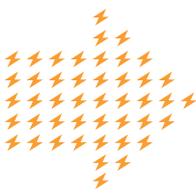
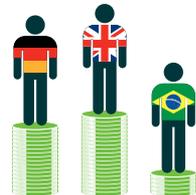
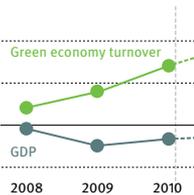


# Shaping the debate

## 2012 review

“green alliance...”



Green Alliance is a charity and independent think tank focused on ambitious leadership for the environment. We have a track record of over 30 years, working with the most influential leaders from the NGO, business, and political communities, in generating new thinking and dialogue, and increasing political action and support for environmental solutions in the UK.

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The Green Alliance Trust is a registered charity 1045395 and company limited by guarantee (England and Wales) 3037633, registered at the above address

# Highlights 2012



Our work on energy efficiency led the government to rethink its strategy [page 7](#), promoted a new fiscal measure [page 7](#), and stimulated a £2.9 million campaign to promote the Green Deal [page 8](#)



After first raising concerns in 2011 about another dash for gas, we went on to explore its likely impact on energy bills and decarbonisation plans as it became big news in 2012 [page 6](#)



First to argue for a 2030 decarbonisation target in the Energy Bill, our call was supported in 2012 by major companies, NGOs, Labour and the Liberal Democrats [page 6](#)



We illustrated how the UK's green economy is growing strong, defying recession and providing nearly a million jobs across the UK [page 13](#)



We worked with coalition MPs in their constituencies on local leadership on climate change and the Green Deal [page 18](#)



Our blog took off in 2012, providing a wide range of expert comment and opinion on environmental policy and politics [page 30](#)



Moving resource security centre stage, we launched the new, high level Circular Economy Task Force at a debate with Dame Ellen MacArthur [page 25](#)



We demonstrated the potential of progressive new city deals as important drivers of low carbon growth [page 22](#)



We showed how existing tower blocks can be transformed into the sustainable homes of the future [page 23](#)

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# Introduction

I'm often asked if it's possible to make progress for the environment in an economic recession. 2012 showed that it is, and we have done this by focusing much more on shaping the debate. We still invest considerable effort in informing key policy decisions and, as you'll see in this review of the year, we made a big impact in our work to get a commitment to a decarbonisation objective for the power sector and create a market for electricity savings.

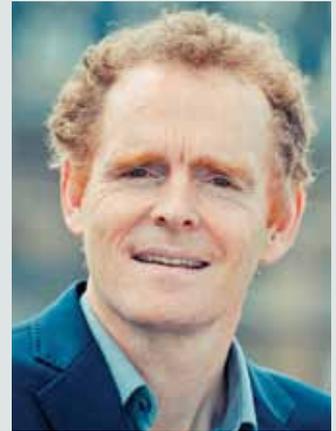
In a more constrained political environment, we have to take a longer view of how to bring about change.

We share concern with our partners in business and other NGOs that if the UK adopts US style culture wars on the environment, policy and investment will grind to a halt. So we're investing in a new approach, working with thinkers from the UK's main political traditions to nurture green ideas in relation to their particular values.

Achieving our objectives means finding places where green policy can connect with wider societal problems. Nowhere is this case stronger than on the economy. It's inconceivable that another era of global growth can be delivered in the same way as the last. The strongest case for green growth is that it will save us from economic instability and secure prosperity.

In 2012 our biggest achievement was to nail the evidence for how environmental policy has already contributed significantly to the UK economy. Our work showed that investment in low carbon and environmental goods and services has created nearly a million UK jobs and delivered outstanding export performance. It was a story that ran and ran, shaping the thinking of all three party leaders, who subsequently made the jobs case for green policy.

This year we've set our sights high, aiming to establish ideas and insights that will engage all three parties as they prepare for the next election. We will see further economic discomfort in the months ahead, but there are some encouraging signs that the recession in environmental ideas and ambition is coming to an end. In the coming year we will be working with our network to inject new momentum into the case for low carbon, resource efficient economic renewal.



A handwritten signature in black ink, appearing to read 'M Spencer'.

Matthew Spencer  
director

## Chair's letter

2012 was a year of reorientation for Green Alliance. We launched a new strategy, reshaped our work programme and strengthened our capacity to make sure that we continue to secure strategic solutions for the environment.

Our new three year strategy, launched in spring 2012, reinforces our think tank capability and commits us to expanding our business and economic expertise.

In June, we took on Will Andrews Tipper, an experienced business consultant, as our head of sustainable business. We also established a new business task force on the circular economy.

The recent appointment of a new chief economist, Julian Morgan, who will be joining us from the European Central Bank, will equip us well to take on the bigger questions around creating a more robust and sustainable economy.

On the communications side, we have further enhanced our capabilities; our journal *Inside Track* and our blog are providing platforms for the best thinking and have become essential reading for many in our community.

I would like to take this opportunity to thank those trustees who left us in the year: Derek Osborn and Zac Goldsmith, for their invaluable contributions to Green Alliance. We were also delighted to welcome two new trustees who will strengthen our already distinguished board with their expertise and experience: Catherine Howarth, chief executive of FairPensions and Mariana Mazzucato, professor in economics at the University of Sussex.

Our ambitions for the next year include new projects with each of the three main parties, exploring environmental solutions grounded in their core values. We are uniquely placed to take on this role. Through our work over the past 34 years we have gained the trust of all the parties, as a non partisan organisation with a commitment to open, constructive dialogue, driven by strong environmental values and a pluralist view of the world.

On behalf of the trustees, I would like to thank the many organisations and individuals who have supported and worked with us, helping us to achieve so much. Green Alliance thrives on these collaborations. We look forward to many more as we work towards our aim to put green thinking at the centre of UK politics.



A handwritten signature in black ink that reads "Robin Bidwell". The signature is fluid and cursive, with a large loop at the end.

Robin Bidwell  
chair of trustees

Shaping  
the debate  
about the  
UK's energy  
future

2012 was pivotal for energy policy in the UK. The Energy Bill, which was introduced to parliament in November 2012, includes major reforms of the electricity market and will determine how the UK will manage its energy system into the future.

Our influence in this area included leading the call for a 2030 decarbonisation target in the bill and placing energy efficiency firmly at the heart of the debate. Many of our ideas and insights have been informed by the delivery experiences of E.ON, National Grid, Shell and Siemens, our Low Carbon Energy business consortium.

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## Exploring the future of gas

We first raised concerns about the environmental and economic downsides of relying too heavily on unabated gas power in 2011. This led directly to Chris Huhne, then secretary of state for energy and climate change, announcing that “we will not consent so much gas plant so as to endanger our carbon dioxide goals.”

