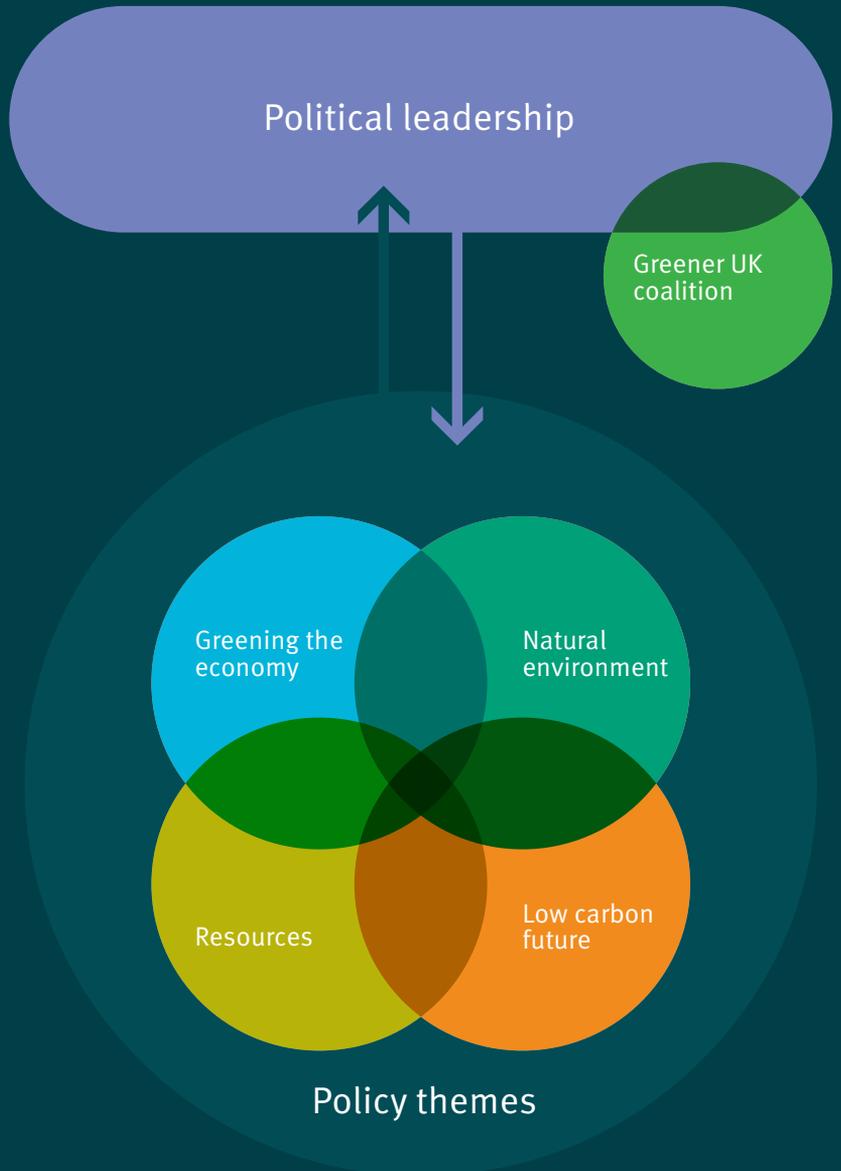
By engaging with us, businesses benefit from our policy expertise, and involvement in the creation of new approaches. Working together, we strengthen our proposals for a resilient, thriving economic future for the UK, helping to increase our political impact.

See our list of current Business Circle members on our website.

Contact Olly to find out more at
omount@green-alliance.org.uk
020 7630 4557

Our themes

Green Alliance at a glance



Political Leadership



We can't address environmental crises without effective leadership from our politicians. Over the next three years, we'll be concentrating on inspiring and sustaining much more ambitious political action on the connected challenges of climate change and nature's decline."



Chris Venables
Head of politics

Priorities

Informing and strengthening the growing network of environmental champions in parliament, including as secretariat of the All Party Parliamentary Group (APPG) for the Environment, leading open and robust debate across the political spectrum.

Ensuring our policy recommendations on nature, resources and low carbon economic development are taken forward across all government departments.

Working with civil society and businesses to present a united voice in pushing for greater ambition from government.

For more information about the APPG for the environment, please visit environment.inparliament.uk



Since 2016, Greener UK's member organisations have worked brilliantly together to defend our environmental protections and standards through the Brexit process. This vital work hasn't stopped. We want to make sure the UK's new environmental governance is as strong as necessary."



Sarah Williams
Head of the Greener UK unit

Priorities

Leading the green sector's work on the Environment Bill: strengthening the new Office for Environmental Protection, environmental principles and a new framework for environmental improvement targets.

Ensuring new green governance regimes across the UK are effective, ambitious and well resourced.

Advocating high environmental standards as a fundamental principle of all UK trade deals.

Greening the economy



A green economy increases prosperity without increasing environmental impacts, in fact it will enhance the environment while getting us to net zero. We're focusing on building greater political support for a green recovery that simultaneously brings growth, jobs, private investment and new export opportunities to the UK."



Sam Alvis
Head of Green Renewal

Priorities

Conducting research and advocacy to stimulate green renewal following the pandemic, including through infrastructure development, innovation and skills.

Ensuring the Treasury's decisions align with the government's net zero and nature targets, and that taxes and other incentives support the shift to a green economy.

Resources



We can't have a resilient, secure economy unless we use our resources wisely. Over the next three years, we'll be focusing on how to reduce consumption and its consequences, on the climate, nature loss, water resources and pollution."



Libby Peake

Head of resource policy

Priorities

Persuading the government that a target to cut UK resource use by half by 2050 is essential to tackling the climate and nature crises.

Outlining effective policies with our Circular Economy Task Force to accelerate the development of a resilient UK economy.

Promoting action on consumption emissions to reduce the impacts of imported products.

Find out more about membership of the Circular Economy Task Force at green-alliance.org.uk/CETF

Natural environment



Destruction of the natural world is an existential threat to all of us, and conservation efforts alone have been unable to halt it. We need to tackle the powerful economic drivers causing it and create business models that regenerate rather than degrade nature.”



James Elliott
Senior policy adviser,
natural environment

Priorities

Promoting solutions that reflect of the complex interactions between agriculture, diet and land use and how these affect nature and the climate.

Advocating new business models and economic change to reverse nature’s decline.

Proposing measures for the effective oversight of nature-based solutions to climate change.

Low carbon future



In the next few years, every government department will have to play its part to end the fossil fuel era. Our work will target those sectors still lagging behind and the innovations needed for a positive, fair transition.”



Caterina Brandmayr
Head of climate policy

Priorities

Identifying what is needed to get the transport sector on track for net zero and make the most of the benefits of greener transport for the UK.

Developing ideas to drive new investment in UK industry and the built environment to speed up the low carbon transition.

Pressing for more powers and support for local action on climate change.

What we aimed to do in 2018-21 and what we achieved

1. 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.

The Time is Now parliamentary lobby: this public lobby of MPs in 2019, held with The Climate Coalition, was the largest ever, involving 12,000 people from all over the UK and covering 99 per cent of UK constituencies.



Raising UK ambitions ahead of the Glasgow climate summit: two Green Alliance major conferences, increased expectations of this significant moment for global climate action, attracting 1,000 people from across business, civil society, politics and the media. Speakers we hosted included the COP26 president Rt Hon Alok Sharma MP, First Minister of Scotland Nicola Sturgeon, Rt Hon Ed Miliband MP and Rt Hon Michael Gove MP.

Pressing for the end of the coal era: our report *The case against new coal mines in the UK* continues to inform the argument against a proposed colliery in Cumbria, which directly contradicts government climate policy.



Bringing Greta to parliament: Green Alliance was one of the official co-hosts of Greta Thunberg's widely reported visit to parliament in April 2019, in which she spoke alongside representatives of all the main parties.

Promoting citizens' juries: our three citizens' juries on climate change in 2019 with BritainThinks influenced the design of the subsequent national Climate Assembly UK in 2020.

2. 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.

First Environment Bill in 20 years: in 2018, campaigning by the Greener UK coalition, co-ordinated by Green Alliance, led to the government committing to a new landmark Environment Bill, and progressive reform of farming support in England.



New environmental governance: our advocacy led to recognition of the gap in environmental governance that would exist on leaving the EU, and to the creation of the new Office for Environmental Protection and similar bodies in the devolved nations.