But, throughout 2012, opinion shifted towards gas as the answer to rising energy costs, especially with increasing interest in exploiting shale gas reserves. Ahead of the government’s gas generation strategy in December 2012, we brought together representatives of the energy industry, environmental NGOs and academics to discuss scenarios around the future potential and impact of gas in the energy market. This highlighted the lack of clarity from government over gas’s future and the subsequent threat to investment in all forms of electricity generation.

---

## The need for a 2030 decarbonisation target

Back in 2011 Green Alliance was first to call for a 2030 decarbonisation target for the power sector to be included in the Energy Bill. At the time it wasn’t seen as a priority, but we continued to promote it strongly as the one vital measure to ensure longer term market certainty for all areas of the energy industry.

By the time the Energy Bill was due to be published in November 2012, this argument was being made forcefully from many quarters, supported by both Labour and the Liberal Democrats. The call for the decarbonisation target from a group of leading businesses, including EDF Energy and Unilever, made front page news.

“

I’ve found Green Alliance to be a constructive and engaging advocate for a greener economy. They have helped to put energy efficiency further up the policy agenda, and produced some influential analysis of the opportunities for the UK.”  
Rt Hon Oliver Letwin MP

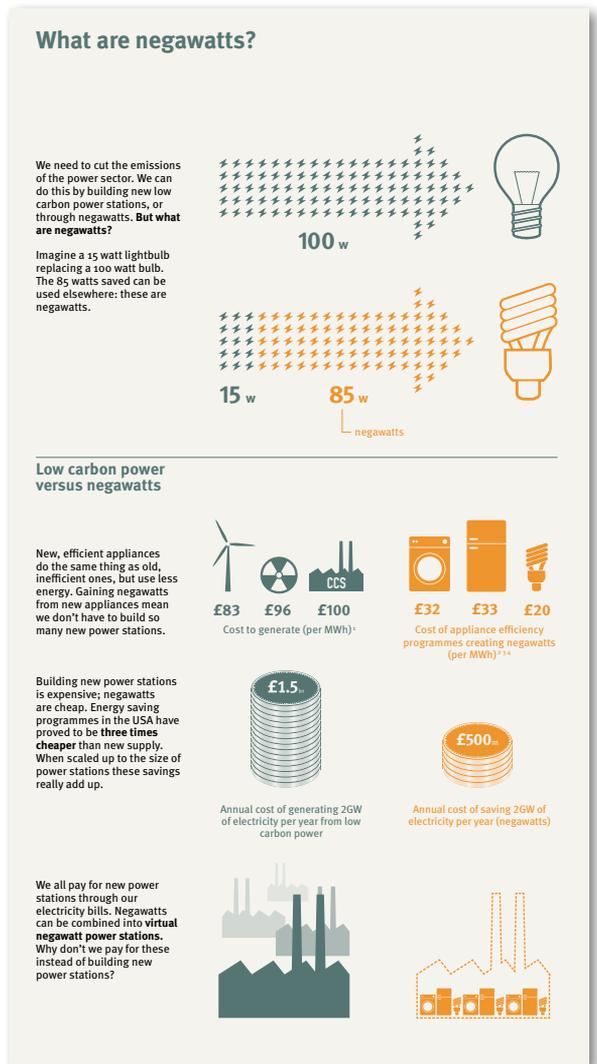
Resistance from the Treasury meant it did not feature in the bill. This is a significant disappointment for the investment community in the short term, but we are hopeful for the longer term as one of the three main decisions in the bill package was a commitment to reconsider setting the target in 2016.

## A neat idea to reduce electricity use

Consumers are being hit by rising energy bills at a time of economic difficulty so there is a need to find more ways to reduce demand for energy, not only to help consumers but also as part of a long term energy management strategy.

With WWF, we looked at how the government's Electricity Market Reform could be directed towards reducing demand for electricity. Our analysis *Creating a market for electricity savings* (October 2012), supported by the European Climate Foundation, showed why an electricity efficiency feed-in tariff was the best option. This measure, which pays for 'negawatts', or energy savings, rather than new generation capacity, has been successfully tried and tested in the US and could knock over £10 billion a year off the UK's energy bills.

This idea has helped to shift the government's thinking. It is now consulting on ways to improve electricity efficiency, including looking at a feed-in tariff.



The power of negawatts, (October 2012)

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## Developing carbon capture and storage

We have worked on carbon capture and storage policy and its potential to help decarbonise the power sector since 2008. In 2011 we concentrated on protecting support for its development in the face of budget cuts and our advocacy led to £1 billion of capital funding for CCS demonstration being retained. In spring 2012 we kept CCS in the spotlight again with the publication of two policy insights; one was aimed at UK policy makers and argued for a better industrial strategy for CCS to encourage investment. The other was based on research carried out with the analysts Element Energy. We found that most of Europe's gas plants will be unready or unable to use CCS in 2030, putting hopes of widespread deployment at risk.

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## Showing the need for better communications

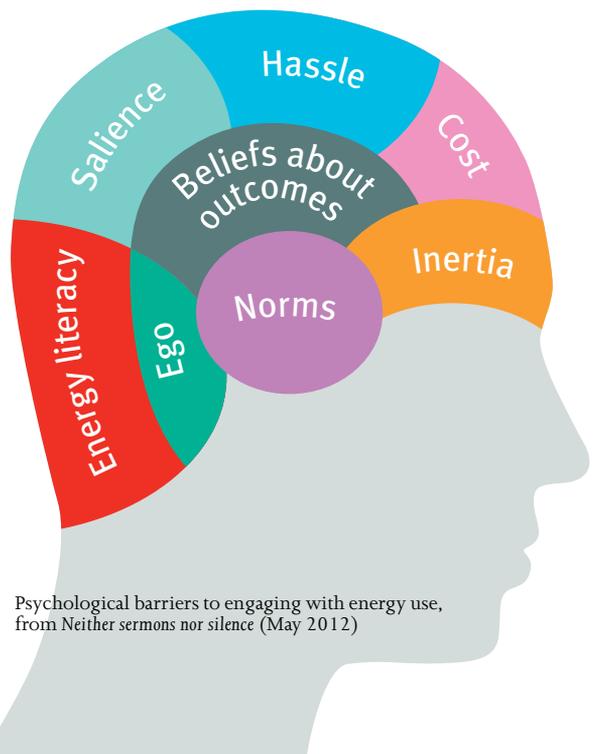
Up until now even free offers and subsidies to encourage public uptake of energy efficiency measures have had a disappointing level of interest. So we looked at new government schemes intended to get people more switched on to the benefits of energy efficiency, such as the Green Deal and the roll-out of smart meters, to see if they would fare any better.

Our analysis, *Neither sermons nor silence* (May 2012) was supported by a consortium of major companies, including ASDA and Kellogg's. It drew lessons from other initiatives designed to change public behaviour, like the digital TV switchover and Change4Life and showed that an effective national communications campaign was the only way to inspire people to act at the scale

“

We've always valued the work we do with Green Alliance because it makes us think, they act as critical friends and challenge us in safe conditions, which is a unique context for a company.”

Paula Bateman, head of corporate affairs, Rockwool



Psychological barriers to engaging with energy use, from *Neither sermons nor silence* (May 2012)

needed. An early action of the coalition had been to freeze all government marketing spend, so we were delighted when, in direct response to our insights, it overturned this restriction and announced a £2.9 million communications campaign for the Green Deal in November 2012.

---

## Ecodesigning our way to lower bills

Efficiency standards achieve dramatic savings. For instance, it's estimated that UK consumers have saved £800 million per year in energy savings through standards which mandate condensing boilers. Other EU ecodesign regulations, on products like computers and tumble driers, could save £158 a year off the average household energy bill, and the government is relying on these to bring consumer energy bills down by 2020.

But the transfer to more efficient products has been slow: there's an estimated gap of 40 per cent between what the government thinks better design will save and what is likely to be saved.

In *Cutting Britain's energy bill* (September 2012), supported by the European Climate Foundation, we showed how energy efficiency can be increased through product standards, ways to speed up implementation of the regulations, how to improve market monitoring and encourage more consumer take up. In line with our recommendations the government included new incentives for efficient products in its consultation on electricity demand reduction, which closed in January 2013.



# Influencing economic thinking

Current political discourse around the future of the economy presents huge challenges for the environment agenda but it also provides major potential for a new, greener settlement to emerge.

In 2012 we engaged senior figures, from business, government and academia, in the debate about the green economy as a source of growth and resilience.



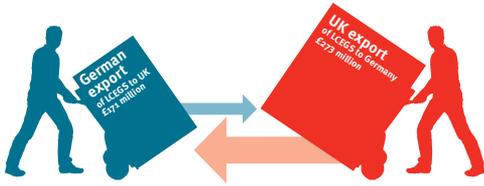
### Ed Davey promised to back green growth at Green Alliance's annual debate in March

In his first major speech since being appointed energy and climate change secretary in February 2012, Ed Davey addressed our annual debate and stated that the tough economic environment would not derail the government's plans to build a vibrant low carbon economy.

Also speaking, the eminent German politician and environmentalist Professor Dr Klaus Töpfer, gave his uniquely experienced view of how environmental policy and politics has progressed over the past 30 years.

“Central to our vision of responsible capitalism is a new approach, where we move to a sustainable green economy... It is an idea whose time has come... Although the global economy has been slow, the low carbon sector is healthy – growth is strong.”

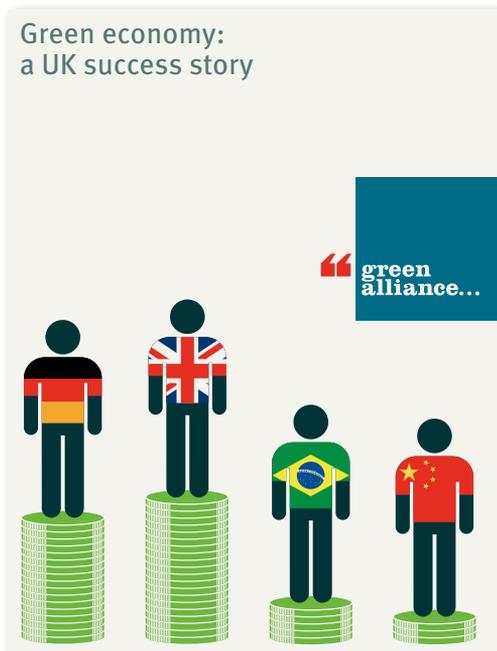
Rt Hon Edward Davey MP, secretary of state for energy and climate change, at Green Alliance's annual debate, March 2012



## Our infographics showed the strength of the green economy

Our infographic *Green growth at a glance: how do Germany and the UK compare?* (March 2012), surprised many by illustrating that, despite stronger German performance on renewable energy investment, the UK is the greater exporter of low carbon goods and services in the trade between the two countries.

In *Green economy: a UK success story* (August 2012) we analysed the sector's contribution to the economy and showed that green businesses and services are bucking the trend and thriving, delivering strong jobs growth across the country. Both of these projects were jointly supported by Christian Aid, Greenpeace, RSPB and WWF.



“  
By engaging in public debate and building a common understanding on the opportunity for green growth, as well as transitional costs of investment, Green Alliance can fulfil a prerequisite for policy action in a sensitive, polarised and, at times, confused political environment.”  
Dimitri Zenghelis, senior economic adviser, Cisco Systems

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## The £40 billion opportunity for sustainable savings

In *Saving for a sustainable future* (May 2012) supported by The Co-operative, we reported that the government already has a powerful mechanism at its disposal to build a more sustainable economy. We showed how, by attaching conditions to the £40 billion per year it gives in tax relief for ISAs, pension contributions, venture capital and property investments, it could significantly accelerate sustainable and responsible investment.

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## What the public really thinks

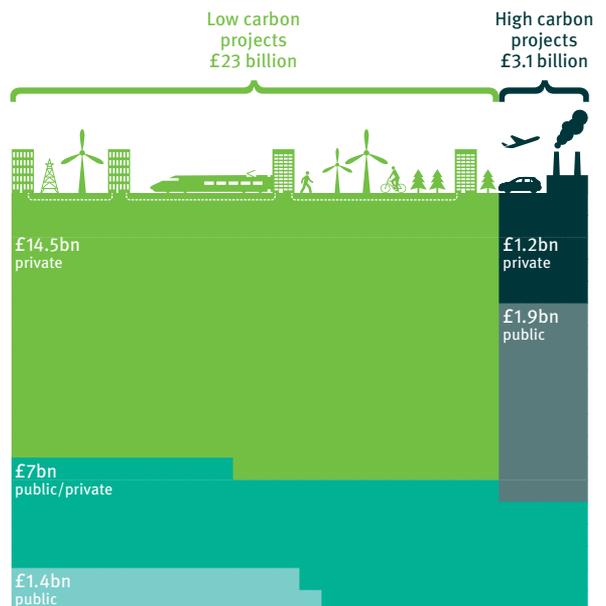
Media coverage has helped to create the perception that environmental goals are increasingly at odds with what most people want. But what's the truth? Our most read policy insight of 2012 was *What people really think about the environment: an analysis of public opinion*. Delving into the detail of surveys of public opinion from a range of sources we found that the reality is much more positive. We showed that most people want a lifestyle that is both green and affordable but that they expect and need politicians to help them achieve it.