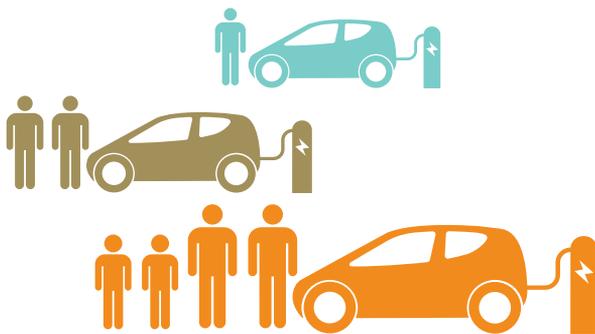


More ambition on resources: following Brexit, we convinced the government to adopt the EU's 65 per cent by 2035 recycling target, repair obligations on businesses, and new waste minimisation and resource productivity targets.

Future trade deals: we formed the Future British Standards Coalition, a cross sector panel to consider the government's approach to trade and food standards. Its final report urged the government to widen membership of its Trade and Agriculture Commission which is now expected to include environment and animal welfare representatives.

3. Generate new ideas for world class environmental policy.

Missing climate policy revealed: our work with leading academics emphasised the long ignored impact of resource use on climate change, framing it as the UK's missing climate policy. The Climate Change Committee has since begun to assess the emissions reduction potential of resource efficiency.



A 2030 ban on new petrol and diesel cars: we were one of the first to recommend bringing this ban forward by ten years to 2030. We collaborated with others to achieve this milestone, which was finally adopted by the UK in 2020.



Greener land management: in 2018, our Natural Infrastructure Schemes concept, developed with the National Trust, featured in the government's 25 year environment plan. Our demonstration project in Cumbria is now one of the government's 'tests and trials' pilots for its new Environmental Land Management scheme.

Highlighting digital solutions: our Tech Task Force of businesses and innovation organisations conducted a two year investigation, concluding that digital technologies will be critical to greening the transport, energy and building sectors.



Working at Green Alliance has given me the chance to pursue a career in environmental policy and advocacy. It's been a great opportunity to influence dialogue, facilitate collaboration between parliamentarians and key stakeholders, and to experience a supportive and inclusive organisational culture.”

Aradhna Tandon

Policy assistant on Green Alliance's graduate scheme 2020-21

Our partners in 2021



ClientEarth[®]



JMG
Foundation

John Ellerman
Foundation



Kenneth
Miller Trust

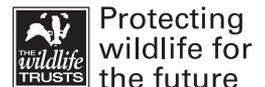
Marmot
Trust



The Schroder Foundation



thewaterloofoundation*





Staff and trustees

Senior management team

Shaun Spiers
Executive director

Belinda Gordon
Strategy director

Jo Rogers
Operations director

Roz Bulleid
Deputy policy director

Dustin Benton
Policy director (on secondment until August 2021)

Politics team

Chris Venables
Head of politics

Gwen Buck
Senior policy adviser

Joe Tetlow
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Agathe de Canson
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Holly Rowden
Policy assistant

James Fotherby
Policy assistant

Policy team

Caterina Brandmayr
Head of climate policy

Libby Peake
Head of resource policy

Sam Alvis
Head of green renewal

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Senior policy adviser

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Zoe Avison
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Finance manager

Frieda Metternich
Programme and strategy manager

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HR and admin officer

Joe Dodd
Communications officer

Associates

Sue Armstrong Brown

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Duncan Brack

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Chris Church

Jonny Hazell

Chris Hewett

Julie Hill

Hywel Lloyd

Jiggy Lloyd

Rebekah Phillips

Rebecca Willis

Dimitri Zenghelis

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Craig Bennett

Rosemary Boot

Ben Caldecott

Rita Clifton CBE

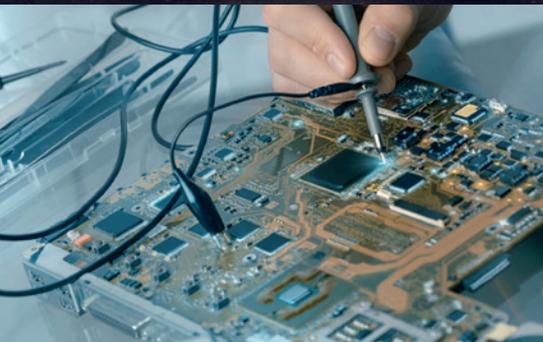
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Benet Northcote

Dame Fiona Reynolds
DBE

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Photos from Unsplash:
Wind farm: Bruno Vieira
Cyclists: Dovile Ramoskaite
Walkers: Dan Senior



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