“

Green Alliance is an increasingly influential force in pushing the argument for a low carbon economy.”

Jim Pickard, chief political correspondent, *Financial Times*

Spending on the top 20 infrastructure projects (by cost) started or confirmed 2012-13<sup>5</sup>



From *Green economy: a UK success story* (August 2012)

## The economic advantage of cleantech innovation

Cleantech industry could help to spearhead a new industrial revolution for the UK: boosting the economy, reducing costs to UK consumers and increasing productivity. At our Catalyst Debate on innovation in May, supported by Microsoft, we brought a panel and audience of economic, investment and industry experts together to discuss with Chloe Smith, then economic secretary to the Treasury, how the UK could improve support for this important sector.

In *Nurturing UK cleantech enterprise* (January 2013), by director Matthew Spencer and cleantech innovation expert Paul Arwas, we offered solutions to the barriers discussed at the debate, including the need for greater continuity of institutional support and redirecting R&D funding to back new, small enterprises.

“  
One of the most informed and articulate panels on this topic... you’d be hard pressed to find a more knowledgeable group to discuss green innovation.”  
James Murray, editor of *BusinessGreen*, on the green innovation Catalyst Debate, May 2012

### Nurturing UK cleantech enterprise

four steps to improve low carbon innovation



green alliance...

by Matthew Spencer and Paul Arwas

Supporting  
the new  
generation  
of political  
leaders

Since 2009 we've worked with over 50 MPs on the science, policy and politics of climate change, under our Climate Leadership Programme. Rather than lobbying MPs about what we think should concern them, we've helped them to develop their own views and given them access to climate science experts and leading businesses. We've linked local to national agendas by working on specific policy questions with small groups of MPs and their constituents.

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## Local leadership on climate change

We have closely followed the development of the coalition's localism agenda. Meeting national climate change targets relies on a local commitment to reduce emissions. The shifting of power from the centre to the local has the potential to trigger new approaches and powerful new partnerships, but it also presents challenges.

In *Unlocking local leadership on climate change* (June 2012) we featured think pieces by three coalition MPs: Damian Hinds, MP for East Hampshire; Martin Vickers, MP for Cleethorpes; and Julian Huppert, MP for Cambridge. Despite their very different constituencies, the MPs all highlighted the role of local areas in meeting carbon reduction targets but, at the same time, also challenged the government to give local areas the power and responsibility to take action.

“  
This was a superb opportunity to have a really detailed discussion of the Green Deal, and what it can do for Bristol North West, and indeed, the entire country... I can think of no better place to formulate suggestions to go straight into government.”

Charlotte Leslie,  
Conservative MP, Bristol  
North West



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## Getting a good deal from the Green Deal

In late 2011 we held workshops with three coalition MPs: Guy Opperman, Charlotte Leslie and Ian Swales, in their constituencies to see how the Green Deal energy efficiency scheme would work. Our conclusions, published in *Getting a good deal from the Green Deal* (January 2012), included the need for more support for the fuel poor and for local economies to directly benefit from the scheme. The MPs took these insights to Greg Barker, the minister of state for energy and climate change. The recommendations also contributed to the government's Green Deal consultation in 2012.

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## Climate Leadership Programme: the next phase

Our Climate Leadership Programme was supported in 2012 by the Pure Climate Foundation, which will also be supporting the next phase of the work, together with the Calouste Gulbenkian Foundation. We will be keeping a constituency focus and working with small groups of MPs from all three main parties. Subjects covered will include the new City Deals, sustainable transport, energy planning and climate adaptation.

“Green Alliance is a highly professional organisation that consistently produces an unusual combination of extremely well researched publications with innovation and creativity. I have found its work very useful and always recommend them to any Parliamentarian that expresses an interest in energy policy and the green economy.”  
 Laura Sandys, Conservative MP, Thanet South

# Identifying the green opportunity for cities

The coalition's localism agenda offers power and scope for cities to develop new approaches to green enterprise and improve the quality of their infrastructure. In 2012, we looked at the new city deals and found a positive picture emerging.

We also researched issues faced by the residents of existing tower blocks in trying to live greener lifestyles and showed how government policy could be helping to transform them into the sustainable homes of the future.

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## Cities are leading the way

City deals are a government initiative to stimulate growth around the country. The first eight were agreed in summer 2012 with Birmingham, Bristol, Leeds, Liverpool, Manchester, Newcastle, Nottingham and Sheffield. We wanted to know if they had considered low carbon development in their deals.

Our report *Green cities: using city deals to drive low carbon growth* (December 2012) found that all the cities saw the value and potential of low carbon, although there was wide variation in how much it was a priority and had been integrated into their plans.

Our research, supported by the Calouste Gulbenkian Foundation, showed that many cities are now using green enterprise as a means to mobilise investment and generate long term returns. Manchester has created a joint venture with the Green Investment Bank, Birmingham has set up a Green Deal financing initiative, while Newcastle has a new £90 million infrastructure fund which includes capital investment in a low carbon enterprise zone and a centre for offshore renewable engineering.

In 2013 we are working with the next wave of cities as they agree their deals with government.

“

The *Greening cities* report is the only independent analysis of its kind. It makes clear and achievable recommendations for how the ground-breaking new City Deals can maximise low carbon benefits, which can be delivered at scale by Core Cities, contributing to economic growth and resilience.”

Chris Murray, director,  
Core Cities Group



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## High rise homes for the future

Initiatives aimed at encouraging greener behaviours in the home are mostly targeted at street level homes and leave existing tower blocks out of the picture.

Working with the City Bridge Trust, we looked specifically at the issues high rise residents face in greening their homes. Our report *Towering ambitions* (December 2012) was based on interviews around the country and workshops held in three London estates. We found that while there are significant challenges to overcome there is great potential and desire for change.

Among our recommendations, we suggested that housing providers and energy companies should use the new Energy Company Obligation (ECO) to fund block retrofits; and that government could integrate tower blocks into its heat network proposals, encouraging city decision makers to put tower blocks at the heart of their low carbon district heating plans.

Our practical toolkit *A better place to live*, gave residents and building managers suggested actions, inspiring examples and funding sources to help them transform their homes and estates.

In 2013 we'll be continuing to look further at the sustainable energy options for tower blocks, also supported by the City Bridge Trust.

“

The need to make existing high rise housing sustainable is more urgent than ever as pressures on housing continue to grow and the need to tackle environmental challenges increases. Green Alliance's project shows there is much more scope for action by government, landlords and residents themselves.”

Anne Power, professor of social policy & head of LSE Housing and Communities

Making  
business  
sense  
of resource  
security

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## Reinventing the wheel

A circular economy keeps resources out of landfill and in the production cycle, which dramatically reduces the environmental impact of resource use. In late 2011 our report *Reinventing the wheel* outlined the potential for greater circularity in the economy by looking at a number of key raw materials.

Circular economy thinking has begun to influence economic policy in Germany, China and Japan. It is beginning to gain traction in the UK, but we still have a long way to go (WRAP has assessed the UK economy as only 19 per cent circular).

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## Circular Economy Task Force launched

To assist the government in understanding how to get to a more resource secure economy, we launched the Circular Economy Task Force in July 2012. Initial research suggests that environmental risks caused by the extraction of some materials contributes to price volatility of resources, and that circular systems can reduce this and also provide greater access to materials.

The big challenge to making a circular economy happen is supply chain co-ordination. The task force members represent leading companies from across the supply chain, and the Department for Environment, Food and Rural Affairs, the Department for Business, Innovation and Skills and other key players are also involved. We are working to understand how circular business models can be developed, and which policies will achieve greater resource security. The task force will report in the summer 2013.

The Circular Economy Task Force members are listed on page 35.

“

The calibre of thinking and analysis by Green Alliance on the circular economy has been outstanding. Coupled with action oriented engagement with policy makers through the Task Force, it's now in a powerful position to influence change.”

Ramon Arratia, European sustainability director, Interface



Accelerating  
business  
learning on  
sustainability

Green Alliance's Business Circle offers leading companies the opportunity to network with their peers to share views, debate policy and respond to sustainability issues.

Recognising the crucial role businesses play in delivering a sustainable economy and beneficial environmental outcomes, we have worked closely with companies for over 25 years.

We worked with our Business Circle members in 2012 to develop the following two bespoke programmes aimed at addressing critical business challenges:

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### Business Foresight

Our Foresight programme is a structured examination, with Business Circle members, of major sustainability trends affecting companies. We examine issues over a six month period using workshops, expert interviews and our own research. Each examination culminates in a Green Alliance Business Foresight, summarising our conclusions and recommending political and policy responses.

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### Business Insight

The Insight programme convenes discussions on sustainability issues with senior personnel from government, industry and NGOs. These discussions are held under Chatham House rules. Members benefit from the opportunity to share views in an informal environment with important stakeholders.

For current Business Circle members see page 35.

“

Green Alliance combines expert insight and analysis with first rate networks among business, political and NGO leaders. Membership of the Business Circle gives us access to a wide variety of cutting edge ideas, which helps the development of our own analysis of the challenges facing industry.”  
Craig Jones, director of government affairs, Alstom

The UK is the green financing capital of the world

One third of all global asset finance investment in new energy deals between 2007 and 2012 received both legal and financial advice from the UK



From Green economy:  
a UK success story  
(August 2012)

Identifying  
common  
priorities  
with NGO  
partners

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## A powerful approach

Much of our policy work is done with the support of the wider environmental community and, since 2010, we have convened a group of leading environment and development organisations on specific projects. Our work on the green economy (see page 13) benefited from the support of a powerful coalition of Christian Aid, Greenpeace, RSPB and WWF UK, whose media teams collaborated to publicise the positive impact of low carbon business the UK.

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## Strategic partnership

We work strategically with ten of the UK's leading environmental and conservation organisations, assisting them in finding areas of common ground and agreeing advocacy priorities. In 2012 we ran strategy sessions identifying collective priorities for environmental progress over the longer term.

Our NGO partners are listed on page 35.

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## Shared global priorities

We also co-ordinate engagement between environment and development NGOs. In March 2012 we sent a letter from 18 organisations to the prime minister and the deputy prime minister to set out shared international priorities in advance of the Rio+20 earth summit in June 2012. A follow up letter, from seven of these organisations to the Deputy Prime Minister Nick Clegg, who represented the UK at the summit, stimulated ongoing engagement between the groups and senior ministers on the importance of environmental resilience to the international development agenda.

“  
Green Alliance plays a critical role in sharing intelligence and helping the environment community work strategically together.”  
Craig Bennett, director of policy and campaigns, Friends of the Earth

From *Green economy: a UK success story* (August 2012), supported by Christian Aid, Greenpeace, RSPB and WWF

Size of UK economy 2011

Green economy  
£122bn

General economy  
£1,315bn

Providing  
a platform  
for fresh  
thinking

In 2012 our journal *Inside Track* focused on the potential of the green economy, featuring views from senior economists, politicians and business.

Our blog also took off, doubling the number of views to nearly 50,000 in the year. As well as being the place for Green Alliance insights, it also provides a platform for reaction and comment from other experts and opinion leaders.



“The crisis of the global environment...is now rebounding on the real economy.”

Rt Hon Ed Miliband MP, leader of the opposition



“Focusing on saving finance will get us nowhere unless it occurs as a result of reviving and reorienting the economy. Promoting a green economy is a solid route to jobs and growth”

Professor Carlota Perez, University of Cambridge



“Even after enduring the global financial crisis, caused in significant part by short term, unsustainable strategies and actions by both companies and investors, many of us are still content to embrace short termism in nearly all aspects of our lives.”

David Blood, senior partner,  
Generation Investment Management



“There’s no question, business leaders are increasingly frustrated with political leaders, and their apparent inability to get to grips, effectively and in good time, with challenges as diverse as the Eurozone crisis and climate change.”

John Elkington, sustainable business expert

## Reaction and comment on greenallianceblog.org.uk in 2012



Dame Fiona Reynolds on the publication of the National Planning Policy Framework, following the National Trust's influential campaign

“What it shows is at once utterly unremarkable and very special – just how much places mean to people. And that, even in the face of extraordinary rhetoric and pressure, governments can listen.”



Former MEP and EU environment policy expert  
Dr Caroline Jackson on whether Germany could learn anything from the UK

“The British...have been, and are, experts in the reality check at EU level. It is noteworthy that British MEPs have taken an interest in how much EU green policies will cost.”



Former DECC special adviser Duncan Brack on what it takes to get green policies implemented in government

“One big surprise to me...was the sheer amount of time I spent arguing with special advisers in other departments over issues I thought should be no-brainers.”

# Funding and partnership

The involvement of a strong and growing network of organisations and individuals from a wide range of sectors and disciplines is vital to the success of our work. We are grateful to the following organisations for their support in 2011 and 2012 and to our individual members who are listed on pages 36 and 37.



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## Business circle



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## NGO partners



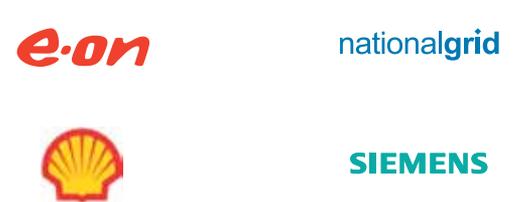
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## Circular Economy Task Force



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## Low Carbon Energy consortium



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# Green Alliance members

Jamie Abbott	Lindsey Colbourne	Dr Mayer Hillman	Dinah Nichols
John Adams	Yolanda Collins	David Hirst	Derek Norman
John Alker	Tony Colman	Paula Hollings	Sheila Oakes
Dr Amal-Lee Amin	Tim Cordy	Stuart Housden	Adam Ognall
Rosie Amos	Martin Couchman OBE	Alex House	Prof Timothy O'Riordan
Catherine Andrews	Paul Court	Catherine Howarth	Derek Osborn CB
Tim Ash Vie	John Cox CBE	Rupert Howes	Prof John Page
Anne Ashe	Roger Crofts	Richard Howitt MEP	Cllr Nicholas Paget-Brown
John Ashton	Kate Davies	Jim Hubbard	Philip Parker
Robert Atkinson	Baroness di Pauli	Robert Hull	Sara Parkin
Alison Austin OBE	Julie Doyle	Robert Hutchison	Doug Parr
Dr Mark Avery	Christine Drury	Merlin Hyman	Tony Paterson
Bernadett Baracscai	Jane Durney	Dr Caroline Jackson MEP	Prof R J Pentreath
Janet Barber	Mairi Duthie	Laura Jackson	Anthony Perret
David Barker QC	John Elkington	Prof Tim Jackson	Charles Perry
Alison Barnes	Penny Evans	Michael Jacobs	Craig Peters
Phil Barton	Louise Every	Lord Jay of Ewelme	Adrian Phillips CBE
Clive Bates	Bill Eyres	Alex Jelly	Iain Pickles
The Marquess of Bath	Nigel Farren	Prof Nicholas Jenkins	Prof Nick Pidgeon
Alex Belsham-Harris	Malcolm Fergusson	Deborah Joffe	Pat Pilkington MBE
Toby Belsom	David Fitzsimons	Stanley Johnson	Robert Pilling
Terence Bendixson	Dr David Fleming	Claire Jones	Ben Plowden
David Bent	Julie Foley	Tristram Keech	Anita Pollack
Nick Bent	Tim Foxon	Sean Kidney	John Pontin
Dr Robin Bidwell CBE	Justin French-Brooks	Angela King	Don Potts
Sean Birch	Ray Georgeson	Pippa Langford	Jennifer Powers
Jennifer Bird	William Gillis	Nicola Leahy	Mark Pritchard CB
Dr John Blunden	John Gordon	Jeremy Leggett	Alison Pritchard
Ronald Blythe	Beverley Gower-Jones	Dr Paul Leinster CBE	Sarah Quinnell
Dr Stephen Bolt	Dr Tony Grayling	Jack Lofthouse	Sarah Ratcliffe
Duncan Brack	David Green	Robert Lowson	Dr Kate Rawles
Tim Branton	Prof Michael Grubb	Simon Lyster	Dr Tim Rayner
Zoe Bremer	Nigel Haigh OBE	Ian MacArthur	Liz Reason
Steffie Broer	Paul Hamblin	Eleanor Mackay	Nick Reeves OBE
Chris Brown	Tony Hams OBE	Dr Tom Macmillan	Trewin Restorick
Gayle Burgess	Emilia Hanna	Prof Richard Macrory	David Richards
Tom Burke CBE	Cllr Katharine Harborne	Lauren Marriott	Dr Mark Robbins
Kate Burningham	Rev A H H Harbottle	Mari Martiskainen	Michael Roberts
Roger Burton	David Harris	Adam Matthews	Archie Robertson
Sarah Burton	Helen Harris	Deborah Mattinson	James Robertson
Rachel Butterworth	Sir Peter Harrop	Robert McCracken QC	Dr Amanda Root
Danielle Byrne	Lord Haskins	Prof Jacqueline McGlade	Neil Rotheroe
Lord Cameron of Dillington	Dr Paul Hatchwell	Kayleigh McGrath	Phil Rothwell
Shaun Carr	Tony Hawkhead	Dr Jim McQuaid CBE	Roger Salmons
Ruth Chambers	Dirk Hazell	Melissa Mean	Prof Stephen Salter
Harry Chichester	Lucinda Hensman	Morice Mendoza	David Sanders
Chris Church	Barbara Herridge	Philip Merricks	Prof Philippe Sands
Dr M J Clark	Adam Herriott	Charles Millar	Jenny Saunders
Roger Clarke	Henry Hicks	Ed Mitchell	Diana Schumacher
Aaron Clements-Partridge	Roger Higman	Catherine Mitchell	Adam Scott
Clare Coffey	Julie Hill MBE	Margaret Morgan-Grenville	Paul Scott

Bhavika Shah  
 Juhi Shareef  
 Yasmin Shariff  
 David Sharman  
 Ben Shaw  
 William Sheate  
 Sarah Simmons  
 David Sinclair  
 Jonathan Sinclair Wilson  
 Rita Singh  
 Prof Jim Skea  
 James Skinner  
 Prof Peter Smith  
 Stephen Somerville  
 Steve Sorrell  
 Martin Spray  
 Ben Stafford  
 Ralph Steadman  
 Lord Stevenson  
 John Stewart  
 Andrew Stirling  
 Neil Stockley  
 Daisy Streatfeild  
 Peter Studdert  
 Joss Tantram FRSA  
 Dr Richard Tapper  
 Derek Taylor  
 Clare Taylor  
 Tessa Tennant  
 Guy Thompson  
 Andrew Thorburn  
 Julia Thrift  
 Dr Bruce Tofield  
 Dr Steven Toole  
 Chris Tuppen  
 Ben Tuxworth  
 Richard Usher  
 Annette Van Der Kolk  
 Jane Vaus  
 Prashant Vaze  
 Raphael Vermeir CBE  
 Dale Vince OBE  
 Jonathan Wallace  
 Diane Warburton  
 Liz Warren  
 Anne Weir  
 Alan Wheeler  
 Dr Rowan Whimster  
 Prof David Wiggins  
 Glenn Wilkinson  
 Hugh Williams

Rebecca Willis  
 Prof James Wilsdon  
 Nicholas Wilson  
 Katie Woodmore  
 Giles Wyburd  
 Sir Graham Wynne CBE  
 Baroness Young

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## Donor

Andy Atkins  
 Rosie Boycott  
 Jessica Brown  
 Richard Burnett-Hall  
 Tony Burton  
 Victoria Chester  
 Philip Dale  
 Philip Douglas  
 Prof Paul Ekins  
 Dr Merylyn Hedger  
 Ben Jewell  
 Stephen Lloyd  
 Dorothy MacKenzie  
 Peter Madden  
 Duncan McLaren  
 Rupert Nabbaro  
 Sir Jonathon Porritt CBE  
 Jim Potter  
 Dr Andrew Purkis OBE  
 Jill Rutter  
 Dr Alister Scott  
 Philip Sellwood  
 Neil Sinden  
 Tim Smit CBE  
 Shaun Spiers  
 Geoffrey Steeley  
 David Still  
 Dr Robin Stott  
 Gillian Thomas  
 Matthew Thomson  
 Kay West  
 Sheena Will

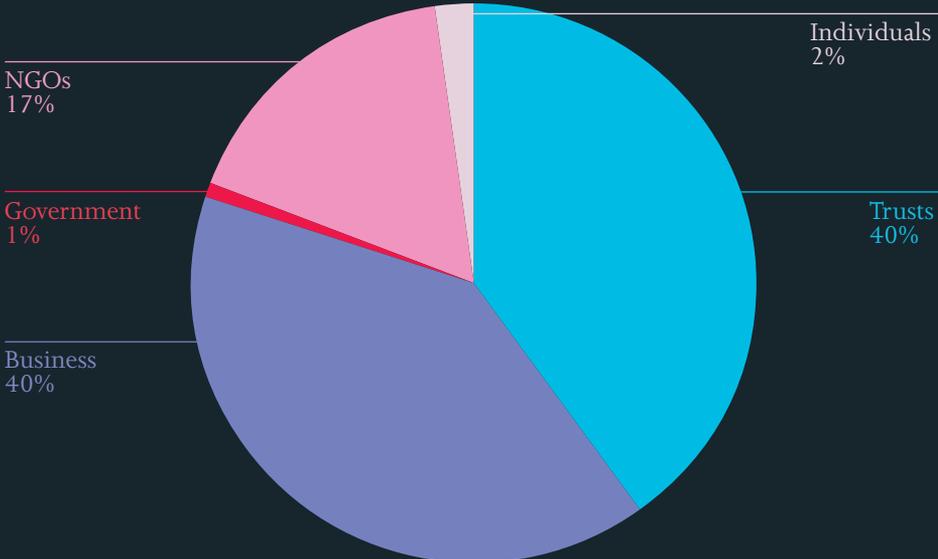
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## Life

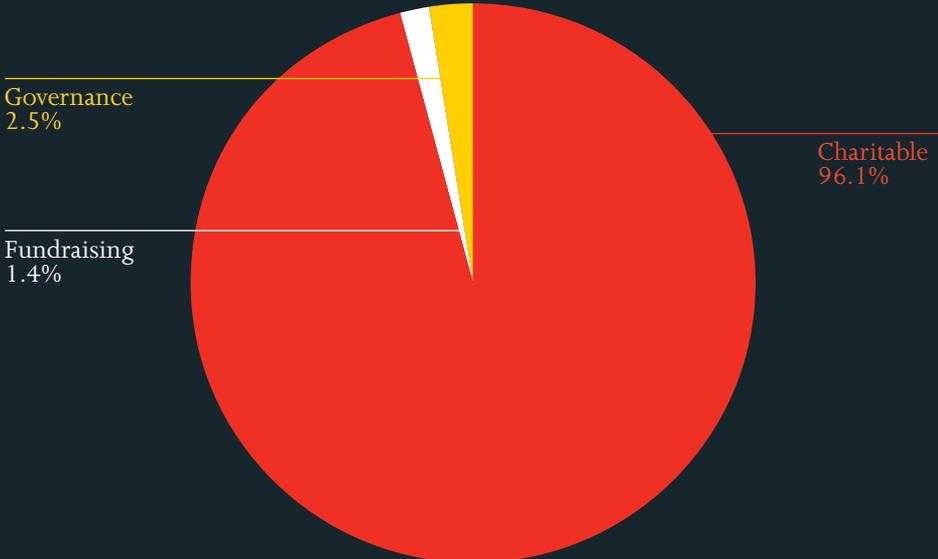
David Andrew  
 Dr Robert Barrington  
 Katherine and Ben Bell  
 Bernie Bulkin  
 James Cameron  
 Rodney Chase CBE  
 Ian Christie  
 Andrea Cook OBE  
 Zac Goldsmith MP  
 Matt Gosden  
 Richard Hawkins  
 Emma Howard Boyd  
 Paul Jefferiss  
 Thomas Lingard  
 Michael Massey  
 Alice Page  
 Michael Palin  
 MT Rainey  
 Matthew Rhodes  
 Chris Rose  
 Penny Shepherd  
 Lord Thomas of Gresford  
 Dr Tom Tibbits  
 Philip Wolfe

# Income and expenditure

## Income



## Expenditure



# Accounts

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## Trustees' statement

These summarised accounts are a summary of information extracted from the annual accounts and contain information relating to both the Statement of Financial Activities and the Balance Sheet.

These summarised accounts may not contain sufficient information to allow for a full understanding of the financial affairs of the charity. For further information, the full accounts, which received an unqualified audit opinion, should be consulted. Copies of these can be obtained from the company secretary at Green Alliance.

The annual accounts were approved by the trustees on 12 September 2012, and have been submitted to the Charity Commission and Companies House.

On behalf of the directors/trustees of  
The Green Alliance Trust (known as Green Alliance)  
12 September 2012:



Robin Bidwell, chair



Philip Parker, hon treasurer

# Summary financial statement

## Statement of financial activities for the year ended 31 March 2012

	2012 Restricted Funds £	2012 Unrestricted Funds £	2012 Total Funds £	2011 Total Funds £
<b>Incoming resources</b>				
Incoming resources from generated funds:				
Voluntary income	51	145,017	145,068	248,642
Bank interest receivable	-	2,867	2,867	1,705
Incoming resources from charitable activities:				
Research, events and publications	1,004,430	10,374	1,014,804	985,554
<b>Total incoming resources</b>	<b>1,004,481</b>	<b>158,258</b>	<b>1,162,739</b>	<b>1,235,901</b>
<b>Resources expended</b>				
Cost of generating funds				
Fundraising	-	15,787	15,787	16,627
Charitable expenditure:				
Research, events and publication costs	994,604	58,588	1,053,192	1,199,289
Governance costs	-	26,876	26,876	27,707
<b>Total resources expended</b>	<b>994,604</b>	<b>101,050</b>	<b>1,095,654</b>	<b>1,243,623</b>
Net (expenditure)/income before transfers	9,877	57,208	67,085	(7,722)
Transfers between funds	1,207	(1,207)	-	-
Net (expenditure)/income after transfers	11,084	56,001	67,085	(7,722)
Fund balances brought forward at 1 April 2011	198,580	334,033	532,613	540,335
<b>Fund balances carried forward at 31 March 2012</b>	<b>209,664</b>	<b>390,034</b>	<b>599,698</b>	<b>532,613</b>

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## Independent auditor's statement

We have examined the summary financial statement for the year ended 31 March 2012 set out on these pages

### Respective responsibilities of the trustees and the auditor

The trustees are responsible for preparing the summarised annual report in accordance with applicable United Kingdom law.

Our responsibility is to report to you our opinion on the consistency of the summary financial statement within the summarised annual report with the full annual financial statements and the trustees' report, and its compliance with the relevant requirements of section 427 of the Companies Act 2006 and the regulations made thereunder.

We also read the other information contained in the summarised annual report and consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the summary financial statement.

We conducted our work in accordance with Bulletin 2008/3 issued by the Auditing Practices Board. Our report on the charitable company's full annual financial statements describes the basis of our opinion on those financial statements and on the trustees' report.

### Opinion

In our opinion the summary financial statement is consistent with the full annual financial statements and the trustees' report of Green Alliance for the year ended 31 March 2012 and complies with the applicable requirements of section 427 of the Companies Act 2006 and the regulations made thereunder.

We have not considered the effects of any events between the date on which we signed our report on the full annual financial statements (12 September 2012) and the date of this statement.

haysmacintyre  
Statutory Auditors  
Fairfax House  
15 Fulwood Place  
London WC1V 6AY

12 September 2012

# Balance sheet at 31 March 2012

	2012		2011	
	£	£	£	£
<b>Fixed assets</b>				
Tangible fixed assets		2,633		4,182
<b>Current assets</b>				
Debtors and prepayments	209,605		273,758	
Cash	588,519		506,963	
	<b>798,124</b>		<b>780,721</b>	
Creditors: amounts falling due within one year	(201,059)		(252,290)	
Net current assets		597,065		528,431
<b>Total assets less current liabilities</b>		<b>599,698</b>		<b>532,613</b>
<b>Charity funds</b>				
Restricted funds		209,664		198,580
Unrestricted: general funds		390,034		334,033
		<b>599,698</b>		<b>532,613</b>

# Green Alliance staff

## Management team

Matthew Spencer  
director



020 7630 4517 (PA)  
jevetts@green-alliance.org.uk

Edward Hobson  
deputy director



020 7630 4521  
ehobson@green-alliance.org.uk  
(maternity cover)

Louise Humphrey  
head of resources



020 7630 4518  
lhumphrey@green-alliance.org.uk

Tamsin Cooper  
deputy director



(maternity leave)

## Development team

Karen Crane  
senior communications  
manager



020 7630 4519  
kcrane@green-alliance.org.uk

Emily Crawley  
events co-ordinator



020 7630 4515  
ecrawley@green-alliance.org.uk

Josephine Evetts  
office manager and PA to the  
director



020 7630 4517  
jevetts@green-alliance.org.uk

Paolo Grasso  
web development assistant



020 7630 4514  
pgrasso@green-alliance.org.uk

Marta Silva  
book-keeper



020 7630 4523  
msilva@green-alliance.org.uk

## Policy team

William Andrews Tipper  
head of sustainable business  
Business Circle; strategic  
projects



020 7630 4528  
wandrewstipper@green-alliance.org.uk

Dustin Benton  
senior policy adviser  
resources; circular economy;  
ecodesign



020 7630 4522  
dbenton@green-alliance.org.uk

Rachel Cary  
senior policy adviser  
energy policy; electricity  
market reform; renewable heat



020 7630 4525  
rcary@green-alliance.org.uk

Alastair Harper  
senior policy adviser  
political leadership; joint NGO  
advocacy



020 7630 4527  
aharper@green-alliance.org.uk

Jonny Hazell  
policy assistant  
resources; circular economy



020 7630 4529  
jhazell@green-alliance.org.uk

Hannah Kyrke-Smith  
policy adviser  
Climate Leadership  
Programme; joint NGO  
advocacy; green living



020 7630 4520  
hkyrke-smith@green-alliance.org.uk

Julian Morgan  
chief economist  
sustainable economy



020 7630 4516  
jmorgan@green-alliance.org.uk

Faye Scott  
head of research



(maternity leave)

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## Trustees

Robin Bidwell CBE – chair

Philip Parker – hon treasurer

Tom Burke CBE

Ben Caldecott

Catherine Howarth

Leo Johnson

Dr Alastair Keddie CB

Professor Mariana Mazzucato

Dame Fiona Reynolds DBE

Sophia Tickell

Sir Graham Wynne CBE

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## Associates

Green Alliance's associates are specialists who advise on and contribute to our work.

Chris Church

Chris Hewett

Dimitri Zenghelis

Duncan Brack

Ian Christie

Jiggy Lloyd

Julie Hill

Rebekah Phillips

Rebecca Willis

---

## Interns

We are grateful to the following individuals who gave their time and skills to Green Alliance under our internship programme during 2011 and 2012.

Alex Belsham-Harris

Rupert Callingham

Yolanda Collins

Robin DeJong

Minh Dinh

Sarah Driver

Louise Ellaway

Anna Engstrom

Paolo Grasso

Adam Herriott

Jim Hubbard

Michael Kattirtzi

Jack Lofthouse

Lauren Marriott

Kayleigh McGrath

Cheryl Pilbeam

Adam Scott

Bhavika Shah

David Sharman

Sarah Simmons

Caroline Talbot

Sophie Thompson

Sion Williams

Katie Woodmore



Green Alliance  
36 Buckingham Palace Road  
London SW1W 0RE  
T 020 7233 7433  
[ga@green-alliance.org.uk](mailto:ga@green-alliance.org.uk)  
[www.green-alliance.org.uk](http://www.green-alliance.org.uk)

blog: [greenallianceblog.org.uk](http://greenallianceblog.org.uk)  
twitter: [@GreenAllianceUK](https://twitter.com/GreenAllianceUK)

The Green Alliance Trust is a  
registered charity 1045395 and  
company limited by guarantee  
(England and Wales) 3037633,  
registered at the above address